



TOKYO BIG SIGHT ANNUAL REPORT

FY2023

Tokyo Big Sight Inc.

Outline

Name: Tokyo Big Sight Inc.
Address: 3-11-1 Ariake, Koto-Ku, Tokyo
Date of establishment: April 1, 1958
Capital: ¥5,571 million

History

March 1956	The Tokyo International Trade Fair Commission was established to host the Tokyo International Trade Fairs and other various trade fairs
April 1958	Tokyo International Trade Center Corp. was established to operate the Harumi Fairgrounds
March 1996	Harumi Fairgrounds were closed
April 1996	Tokyo Big Sight was inaugurated
May 1999	Tokyo International Trade Center Corp. completed the construction and commenced management and operation of the Ariake Park Building
April 2000	Tokyo International Trade Center Corp. integrated business with TOKYO FASHION TOWN CORPORATION and TIME 24 CO., LTD.
April 2003	Tokyo International Trade Center Corp. merged with Tokyo International Trade Fair Commission and changed its name to "Tokyo Big Sight Inc."

Management Concept /
Management Policy / Action Standards

Management Concept	Contribute to society by promoting economic activities and regional development.
Management Policy	To establish the "Tokyo Big Sight" brand
Action Standards	Let's create "The Encounter of a Lifetime" with a sophisticated flair!

Business Activities

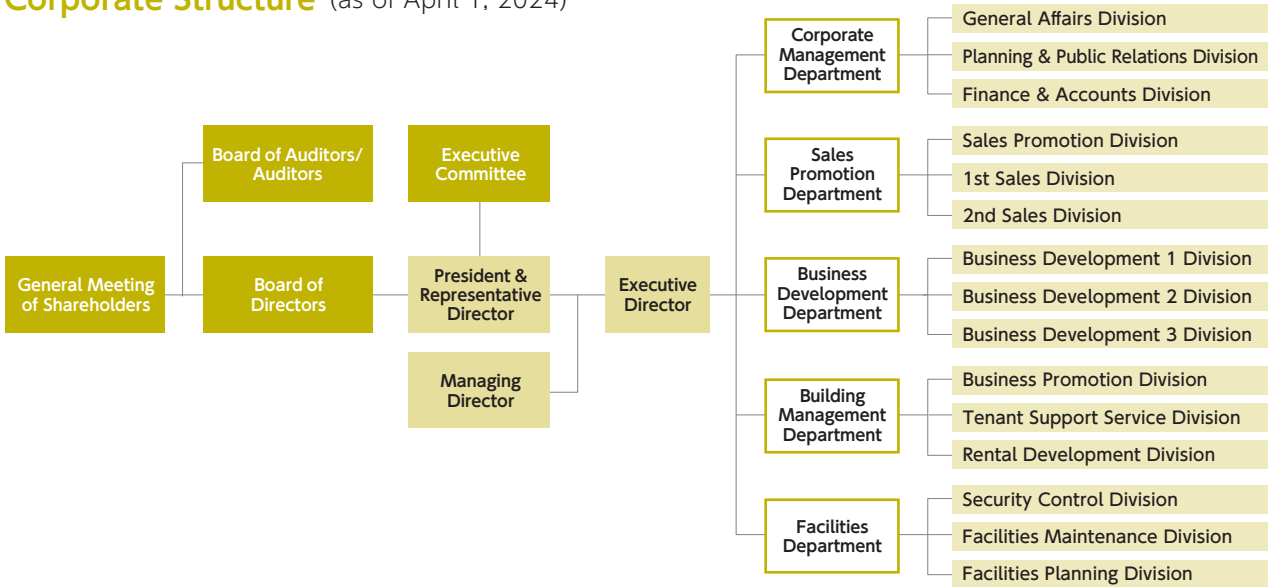
- Management and operation of venues at Tokyo Big Sight (Tokyo International Exhibition Center)
- Organization and operation of trade fairs and exhibitions
- Management and operation of Ariake Park Building, TFT Building, and TIME24 Building
- Management and operation of the venue at Ariake GYM-EX (Ariake Exhibition Hall)

March 2006	Tokyo Big Sight Inc. completed the acquisition of TOKYO FASHION TOWN CORPORATION and TIME 24 CO., LTD.
January 2009	Tokyo Big Sight Inc. participated in Rinkai Holdings Group
October 2016	Completed the construction of the New East Exhibition Halls (East Hall 7 and East Hall 8) and launched operations
March 2019	Completed the construction of the Aomi Exhibition Halls (A Hall and B Hall) (operations terminated in December 2021)
June 2019	Completed the construction of the South Exhibition Halls (South Hall 1 to South Hall 4) and launched operations in July
May 2023	Opened Ariake GYM-EX (Ariake Exhibition Hall) reusing as the Ariake Gymnastics Centre which was used for the 2020 Tokyo Olympic Games

Executive Officers (as of August 1, 2024)

President & Representative Director	Nobuhiro Maeda (Former Vice Governor of Tokyo Metropolitan Government)
Executive Vice President & CEO	Kazuharu Iwase (Former Director of Bureau of Industrial Labor Affairs of Tokyo Metropolitan Government)
Executive Managing Director	Ryosuke Uematsu
Member of the Board	Haruhiko Kobayashi
Member of the Board	Kazuo Minami
Member of the Board	Yoshikazu Miyata
Member of the Board	Shinichi Tanaka
Auditor (full time)	Takashi Hirano
Auditor	Hirofumi Yatabe
Auditor	Keita Kondo
Auditor	Takahide Yoshida

Corporate Structure (as of April 1, 2024)



Company Overview

Stock Information (as of March 31, 2024)

(1) Total number of issued shares	Common stock 2,619,705 shares (including 79,690 shares of treasury stock)
(2) Number of shareholders	114
(3) Major shareholders (top 10)	

Name of shareholder	Investment status in the Company	
	Number of holdings (shares)	Investment ratio(%)
TOKYO RINKAI HOLDINGS, INC.	1,924,700	75.77
Mitsui Fudosan Co., Ltd.	76,600	3.01
Toshiba Corporation	71,000	2.79
Hitachi, Ltd.	70,000	2.75
Mitsubishi Electric Corporation	60,000	2.36
Employee Stock Ownership Association of Tokyo Big Sight	40,120	1.57
Fuji Electric Co., Ltd.	34,000	1.33
Shimizu Corporation	30,600	1.20
Mizuho Bank, Ltd.	26,180	1.03
Taisei Corporation	20,600	0.81

(Note) The investment ratio is calculated based on the total number of issued shares minus the number of share of treasury stock. Note that the Company holds 79,690 shares of treasury stock, but is excluded from the major shareholders listed above.

Information on Main Subsidiary

Name of company	Big Sight Services Corporation
Capital	¥60 million
Voting rights ratio of the Company	100%
Main business activities	Services such as cleaning, waste collection, and transport and sale of goods

Information on Employees (as of March 31, 2024)

Number of employees	109
Increase (decrease) in number of employees compared to end of previous FY	(3)
Average age	40.8 years old
Average years of service	14.3 years

The number of employees does not include transfers from outside the company or temporary employees.

Business Overview (FY2023)

In FY2023, various restrictions related to the COVID-19 pandemic were loosened due to the change to category 5, and event hosting and the reopening of Japan for entry and exit by foreign nationals restarted in earnest. In the MICE industry as well, the value of face-to-face hosting was reappraised, and there were numerous conferences and exhibitions held in this style. Tokyo Big Sight also became a bustling space for meetings between people once again.

In the Venue Operation Business, the "Ariake GYM-EX (Ariake Exhibition Hall)" renovated as a 2020 Tokyo Olympic and Paralympic Games legacy facility opened in May. Including Tokyo Big Sight, the total floor area used this year was the highest since our founding, and many event organizers used our facilities for various purposes.

In the Exhibition Organization Business, in addition to the Security & Safety Trade Expo 2023 and Tokyo Business Chance Expo, the Tokyo International Fire and Safety Exhibition 2023 was held for the first time in 5 years, contributing to industry promotion. Also, the operations business was involved with the "JAPAN MOBILITY SHOW 2023" event (formerly ("Tokyo Motor Show")) for the first time in 4 years.

In the Building Management Business, we increased opportunities for communication with resident tenants, strengthening relationships while simultaneously striving to understand and handle their needs. These efforts contributed to improved satisfaction rates. We also aimed for maintenance and improvement of occupancy rates and made efforts to increase our competitiveness as an office building within the real estate market in order to secure new tenants.

Information on Property and Profit/Loss

Category	80th Period FY2020	81th Period FY2021	82th Period FY2022	83th Period FY2023 (fiscal year under review)
Operating revenue (thousand yen)	14,682,969	17,962,636	20,354,818	21,957,854
Ordinary profit (loss) (thousand yen)	(441,449)	1,833,580	1,493,423	3,983,719
Profit (loss) (thousand yen)	(254,777)	1,214,789	(682,734)	2,774,229
Earnings (loss) per share (yen)	(100)	478	(268)	1,092
Total assets (thousand yen)	78,662,299	82,633,237	79,458,677	85,851,249
Net assets (thousand yen)	64,497,099	65,610,288	64,825,953	67,498,582

Note: Earnings (loss) per share is calculated based on the average total number of issued shares during the period, with the average number of shares of treasury stock during the period excluded.

Balance Sheet (as of March 31, 2024)

Assets

Accounting Item	Amount	
Current assets		
Cash and deposits		31,498,897
Trade accounts receivable		621,037
Deposits paid		2,100,000
Prepaid expenses		473,801
Other current assets		12,964
Allowance for doubtful accounts		(248)
Total current assets		34,706,452
Non-current assets		
Property, plant and equipment		
Buildings	61,259,201	
Accumulated depreciation	(33,597,263)	27,661,938
Structures	1,573,829	
Accumulated depreciation	(1,246,292)	327,537
Vehicles	2,341	
Accumulated depreciation	(2,341)	0
Tools, furniture and fixtures	2,503,658	
Accumulated depreciation	(2,305,185)	198,472
Land		19,169,527
Lease assets	15,524	
Accumulated depreciation	(12,178)	3,345
Construction in progress		1,054,794
Total property, plant and equipment		48,415,615
Intangible assets		
Software		45,881
Trademark right		281
Telephone subscription right		4,859
Total intangible assets		51,022
Investments and other assets		
Shares of subsidiaries and associates		200,177
Long-term prepaid expenses		2,221,718
Guarantee deposits and leasehold deposits		256,262
Other		6,872
Allowance for doubtful accounts		(6,871)
Total investments and other assets		2,678,159
Total non-current assets		51,144,797
Total assets		85,851,249

Liabilities

(Unit: thousands of yen)

Accounting Item	Amount	
Current liabilities		
Accounts payable – other		4,360,267
Lease obligations		1,204
Accrued expenses		14,376
Income taxes payable		1,111,519
Accrued consumption taxes		360,883
Advances received		4,782,494
Deposits received		15,058
Provision for bonuses		75,416
Other current liabilities		3,479
Total current liabilities		10,724,699
Non-current liabilities		
Lease obligations		2,710
Deferred tax liabilities		1,221,650
Provision for retirement benefits		377,098
Asset retirement obligations		1,252,789
Guarantee deposits and leasehold deposits received		4,773,718
Total non-current liabilities		7,627,967
Total liabilities		18,352,667

Net Assets

Shareholders' equity		
Share capital		5,571,000
Capital surplus		
Legal capital surplus		3,348,750
Total capital surplus		3,348,750
Retained earnings		
Legal retained earnings		300,000
Other retained earnings		
Reserve for tax purpose reduction entry of non-current assets	12,923,789	
General reserve	40,000,002	
Retained earnings brought forward	5,554,175	58,477,967
Total retained earnings		58,777,967
Treasury shares		(199,135)
Total shareholders' equity		67,498,582
Total net assets		67,498,582
Total liabilities and net assets		85,851,249

(Note) Listed amounts are rounded down to the nearest thousand yen.

Statement of Income (from April 1, 2023 to March 31, 2024)

(Unit: thousands of yen)

Accounting Item	Amount	
Operating revenue		
Venue operation business revenue	12,651,694	
Event business revenue	1,030,625	
Leasing business revenue	8,152,892	
Other business revenue	122,642	21,957,854
Operating costs		
Cost of sales in venue operation business	10,123,021	
Cost of sales in event business	791,980	
Cost of sales in leasing business	5,635,181	
Cost of sales in other businesses	74,174	16,624,358
Operating gross profit		5,333,496
Selling, general and administrative expenses		1,435,572
Operating profit		3,897,924
Non-operating income		
Interest income	664	
Dividend income	77,617	
Other	7,967	86,249
Non-operating expenses		
Other		455
Ordinary profit		3,983,719
Extraordinary losses		
Loss on retirement of non-current assets		5,847
Profit before income taxes		3,977,871
Income taxes		
Income taxes – current	1,327,017	
Income taxes – deferred	(123,375)	1,203,642
Profit		2,774,229

(Note) Listed amounts are rounded down to the nearest thousand yen.

Management and Operation of Tokyo Big Sight

◆ Overview

In FY2023, various restrictions related to the COVID-19 pandemic were loosened due to the change to category 5 and event hosting and the reopening of Japan for entry and exit by foreign nationals restarted in earnest. In the MICE industry as well, the value of face-to-face hosting was reappraised, and there were numerous conferences and exhibitions held in this style. Tokyo Big Sight also became a bustling space for meetings between people once again.

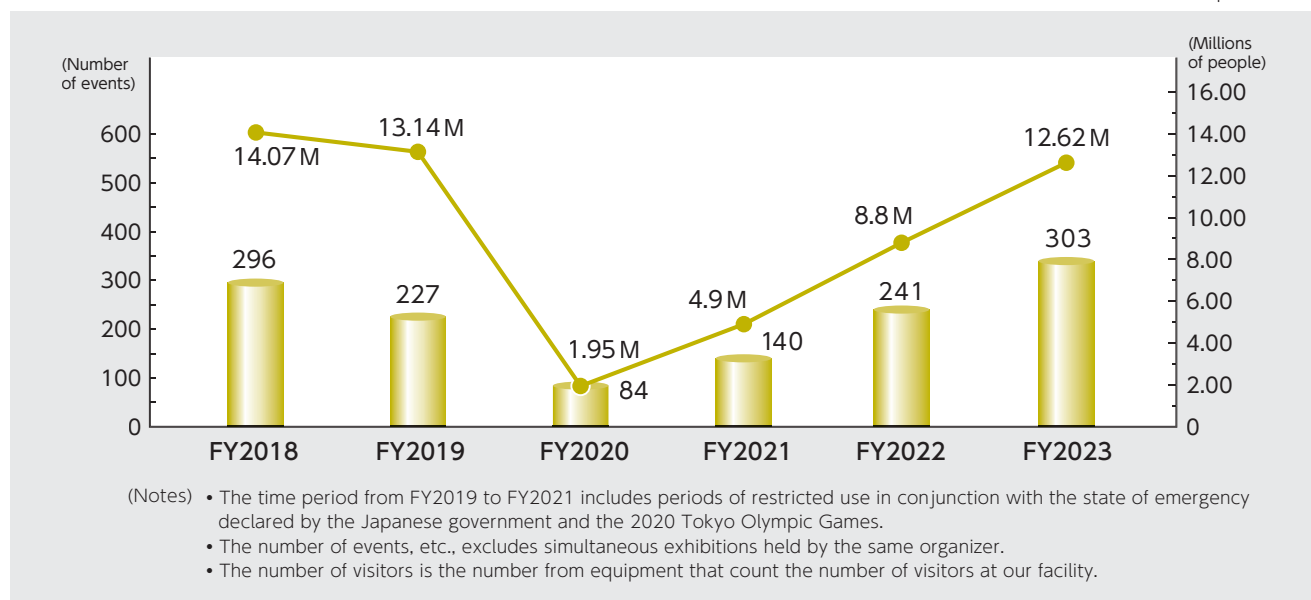


Outline of Tokyo Big Sight (as of July 2024)

Official name: Tokyo International Exhibition Center	Exhibition facilities: Indoor exhibition area(3 buildings, 16 halls) (Total exhibition area: 115,420 m ²) Rooftop exhibition area (6,000 m ²)
Address: 3-11-1 Ariake, Koto-ku, Tokyo	Convention facilities: International Conference Hall(capacity of 1,000 people) Reception Hall (1,700 m ²) Meeting rooms(22 rooms ranging from 35 m ² to 760 m ²)
Ground-floor area: 265,751 m ²	
Building area: 185,348 m ²	
Total floor area: 316,990 m ²	

◆ Number of Events and Visitors

(as of April 2024)



◆ Exhibition Hall Occupancy Rate

Fiscal year	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Exhibition hall occupancy rate	73.9%	69.5%	22.7%	53.5%	51.6%	62.8%

◆ Ariake GYM-EX

● Ariake GYM-EX Opened

As a means of reusing the Ariake Gymnastics Centre used in the 2020 Tokyo Olympic and Paralympic Games, Ariake GYM-EX was opened on Thursday, May 18, 2023.

This exhibition hall has approximately 9,400 m² of total exhibition space and 20-meter ceilings, giving a sense of openness due to the lack of support columns.

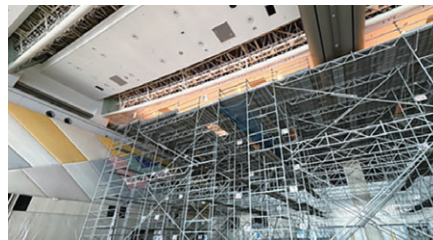


◆ Year-Long Initiatives

● Maintenance of Facilities and Equipment

- Large-scale renovation project for the Conference Tower and West Exhibition Halls

The Tokyo Metropolitan Government launched a large-scale renovation project for the Conference Tower and West Exhibition Halls. (Scheduled completion date: December 2025)



- Power generation equipment using green hydrogen from Yamanashi Prefecture

As part of the Tokyo Metropolitan Government's initiatives for stable energy supply and decarbonization, fuel cells which use green hydrogen from Yamanashi Prefecture as their power source were installed within the Tokyo Big Sight facility. The generated electricity is used for a portion of the facility's power needs.



● Fire and Crime Prevention Measures

- Self-defense fire drills, etc.

We held statutory self-defense fire drills twice in the year under review. Additionally, we conducted individual training through Tokyo Big Sight security staff such as training on contacting authorities, training on operating fire extinguishers, and training for dealing with suspicious persons. We also held joint self-defense fire drills with organizers. Through these activities, we worked to improve the safety and security of Tokyo Big Sight.

- Joint training for sudden events

On February 14, 2024, under the guidance and cooperation of the Metropolitan Police Department, joint training for sudden events during exhibitions was conducted covering how to deal with suspicious persons and provide evacuation guidance. Facility and event security personnel participated in this joint training session to strengthen coordination and improve their response capability.



● Stimulating the Liveliness of the Local Area

- Tokyo International Projection Mapping Awards Vol. 8 (November 11, 2023)

The 8th iteration of these awards, which utilized the wall surface of the Conference Tower, was viewed by approximately 8,500 people, the largest number in the event's history. The co-hosted "TOKYO FUTURE NIGHT" event, which is a festival combining anime, music, and projection mapping, was included for the first time. In addition, group company PR was implemented at the "Hospitality Booth" provided by Tokyo Rinkai Holdings Group, alongside free distribution of hot drinks.

Through the sponsorship activities related to these awards, we will continue to create regional prosperity while simultaneously supporting the discovery and education of the next generation of spatial video creators. (Next event planned for Saturday, November 16, 2024.)



Grand prize winner



Hospitality Booth

Exhibition Hosting / Operations Business

◆ Overview

In the Exhibition Organization Business, in addition to the Security & Safety Trade Expo 2023 and Tokyo Business Chance Expo, the Tokyo International Fire and Safety Exhibition 2023 was held for the first time in 5 years, contributing to industry promotion. Also, the operations business was involved with the "JAPAN MOBILITY SHOW 2023" event (formerly "Tokyo Motor Show") for the first time in 4 years.

◆ 2023 Event Reports

Tokyo International Fire and Safety Exhibition 2023 (FIRE-SAFETY TOKYO)



◇ Period: June 15 (Thursday) - 18 (Sunday), 2023

◇ Organizers: Tokyo Fire Department / Tokyo Big Sight Inc. / Tokyo International Fire and Safety Exhibition 2023 Executive Committee

Since 1982, this event spreads knowledge about various disaster risks which has been developed by taking lessons from the damages of past disasters, elevating Tokyo residents' knowledge and ability to take action related to fire and disaster prevention. In addition, the event aims to strengthen mutual cooperation among the three parties of residents, businesses, and government and promote the production of related technology and industry. The 11th iteration featured the largest scope of exhibitions in the event's history, and the venue was bustling with business negotiations among attendees. There were also mock firefighting and rescue demonstrations at the outdoor and maritime venues, as well as a VR disaster prevention experience activity. Both business and individual participants alike improved their understanding of wide-ranging fire and disaster prevention at this exhibition.



Exhibition Number	Year Held	Booths	Exhibitor Companies	Registered Visitors
11th	2023	1,652	325	65,171

Security & Safety Trade Expo (RISCON TOKYO) 2023 / Special Equipment Exhibition and Conference for Anti-Terrorism (SEECAT) 2023



◇ Period: October 11 (Wednesday) - 13 (Friday), 2023

◇ Organizer: Tokyo Big Sight Inc.

RISCON TOKYO is one of Japan's largest comprehensive trade shows on the theme of risk management. The exhibition was divided into three main categories of "Disaster Risk Reduction," "BCP / Business Risk Management," and "Security." There were also risk management proposals related to new fields such as cybersecurity and drones. In addition, there were a large number of attendees at the SEECAT 2023 exhibition held concurrently due to increased interest in counterterrorism and its status as the only exhibition event in Japan dedicated to this field.



Event Name	Exhibition Number	Year Held	Booths	Exhibitor Companies	Registered Visitors
RISCON	19th	2023	384	241	14,771
SEECAT	17th	2023	158	98	5,854

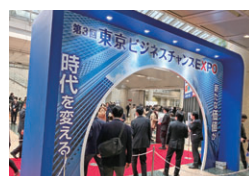
Tokyo Business Chance Expo



◇ Period: December 6 (Wednesday) - 7 (Thursday), 2023

◇ Organizer: The Tokyo Chamber of Commerce and Industry ◇ Co-Organizer: Tokyo Big Sight Inc.

In addition to the exhibitions divided into four categories: "Food," "Lifestyle," "Manufacturing," and "Services and Digital Transformation," regional chambers of commerce from 10 different areas all over Japan also exhibited, sharing the diverse appeal of their locales. During the event period, the "Business Chance Negotiation Meetings," which were included for the first time, enabled companies to promote their products to buyers directly, with the goal of further expanding business opportunities.



In addition, there were also experience spaces, where participants could experience technology and services, and a quiz rally set up in the venue, and many people used them.

Exhibition Number	Year Held	Booths	Exhibitor Companies and Organizations	Registered Visitors
3rd	2023	350	289	4,819

• Operations Business

JAPAN MOBILITY SHOW 2023



◇ Period: October 26 (Thursday) - November 5 (Sunday), 2023

◇ Organizer: Japan Automobile Manufacturers Association, Inc. ◇ Operations: Tokyo Big Sight Inc.



For 2023, the name changed from Tokyo Motor Show to JAPAN MOBILITY SHOW, and the theme was "Discover a future you can't wait to navigate." Exhibitors extended beyond the boundaries of the automotive industry, including a variety of companies such as manufacturers in other industries and start-ups, and we welcomed approximately 1.11 million participants. Our company took on the operations as an outsourcee, and utilizing our knowledge of venue management and exhibition hosting, we implemented smooth operations while working to create regional revitalization and prosperity through the event.

◆ 2024 Event Announcements

Security & Safety Trade Expo (RISCON TOKYO) 2024 / Special Equipment Exhibition and Conference for Anti-Terrorism (SEECAT) 2024



- ◇ Period: October 9 (Wednesday) - 11 (Friday), 2024
- ◇ Organizer: Tokyo Big Sight Inc.

RISCON TOKYO is one of the most prominent domestic risk management comprehensive trade shows, and this will mark the 20th iteration, a major milestone in the history of this event launched in 2005. While keeping the main themes of "Disaster Risk Reduction," "BCP / Business Risk Management," and "Security," there will also be exhibits on "Risk Control Drone Solutions" and "Risk Control Satellite Positioning and Location Information Solutions" as a concurrent feature. In addition, SEECAT will be held as a special concurrent exhibition with the goal of building understanding of the importance of counter-terrorism and problem-solving related to it.

Japan International Aerospace Exhibition 2024 (JA2024)



- ◇ Period: October 16 (Wednesday) - 19 (Saturday), 2024
- ◇ Organizers: The Society of Japanese Aerospace Companies (SJAC) / Tokyo Big Sight Inc.

The Japan International Aerospace Exhibition is one of the largest comprehensive aerospace exhibition events in Japan which gathers major Japanese domestic and international enterprises in the industry, government organizations, and industry personnel. In addition to existing fields such as aerospace and defense manufacturing, operations, and maintenance, fields which have become active in recent years such as decarbonization (SAF, hydrogen, electrification), urban air mobility (flying cars and drones), and space business (compact satellite usage and space exploration) will be added, with exhibitions from diverse industries planned. Also, a variety of public events will be held on the last day with the goal of stimulating interest in the aerospace industry and its future among a wide range of age groups, including young people.

JIMTOF 2024 (The 32nd Japan International Machine Tool Fair)



- ◇ Period: November 5 (Tuesday) - 10 (Sunday), 2024
- ◇ Organizers: Japan Machine Tool Builders' Association / Tokyo Big Sight Inc.

One of the largest international technology shows in the world, JIMTOF is a comprehensive trade fair for manufacturing featuring a global gathering of machine tools, various peripheral items, advanced technologies, and products. For the 32nd iteration of the event, JIMTOF will be held using all of Tokyo Big Sight's halls (118,540 m²). In addition, the "Additive Manufacturing Area in JIMTOF2024" special area will gather products and technology related to additive manufacturing, which is getting a lot of attention in the manufacturing industry, in a single space.

Business Chance EXPO in TOKYO



- ◇ Period: December 4 (Wednesday) - 5 (Thursday), 2024
- ◇ Organizer: The Tokyo Chamber of Commerce and Industry
- ◇ Co-Organizer: Tokyo Big Sight Inc.

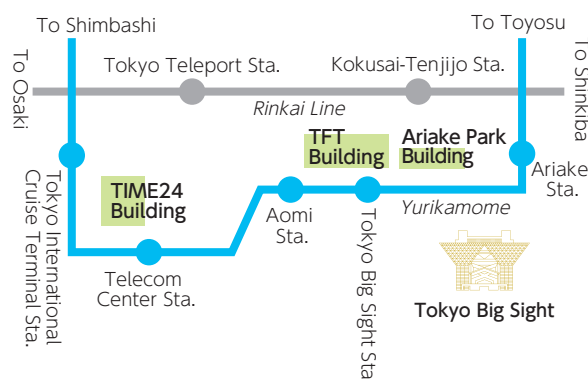
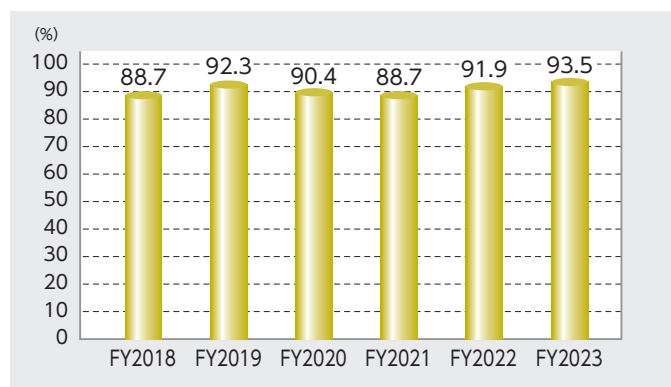
Business Chance Expo in Tokyo is a comprehensive exhibition event that gathers Tokyo companies with products and services incorporating unique technology and characteristics in the fields of "Food," "Lifestyle," "Manufacturing," and "Services and Digital Transformation" along with regional chambers of commerce from all over Japan in one place, with the goal of enabling participants to secure new sales channels and expand their business opportunities by promoting their products and services. In addition to exhibition booths, business negotiation meetings will be held again this year, supporting participants' business matching and negotiation effectiveness through direct promotion of their products and services to buyers.

Building Management Business

◆ Overview

In the Building Management Business, we increased opportunities for communication with resident tenants, strengthening relationships while simultaneously striving to understand and handle their needs. These efforts contributed to improved satisfaction rates. We also aimed for maintenance and improvement of occupancy rates and made efforts to increase our competitiveness as an office building within the real estate market in order to secure new tenants.

● Occupancy Rate of Three Buildings



● Tokyo Fashion Town (TFT) Building

The TFT Building accommodates approximately 50 companies. Its three halls and rental conference and seminar rooms fulfill various needs such as seminars, exhibitions, and parties. The 1st to 3rd floors feature various facilities ranging from restaurants and shops to a post office, clinics, dentists, and a nursery school.



Address: 3-6-11 Ariake, Koto-ku, Tokyo
 Facilities: Offices, rental halls, rental conference rooms/seminar rooms, shops
 Ground-floor area: 29,541 m²
 Building area: 23,623 m²
 Total floor area: 162,720 m²

Number of floors: Above ground : 9 floors
 Below ground: 2 floors in West Wing, 1 floor in East Wing
 Penthouse: 2 floors in West Wing, 2 floors in East Wing
 Major tenants: YAMADA-DENKI Co., Ltd. Otsuka Kagu Division, Japan Pension Service, etc.

● Ariake Park Building

This building is complex of hotels, offices, and commercial facilities. It features the Tokyo Bay Ariake Washington Hotel, widely used by visitors to Tokyo Big Sight, as well as a variety of restaurants.



Address: 3-7-11 Ariake, Koto-ku, Tokyo
 Facilities: Hotel, shops, and offices
 Ground-floor area: 9,899 m²
 Building area: 7,712 m²
 Total floor area: 70,113 m²

Number of floors:
 22 floors above ground, 3 floors below ground, 1 penthouse floor
 Major tenants: Fujita Kanko Inc., etc.

● TIME24 Building

Located in the Aomi area, the TIME24 Building is an intelligent building equipped with a BCP generator. In addition to office space created by an expansive non-columnar interior, the building also features rental conference and seminar rooms suitable for needs such as internal conferences and various types of training sessions. There is also a restaurant with gorgeous views and approximately 300 seats located on the 11th floor.



Address: 2-4-32 Aomi, Koto-ku, Tokyo
 Facilities:
 Offices, rental conference rooms/seminar rooms, shops
 Ground-floor area: 10,588 m²
 Building area: 4,989 m²
 Total floor area: 66,485 m²

Number of floors:
 19 floors above ground, 1 floor below ground, 2 penthouse floors
 Major tenants:
 TOKYO GLOBAL GATEWAY Co., Ltd., Softbank Corporation, etc.

◆ Year-Long Initiatives

● Providing Comfortable and Cozy Spaces

To ensure tenants can spend their time comfortably, we carried out cozy space creation initiatives. At the TIME24 Building, we expanded the rest space and planted vibrant greenery to make the lunch space more comfortable and cheerful. At the Ariake Park Building, in addition to installing a sofa as a rest space for hotel guests, we replaced the plants near the entrance with moss phlox flowers, adding color to the hospitality of the space.



TIME24 Building rest space



Ariake Park Building planting

● Shopping Facilities to Increase Tenant Satisfaction

At the TFT Building, we opened six new retail stores, with a focus on restaurants, to meet the expectations of our tenants. In addition, at the TFT Building and TIME24 Building, we invited various shops selling products such as popular confectionery, bread, and general goods to set up pop-up stores, and these efforts were highly-praised by the tenants.



TFT Building restaurant area



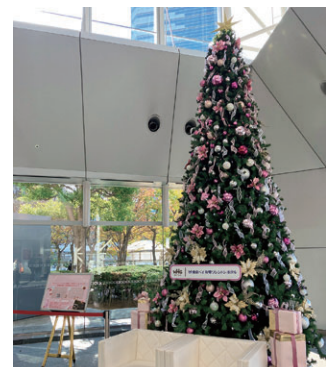
TFT Building pop-up store

● Seasonal Decorations and Events

To give the tenants a sense of seasonal change to enjoy, we implemented Christmas tree and spring decorations. At the Ariake Park Building, we implemented a Christmas tree social media post promotion in collaboration with a residential hotel business, and many people participated. At the TFT Building, in addition to festive Christmas decorations, we also held a jazz concert, and the tenants enjoyed this.



TFT Building Christmas concert



Ariake Park Building Christmas tree

● Promoting Interactions Among Tenants

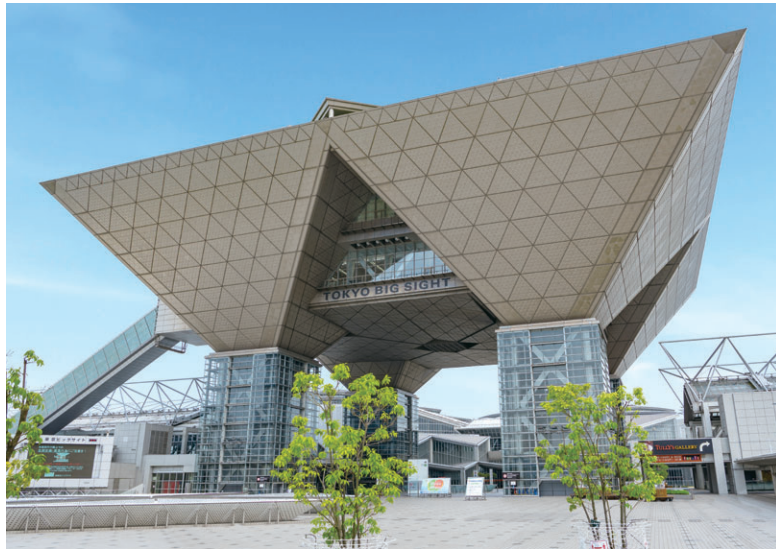
At the TIME24 Building, we held tenant exchange meetings and tenant introduction exhibits to elevate interactions among tenants and develop new business opportunities. Many tenants participated, improving their understanding of each other's businesses and strengthening their relationships with each other.



TIME24 Building tenant introduction exhibition



TIME24 Building tenant exchange meeting



Tokyo Big Sight



Ariake GYM-EX



Ariake Park Building



Tokyo Fashion Town (TFT) Building



TIME24 Building



Tokyo Big Sight Inc.

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(August 2024)