Sports and Entertainment | Business Domains | Development and operation of sports and entertainment facilities centered on stadiums

Business Strategy

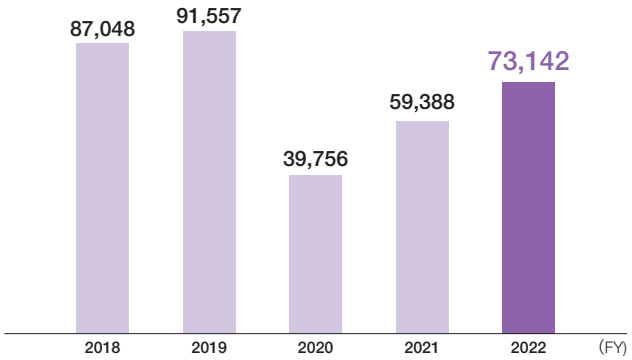
Create neighborhoods harnessing the power of sports and entertainment

Tokyo Dome City, a place that creates exciting experiences through sports and entertainment

Tokyo Dome City Revenue from Operations

Note: Figures for fiscal 2018 to fiscal 2020 are prior to consolidation and figures for fiscal 2021 are post consolidation in the Group.

(Millions of yen)



Annual Number of Visitors to Tokyo Dome City

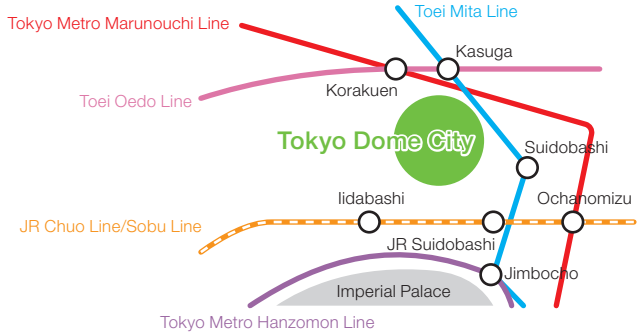
Approx. **40,000,000**/year

(FY2019)

Strengths of Tokyo Dome City: Centrally located, convenient for transportation × Collection of varied facilities with customer appeal

Power of location

A Spacious Site in the City Center with Convenient Transportation



In central Tokyo

A spacious site covering approx. **13** hectares

Adjacent to 3 stations on 4 lines, for convenience of transportation

Tokyo Station	Approx. **6** minutes
Haneda Airport	Approx. **45** minutes
Narita Airport	Approx. **50** minutes

Power of facilities

Plentiful Facilities That Meet the Needs of Diverse Visitors

Tokyo Dome

All-weather stadium

Maximum capacity: 55,000

LaQua

Retail facilities

Amusement park

Spa

Tokyo Dome Hotel

Large-scale city hotel

Power of events

Attraction of Customers through Varied Events in the City Center

Tokyo Dome City

Tokyo Dome City sources of revenue

Major sources of revenue for each Tokyo Dome City asset.

Tokyo Dome

- Revenue from events, including professional baseball games and music concerts
- Food and beverage/merchandise revenue
- Advertising revenue

LaQua

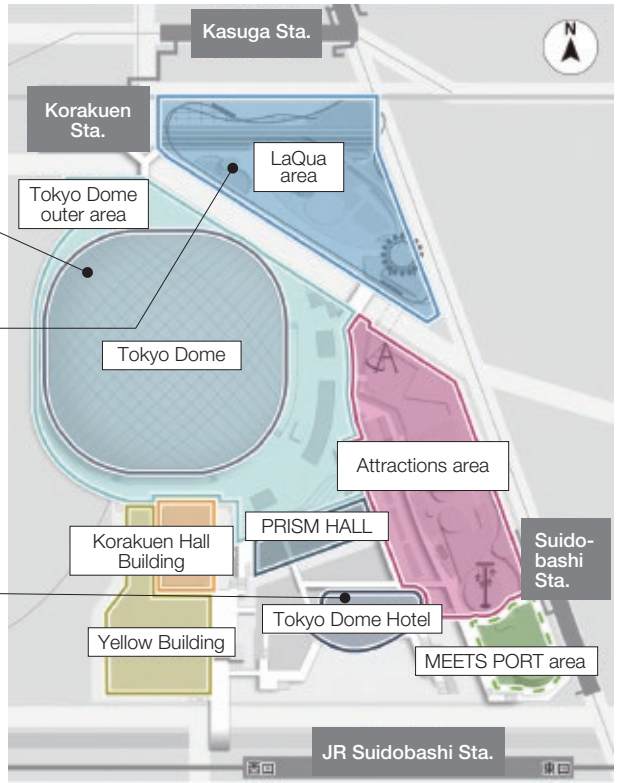
- Revenue from facility operations (attractions, hot baths, etc.)
- Retail tenant leasing revenue

Tokyo Dome Hotel

- Accommodation fees
- Food and beverage revenue
- Revenue from hall use

Other*

- Revenue from facility operations (attractions, amusement facilities, etc.)
- Retail tenant leasing revenue
- Revenue from hall use



* Yellow Building, Korakuen Hall Building, Tokyo Dome City Attractions, MEETS PORT, PRISM HALL, etc.

Accelerated the creation of a neighborhood that harnesses the power of sports and entertainment to instill excitement

- Since opening in July last year, operations at LaLa arena TOKYO-BAY*1 have progressed smoothly with cross-traffic benefits at LaLaport TOKYO-BAY and LaLa Terrace TOKYO-BAY becoming apparent.
- A new large, multipurpose arena with a 10,000-person capacity tentatively named Nagoya Arena*2 is scheduled to open early 2028
- Both are the home arenas for B.LEAGUE*3 teams, and are adjacent to large-scale LaLaport retail facilities developed by the Company
- Following a strict location selection process centered in Japan's three major metropolitan areas, further accelerate exciting neighborhood development projects that harness the power of sports and entertainment

*1 A joint project with MIXI, Inc.
*2 A joint project with Toyota Tsusho Corporation and KDDI CORPORATION
*3 A men's professional basketball league in Japan

Expand business models that link sports/entertainment and retail facilities

LaLa arena TOKYO-BAY

LaLaport TOKYO-BAY

Nagoya Arena (tentative name)

LaLaport NAGOYA minato AQULS