

KEY MESSAGES FOR TOKYO DOME SHAREHOLDERS
REGARDING VOTING AT THE EGM ON DECEMBER 17, 2020

**Shareholders must take action to create A Better Tokyo Dome*

** Shareholders should vote FOR Oasis’s shareholder proposals by circling FOR (“賛”) on the proxy form*

**Shareholders must vote FOR Oasis’s proposals to stop further declines in corporate value*

**The time for change and A Better Tokyo Dome is NOW*

Oasis Management Company Ltd. (“Oasis”) is the manager to funds that are the largest shareholder of Tokyo Dome Corporation (9681 JT) (“Tokyo Dome” or the “Company”). Oasis has adopted the Japan FSA’s “Principles of Responsible Ownership” (a/k/a the Japan Stewardship Code) and in line with those principles, Oasis monitors and engages with its investee companies.

As you are likely already aware, Tokyo Dome was once the leading stadium in Japan. However, today that is simply no longer true. Tokyo Dome has not taken steps to improve the fan experience for over 30 years. Tokyo Dome has not increased its revenue or earnings for over 10 years. But all that is about to change, with help from our fellow shareholders.

On November 10, Tokyo Dome published a statement and held a press conference regarding the upcoming Extraordinary General Meeting of shareholders (“EGM”). We believe this press conference further underscores Oasis’s concerns. Oasis has sought a meaningful dialogue with the Company since 2018, and, as the largest shareholder, submitted a detailed presentation with business improvement plans. Instead of working to create A Better Tokyo Dome, 11 months after our presentation, they have held a press conference to announce that they still do not have a definitive plan for digital signage and other improvement plans suggested by Oasis.

Tokyo Dome also said in their statement that they would like Messrs. Mori and Akiyama to continue serving in their posts as independent external directors.

They say that Messrs. Mori and Akiyama have been doing good jobs and that they qualify as independent external directors according to the Company’s “Standards for Qualification of Independent External Directors”. They may technically qualify as independent directors by their own definitions but only because their Standards for Qualification of Independent External Directors lack a standard to deny qualification based on lengthy tenure. The Japan Association of Corporate Directors set a tenure limit in 2015 of 8 years for independent external directors, and suggests that as best practice a company should disqualify an independent external director who has served in his/her such capacity for more than 8 years.

Mr. Akiyama has served for over 17.5 years and Mr. Mori for over 15.5 years as an independent external director. They have not managed to make necessary changes at the Company over the last 15.5+ years. There is no reason to believe they would now. These lengthy tenures are inconsistent with the best practices for corporate governance in Japan:

Under Japan’s Stewardship Code, it is our duty as shareholders to hold management accountable and to engage with Tokyo Dome in order to improve. Now is the moment to act to help change Tokyo Dome’s fate. Shareholders must speak up and VOTE to help save Tokyo Dome.

- Please **DO** support Oasis’s three shareholder proposals to dismiss the President/Director and two other directors by circling **FOR** (“賛” in Japanese) printed on the proxy form for each of the three shareholder proposals and send the completed proxy form to the Company. (NOTE: If the proxy form has different instructions on how to exercise your voting rights, please follow the relevant voting instructions to indicate your support for the three Oasis shareholder proposals. If you vote via internet or your smartphone, please follow the on-screen instructions to vote in favor of the three shareholder proposals.)
- Please **DON’T** return the proxy form in blank to the Company, as it will be counted as a vote in support of the Company’s proposals to reject the shareholder proposals.

For more information on voting for the upcoming EGM, contact Oasis directly at info@abettertokyodome.com.

Introduction

Funds managed by Oasis Management Company Ltd. (“Oasis”), are the largest shareholder of Tokyo Dome. Since 2018, we have sought to help Tokyo Dome dramatically improve its operations. Oasis has offered very detailed business improvement plans and contact details for vendors who could help turn those plans into reality. As part of our engagement, we set up this website, sent various letters, and published press releases which explain why these changes are so necessary and so important for Tokyo Dome to implement without any further delay. We had truly hoped to work with the company, together, to help turn the Tokyo Dome into the world’s leading sports and entertainment venue. But unfortunately, management has delayed and resisted our calls for action for far too long.

The EGM & Oasis’s Shareholder Proposals

Due to these ongoing delays and the Company’s repeated failures to act to improve its operations and profitability over the past decade, Oasis has requested an Extraordinary General Meeting (“EGM”), which is slated to take place on December 17, 2020.

The Shareholder Proposals

We have submitted three shareholder proposals:

- 1. To dismiss Tokyo Dome’s President/Director, Mr. Tsutomu Nagaoka**
- 2. To dismiss its director, Mr. Nobuhiro Mori**
- 3. To dismiss its director, Mr. Tomofumi Akiyama.**

It brings us no pleasure to seek this change in management, and we had hoped, in the spirit of stewardship and engagement as outlined in Japan’s Stewardship Code, to effect change together with the company. However, after so much time, and so little action, we cannot allow the Company’s management to further extend its failures.

Tokyo Dome’s Board has failed to oversee any significant enhancements to the Tokyo Dome City or the fan experience, over decades. Their improvement plans, including those announced on July 20, 2020, are too little, too late and too slow.

Tokyo Dome's current management has decided to miss out on the unique opportunity presented by COVID-19 and the resulting reduced demand for events in order to improve the operations, safety and profitability of the Dome during this period. The time for change, and accountability, is now.

Oasis's attempts at genuine, constructive dialogue have been repeatedly rebuffed by the Company's President. Further, Mr. Mori and Mr. Akiyama have both held their positions as external directors for Tokyo Dome for more than 15 years. Due to their lengthy tenures and close relationships with management, they are no longer qualified to serve as independent external directors.

Please join us in holding management responsible, as per your duties as a shareholder and in line with Japan's Stewardship Code.

Voting for the EGM

The Company will hold the EGM on December 17. We expect that Tokyo Dome will send notice of convocation and a proxy form for the EGM to all shareholders soon.

We call on ALL shareholders who want to improve Tokyo Dome for the long-term, for the benefit of all employees, fans, shareholders, customers, and other stakeholders:

- Please **DO** support Oasis's three shareholder proposals to dismiss the President/Director and two other directors by circling **For** (“賛” in Japanese) printed in the proxy form (or otherwise indicate your support pursuant to the relevant voting instructions) for each of the three shareholder proposals and send the completed proxy form to the Company.
- Please **DON'T** return the voting paper in blank to the Company, as it will be counted as a vote in support of the Company's proposals to keep the three people in their director positions.
- If you vote via internet or your smartphone, please follow the on-screen instructions to complete the exercise of your voting in favor of the three shareholder proposals.

Oasis's Commitment to A Better Tokyo Dome

We urge all shareholders to review our detailed business improvement plans. We strongly believe that these plans will deliver a premium, best-in-class experience to fans and visitors, and dramatically increase the corporate value of the Company for the benefit of shareholders. These comprehensive plans include:

- Dome Stadium operations improvements
 - Digital signage; contactless entry and payments; better food and beverage options, new revenue opportunities created by sponsor agreements with corporate partners
- Theme park facilities improvements
- Hotel upgrade
- Enhancement of corporate governance

Concluding Thoughts

Oasis urges all Tokyo Dome shareholders to join Oasis in the first step for creating a Better Tokyo Dome:

VOTE AT THE EGM TO SUPPORT OASIS'S PROPOSALS TO
DISMISS PRESIDENT NAGAOKA, DIRECTOR MORI & DIRECTOR AKIYAMA.

Tokyo Dome is at a turning point. The Company needs new management who can carry out the business improvement plans in a timely manner. The Company also needs external directors who can fulfill their oversight responsibilities of new management with fresh eyes. Removing these directors is the first step toward building a Better Tokyo Dome.

We look forward to working with all shareholders and stakeholders to create a Better Tokyo Dome, and to turning Tokyo Dome into the world's leading sporting and entertainment venue. We encourage all shareholders to contact us with any questions at info@abettertokyodome.com.

Thank you for your support.

Respectfully submitted,

Oasis Management Company Ltd.

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(Introduction to Oasis)

Oasis Management Company Ltd. manages private investment funds focused on opportunities in a wide array of asset classes across countries and sectors. Oasis was founded in 2002 by Seth H. Fischer, who leads the firm as its Chief Investment Officer. More information about Oasis is available at <https://oasiscm.com>. Oasis has adopted the Japan FSA's "Principles of Responsible Institutional Investors" (a/k/a Japan Stewardship Code) and in line with those principles, Oasis monitors and engages with our investee companies.

(Legal Disclaimer)

The information contained in this document (this "Document") is an information resource for shareholders in Tokyo Dome offered by Oasis, the investment manager to funds that are the largest shareholders of Tokyo Dome (the "Oasis Funds").

This Document include Oasis's opinion that for the protection of their economic interests, shareholders of Tokyo Dome should vote to support Oasis's shareholder proposals at the upcoming EGM.

Oasis hopes that shareholders will find this Document useful for their better understanding of Oasis's proposals. Oasis also encourages the shareholders to send their questions and suggestions to Oasis with respect to Oasis's proposals put for the upcoming EGM.

However, this Document are by no means intended to solicit shareholders' proxy to vote in favor of Oasis proposals.

This Document are not intended to solicit or seek shareholders' agreements to jointly exercise voting rights with Oasis, either. Shareholders that have an agreement to jointly exercise their voting rights are regarded as Joint Holders under the Japanese large shareholding disclosure rules and they must file notification of their aggregate share ownership with the relevant Japanese authority for public disclosure under the Financial Instruments and Exchange Act. Oasis does not intend to be subjected to such notification requirement.

This Document exclusively represent the opinions, interpretations, and estimates of Oasis in relation to its shareholder proposals put for the upcoming EGM.