



TOKYO BIG SIGHT ANNUAL REPORT

FY2020

Tokyo Big Sight Inc.

Outline (as of June 25, 2021)

Name: Tokyo Big Sight Inc.
 Address: 3-11-1 Ariake, Koto-Ku, Tokyo
 Date of establishment: April 1, 1958
 Capital: ¥5,571 million
 Number of employees: 113
 Net sales: ¥14,600 million (results in FY2020)

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.

Business Activities

- Management and operation of venues at Tokyo Big Sight (Tokyo International Exhibition Center)
- Holding and operation of trade fairs and exhibitions
- Management and operation of Ariake Park Building, TFT Building, and TIME24 Building

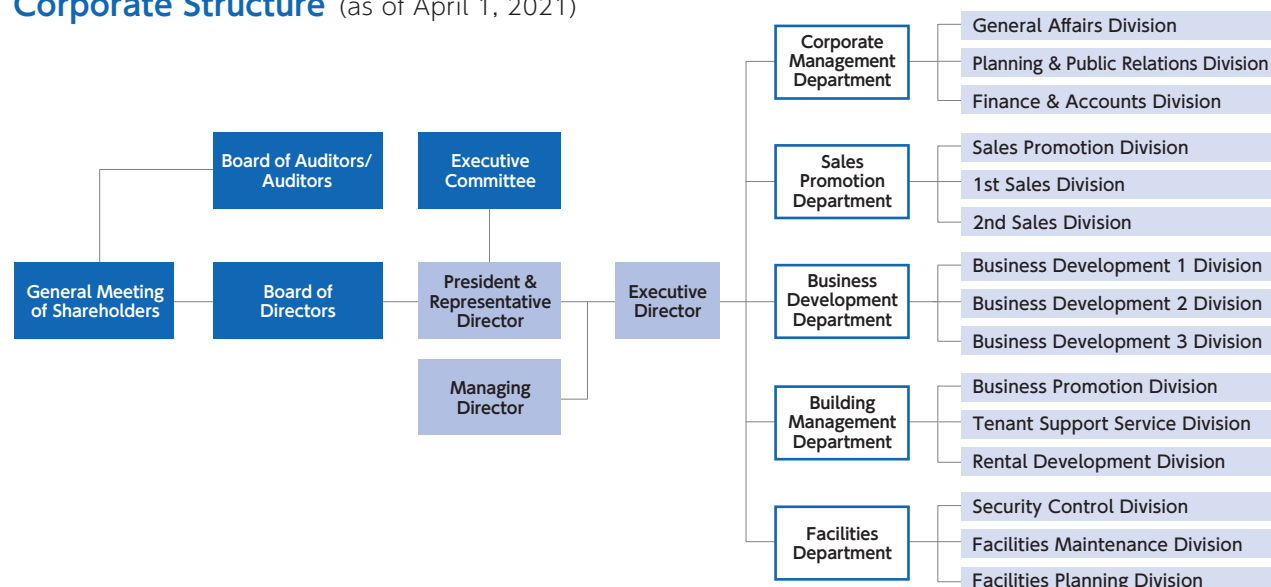
Management Concept / Management Policy / Action Standards

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!

Executive Officers (as of June 25, 2021)

President & Representative Director	Kiyotsugu Ishihara (Former Director General of the Bureau of Sewerage of Tokyo Metropolitan Government)
Executive Vice President & CEO	Yasuo Tsukuni (Former Director of the Transportation Bureau of the Tokyo Metropolitan)
Executive Managing Director	Yasushi Nakayama
Member of the Board	Yoji Takeuchi
Member of the Board	Minoru Hagiwara
Member of the Board	Akinori Muramatsu
Member of the Board	Haruhiko Kobayashi
Auditor (full time)	Yasuki Miyazaki (Former Risk Management Auditor, Tokyo Metropolitan Government)
Auditor	Seiya Shimaoka
Auditor	Yujiro Mori
Auditor	Takashi Utagawa

Corporate Structure (as of April 1, 2021)



Stock Information (as of March 31, 2021)

(1) Total number of issued shares	Common stock 2,619,705 shares (including 79,690 shares of treasury stock)
(2) Number of shareholders	118
(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	34,220	1.34%
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	Service businesses, etc., such as cleaning, waste collection and transportation, sales of goods, etc.

Information on Employees (as of March 31, 2021)

Number of employees	111
Increase (decrease) in number of employees compared to end of previous FY	1
Average age	40.6 years old
Average years of service	13.7 years

The number of employees includes the number of employees stationed at subsidiaries and the number of temporary employees.

Business Overview (FY2020)

In fiscal year 2020, we faced an unprecedented situation caused by the spread of COVID-19. Although many exhibitions were canceled or postponed at Tokyo Big Sight, we were able to hold 84 exhibitions based on the “Policy Measure for Preventing Novel Coronavirus Infection at Exhibition, and Other Events” formulated by the Company.

In the Exhibition Hosting Business, in October, we hosted the Security & Safety Trade Expo “RISCON TOKYO 2020” with the theme of countermeasures against infectious diseases. In November, we hosted the “JIMTOF 2020 Online” for the first time online. Through cooperation from organizers and other related parties, we were able to hold safe and secure exhibitions even during the COVID-19 pandemic.

In the Building Management Business, we worked to maintain the occupancy rate by improving the satisfaction of tenant employees. Specifically, we thoroughly implemented

infection prevention measures in common areas, enhanced the number of restaurants, etc.

In our CSR activities, we have formulated the CSR Basic Policy with the basic principle of fulfilling our social responsibilities through business activities centered on exhibitions and building management. We also conducted a customer satisfaction survey of exhibition visitors and tenant employees, and worked to improve services and facilities based on the needs we identified from the survey.

In order to achieve our management policy of establishing the Tokyo Big Sight brand, we will fulfill our responsibility as a corporation by continuing to create a safe, secure, and comfortable environment, provide high-quality services that earn the trust of our customers and stakeholders, implement environmentally-friendly initiatives, and collaborate/cooperate with local communities.

Information on Profit / Loss and Property

Category	77th Period FY2017	78th Period FY2018	79th Period FY2019	80th Period FY2020 (fiscal year under review)
Operating revenue (thousand yen)	21,256,753	23,376,546	20,953,419	14,682,969
Ordinary profit (thousand yen)	4,341,739	5,124,226	2,649,449	-441,449
Profit (thousand yen)	2,978,031	3,522,577	1,841,524	-254,777
Earnings per share (yen)	1,136	1,360	724	-100.30
Total assets (thousand yen)	81,977,389	84,221,093	83,546,303	78,662,299
Net assets (thousand yen)	59,895,290	63,160,086	64,853,477	64,497,099

Earnings per share is calculated based on the average total number of issued shares during the period.

Assets

Accounting Item	Amount	
Current assets		
Cash and deposits		11,866,100
Trade accounts receivable		4,809,409
Deposits paid		2,100,000
Prepaid expenses		331,560
Income taxes receivable		289,909
Other current assets		32,260
Allowance for doubtful accounts		– 12,581
Total current assets		19,416,659
Non-current assets		
Property, plant and equipment		
Buildings	63,128,723	
Accumulated depreciation	– 27,581,557	35,547,165
Structures	1,548,087	
Accumulated depreciation	– 1,021,523	526,564
Vehicles	2,341	
Accumulated depreciation	– 2,341	0
Tools, furniture and fixtures	2,483,428	
Accumulated depreciation	– 2,323,672	159,755
Land		19,169,527
Lease assets	10,506	
Accumulated depreciation	– 8,803	1,702
Construction in progress		121,687
Total property, plant and equipment		55,526,403
Intangible assets		
Software		185,162
Trademark right		914
Telephone subscription right		4,859
Total intangible assets		190,936
Investments and other assets		
Shares of subsidiaries and associates		200,177
Long-term prepaid expenses		3,085,908
Guarantee deposits and leasehold deposits		242,213
Other		6,177
Allowance for doubtful accounts		– 6,176
Total investments and other assets		3,528,300
Total non-current assets		59,245,640
Total assets		78,662,299

Liabilities

(Unit : thousands of yen)

Accounting Item	Amount	
Current liabilities		
Accounts payable – other		2,037,920
Current portion of long-term borrowings		691,979
Lease obligations		787
Accrued expenses		10,216
Income taxes payable		5,799
Accrued consumption taxes		89,847
Advances received		1,948,987
Deposits received		7,071
Provision for bonuses		71,236
Other current liabilities		47,798
Total current liabilities		4,911,645
Non-current liabilities		
Long-term borrowings		691,979
Lease obligations		1,050
Deferred tax liabilities		2,624,192
Provision for retirement benefits		334,561
Asset retirement obligations		1,247,851
Guarantee deposits and leasehold deposits received		4,353,917
Total non-current liabilities		9,253,554
Total liabilities		14,165,199

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	13,516,315	
General reserve	40,000,002	
Retained earnings brought forward	1,960,166	55,476,484
Total retained earnings		55,776,484
Treasury shares		– 199,135
Total shareholders' equity		64,497,099
Total net assets		64,497,099
Total liabilities and net assets		78,662,299

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

Statement of Income (from April 1, 2020 to March 31, 2021)

(Unit : thousands of yen)

Accounting Item	Amount	
Operating revenue		
Venue operation business revenue	6,770,679	
Event business revenue	299,736	
Leasing business revenue	7,181,762	
Other business revenue	430,790	14,682,969
Operating costs		
Cost of sales in venue operation business	7,696,814	
Cost of sales in event business	472,553	
Cost of sales in leasing business	5,158,749	
Cost of sales in other businesses	436,820	13,764,937
Operating gross profit		918,031
Selling, general and administrative expenses		1,361,872
Operating loss		443,840
Non-operating income		
Interest income	1,683	
Dividend income	39,950	
Other	2,013	43,647
Non-operating expenses		
Interest expenses	41,249	
Other	7	41,257
Ordinary loss		441,449
Extraordinary income		
Subsidy received from the government		29,556
Extraordinary losses		
Loss on retirement of non-current assets		2,992
Loss before income taxes		414,885
Income taxes		
Income taxes – current	112,786	
Income taxes – deferred	– 272,894	– 160,107
Loss		254,777

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

Management and Operation of Tokyo Big Sight

In the period under review, Japan was exposed to unprecedented economic stagnation in the face of the COVID-19 pandemic. The economy declined sharply and significantly, after which it continued to recover toward the end of the period. Even so, some weaknesses can still be observed. Amidst these circumstances, we have been promoting initiatives in each business by considering the impact of COVID-19.

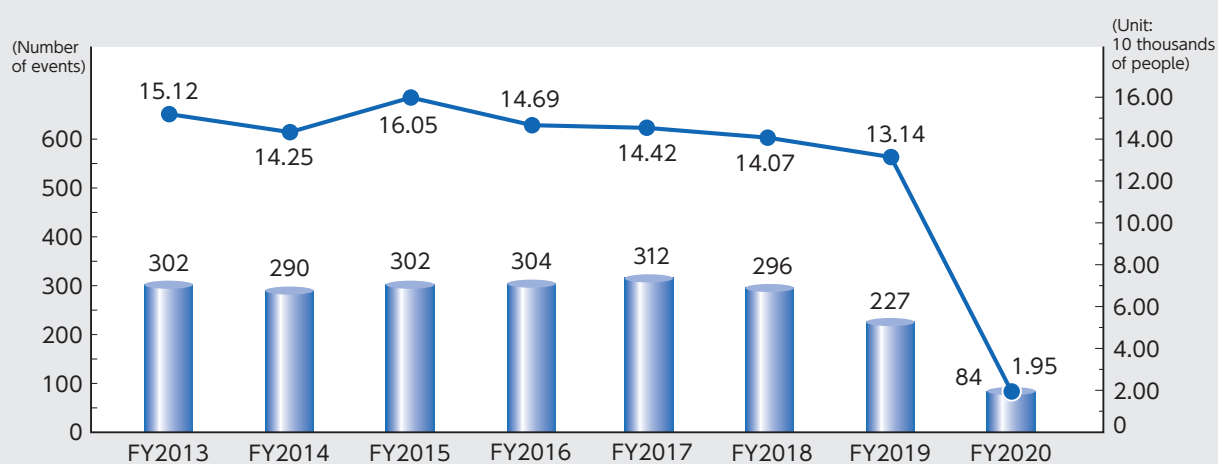


Outline of Tokyo Big Sight (as of July 2021)

Official name: Tokyo International Exhibition Center
 Address: 3-11-1 Ariake, Koto-ku, Tokyo
 Ground-floor area: 265,751 m²
 Building area: 185,348 m²
 Total floor area: 316,992 m²
 Exhibition facilities: Indoor exhibition area (3 buildings, 16 halls) (Total exhibition area: 115,420 m²)
 Rooftop exhibition area (6,000 m²)
 Note: Excluding the Aomi Exhibition Halls
 Convention facilities: International Conference Hall (capacity of 1,000 people)
 Reception Hall (1,700 m²)
 Meeting rooms (22 rooms ranging from 35 m² to 760 m²)

◆ Number of Events and Visitors

(as of April 2021)



Notes: 1. The number of events, etc., excludes simultaneous exhibitions held by the same organizer.
 2. The number of visitors is the number from equipment that count the number of visitors at our facility.
 3. Includes periods of restricted use in conjunction with the state of emergency declared by the Japanese government and the 2020 Tokyo Olympic Games.

◆ Exhibition Hall Occupancy Rate

Fiscal year	2015	2016	2017	2018	2019	2020
Exhibition hall occupancy rate	77.5%	73.3%	76.2%	73.9%	69.5%	22.7%

Report on Exhibition Hosting Business

Risk Control Expo “RISCON TOKYO 2020” (October 21 to 23, 2020);
held simultaneously with the Special Equipment Exhibition & Conference for Anti-Terrorism’20



◇ Organizer : Tokyo Big Sight Inc.

Since first being held in 2005, RISCON has been one of the largest comprehensive trade shows in Japan on the theme of crisis management. RISCON is held with the special cooperation of the Tokyo Metropolis. At RISCON 2020, in addition to the three main themes of Disaster Risk Reduction, Business Risk Management, and Security, special co-sponsored events were held in notable fields such as “securing an emergency lifeline” and “PPE/occupational safety fairs.” Additionally, as a simultaneous event, Japan's only special exhibition on terrorism “Special Equipment Exhibition & Conference for Anti-Terrorism (SEECAT)’20” was held for the 14th time. During the events, we implemented thorough COVID-19 countermeasures in order to achieve a safe and secure on-site exhibition.

Number of Times Held	Year Held	Number of Booths	Number of Exhibitor Companies	Number of Registered Visitors
16th	2020	345 booths	218 companies	10,609 visitors



JIMTOF 2020 Online (November 16 to 27, 2020)



◇ Organizers: Japan Machine Tool Builders' Association / Tokyo Big Sight Inc.

One of the largest international technology shows in Asia, JIMTOF is a global gathering of machine tools, various peripheral items, advanced technologies, and products. In 2020, we held the online exhibition JIMTOF 2020 Online as an opportunity for high-level information exchange.

During the online exhibition, in addition to introducing products through videos, etc., we implemented functions unique to an online exhibition; for example, a business card exchange function, questionnaire function, chat function, and other functions for promoting communication between exhibitors and visitors. Furthermore, on a daily basis during the exhibition, we held a variety of online seminars to disseminate cutting-edge research results and technological prospects related to manufacturing.



Year Held	Number of Exhibitor Companies	Number of Visitors (including redundancy*)
2020	394 companies	112,124 visitors

*1 Excluding redundant visitors on the same day.

Announcement of Upcoming Exhibition Hosting Business

Risk Control Expo (RISCON TOKYO) 2021 (October 20 to 22, 2021);
held simultaneously with the Special Equipment Exhibition & Conference for Anti-Terrorism’21



◇ Organizer : Tokyo Big Sight Inc.

The 17th Risk Control Expo RISCON will be held this October.

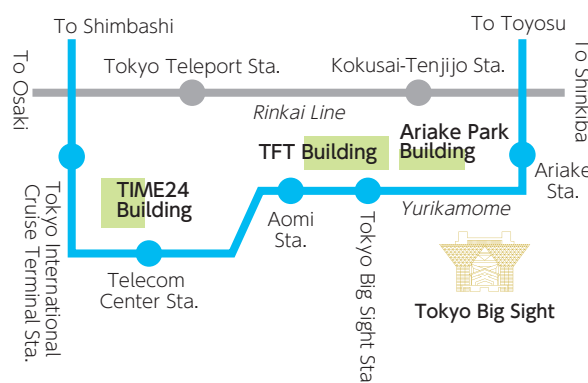
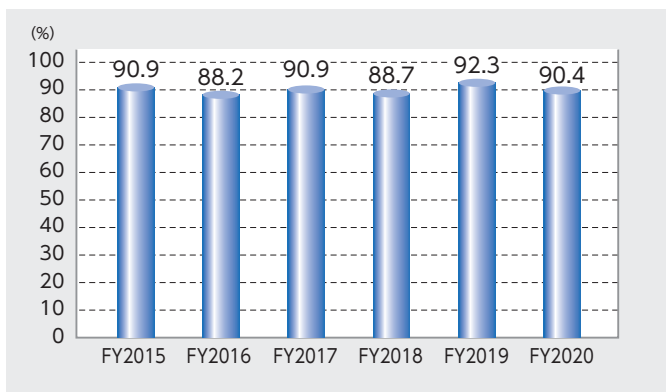
The expo will gather together the latest products and services that deal with all risks surrounding business activities. This year, as measures to address urgent issues, we will hold the emergency exhibition “Infectious Disease Measures TECH” and the urgent special theme “Promotion of Digitization and DX in Crisis Management” for the first time.

Boasting outstanding recognition as a pioneer of exhibitions related to risk control, Tokyo Big Sight achieves high-quality interaction with national and local government officials, as well as management and control/general affairs departments in various industries such as vital infrastructure, commercial facilities, schools, hospitals, and the manufacturing industry. We will provide the optimal environment for business matching by exhibitors aiming to enter the risk control market and expand their sales channels.

Building Management Business

Together with the Exhibition Hosting/Operations Business, the Building Management Business is a major pillar of the Company. We manage and operate three of our own buildings in the Ariake area and Aomi area of the Waterfront Subcenter. We have worked on achieving integrated management of the three buildings; for example, improving services for existing tenants and acquiring new tenants.

● Occupancy rate of three buildings



◆ 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.

◆ Tokyo Fashion Town (TFT) Building

The TFT Building accommodates approximately 50 companies. Its three halls, conference rooms, 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 banks, 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:
 Otsuka Kagu, Ltd., Japan Pension Service, 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 features conference rooms, seminar rooms, and restaurants which can be used to host parties. Tokyo Global Gateway (an English-language village) was held here in September 2018.



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.

Initiatives for Safety and Security

◆ COVID-19 Countermeasures

• Formulation of guidelines

We formulated the “Policy Measure for Preventing Novel Coronavirus Infection at Exhibition, and Other Events” In order to prevent COVID-19, the guidelines summarize measures taken by Tokyo Big Sight and countermeasures requested of exhibition organizers, etc., when holding events such as exhibitions.

• Initiatives to prevent infection inside of facilities

We implemented thorough countermeasures against infection inside of facilities; for example, ensuring social distancing, periodic disinfection of door knobs and common areas such as break area, and always ensuring adequate ventilation. Furthermore, we lent non-contact thermometers and thermographic cameras to organizers free-of-charge, conducted patrols while events are being held, and established temporary first-aid centers.

• Training for responding to suspected infection

We worked to hold safe and secure events by having Tokyo Big Sight security departments cooperate to implement training for responding to suspected infection (equipping staff with infection countermeasures kits, etc.). We also conducted classroom training for our employees that assumed the occurrence of COVID-19 infection.

• Formulation of a business continuity plan (BCP)

In order to efficiently utilize limited personnel and resources, to ensure business continuity, and to achieve early recovery in the event of the spread of COVID-19, we have formulated a business continuity plan (BCP) that defines tasks, etc., for priority execution.



◆ Various Training

• 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 dealing with sudden events

On February 10, 2021, under the guidance and cooperation of the Metropolitan Police Department, joint training was conducted on how to deal with suspicious persons, guarding important persons, providing evacuation guidance, etc., during exhibitions. In this way, we worked to further improve the response capability of our security personnel.



CSR Activities

We formulated our CSR Basic Policy to detail our basic principle of fulfilling social responsibilities primarily through our business activities. Based on the Policy, we will engage in business activities while building good relationships with our stakeholders.

CSR Basic Policy

Basic Principle

According to our management concept of "Contributing to society by promoting economic activities and regional development," we at Tokyo Big Sight Inc. are active primarily in business involving exhibition venues and buildings to fulfill our social responsibilities as good corporate citizens.

Action Standards

We have set four action standards as our primary means to promote CSR, engaging in our business activities while maintaining good relations with our stakeholders.

1. Creating Safe, Secure, Comfortable Environments

Tokyo Big Sight builds safe, secure, and comfortable environments by maintaining and strengthening our risk management system, including measures against large-scale disasters and infectious diseases, as well as providing facilities and services that take into account the needs of various visitors.

Examples of our initiatives:
Thorough countermeasures against infectious diseases, implementation of customer satisfaction (CS) survey



2. Environmental Conservation and Sustainable Business Practices

Tokyo Big Sight contributes to the realization of a sustainable society by promoting activities that take into account environmental conservation and sustainability while pursuing our businesses such as management of facilities and exhibitions.

Examples of our initiatives:
Maintaining/promoting greenery, reducing waste, promoting use of renewable energy, etc.



3. Contributing to the Development of Local Communities

Tokyo Big Sight is contributing to improved value and further development of coastal areas through our various business activities; specifically, we are creating lively communities, working in collaboration with nearby businesses, and improving the appeal of the community.

Examples of our initiatives:
Showing of projection mapping, participation in the Tokyo Waterfront City Association, etc.



4. Strong and Sound Organizational Structure

Tokyo Big Sight engages in business with a high sense of ethics and awareness of risks, seeking to develop environments where human resources are respected and individuals can fully put their abilities to use, with the aim of building a sound, solid, and resilient organizational structure.

Examples of our initiatives:
Initiatives for Healthy Business Declaration, promotion of work-life balance, etc.



Initiatives for Even Better Facilities

◆ Implemented CS Surveys

At Tokyo Big Sight and the TFT Building, we held CS surveys utilizing online questionnaires. The goal of these surveys was to grasp the needs of customers using our facilities, and to provide even better facilities and services. The survey investigated the degree of satisfaction toward the environment in our facilities, restaurants, services, etc.

The results of the questionnaires were shared by each department in charge, and we made improvements to provide even better facility environments and services.



◆ Started Providing Free Wi-Fi

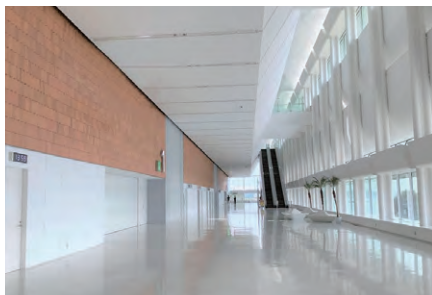
In order to improve user services, we started providing free Wi-Fi from April of 2021. The free Wi-Fi can be used in all areas of the West Exhibition Halls, South Exhibition Halls, Aomi Exhibition Halls, and the Conference Tower.



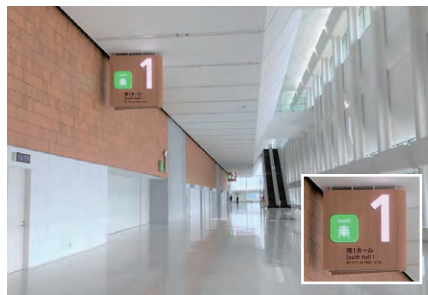
◆ Increased Signage in the South Exhibition Halls

In order to improve visibility for visitors, hall entrance signage was added in March 2021 based on the results of the CS survey for visitors held in 2019.

Before

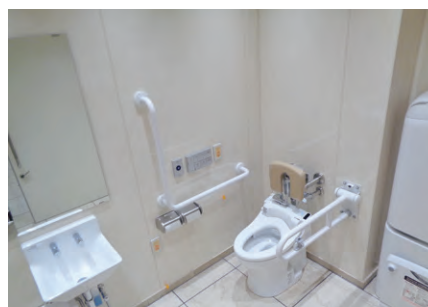


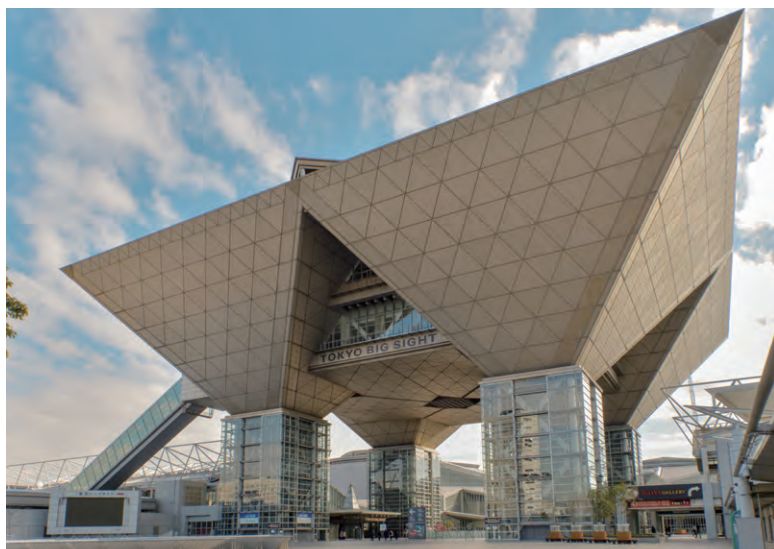
After



◆ Renovation of Restrooms in the Ariake Park Building

In order to improve services for hotel guests at our facility, we renovated the men's and women's restrooms on the 1st floor in December 2020. We paid attention to universal design; for example, installing a multifunctional toilet that supports ostomates.





Tokyo Big Sight



Ariake Park Building



Tokyo Fashion Town (TFT) Building



TIME24 Building



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(July 2021)