



# Global Strategy Update



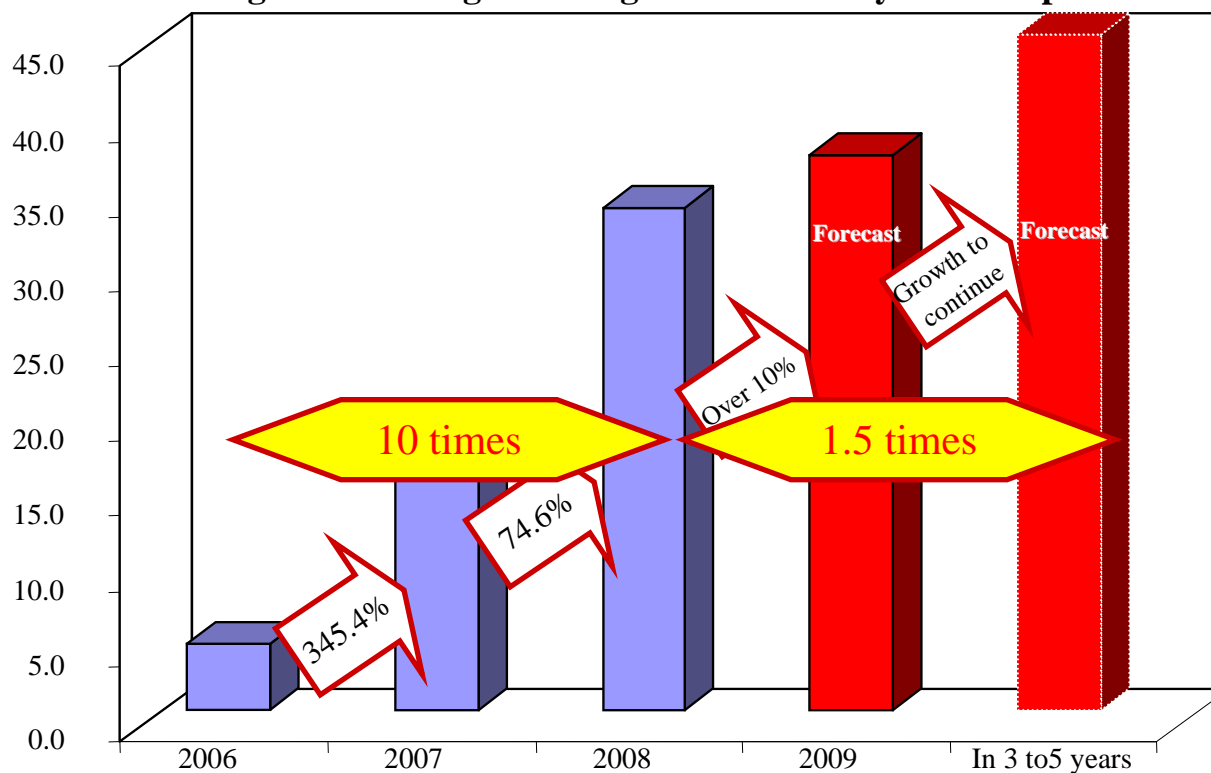


## 《European Market 2009》 Sales Projections in Licensing Business

### *High growth in licensing business*

Previous version

- The visibility of Hello Kitty is increasing substantially.
- There is still a great deal of growth potential, not only in five major countries, but also in Eastern Europe and emerging markets.
- Bolstering of marketing/branding and the sales system has produced results.



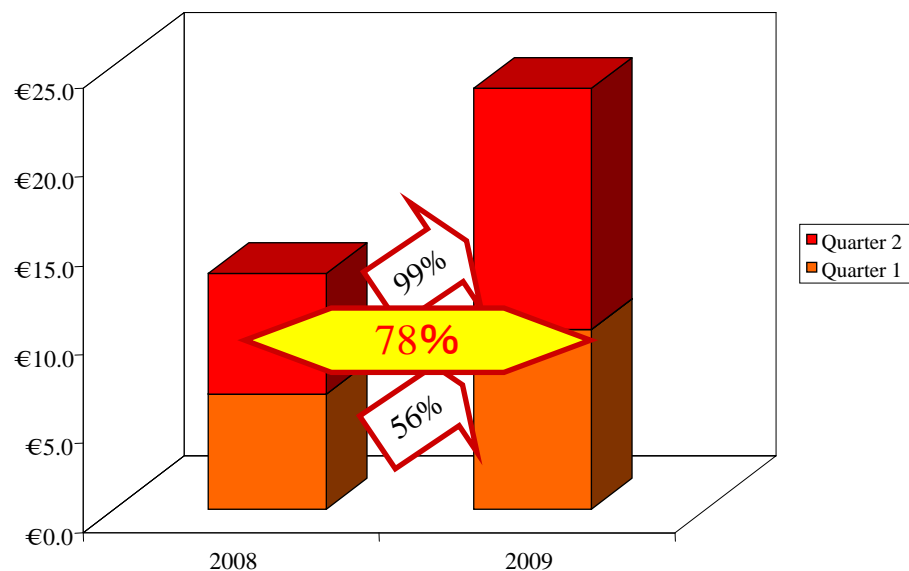
\* In million euros; figures based on the occurrence of licensing (slightly different from accounting data)



## 《European Market 2009》 Sales Trend in Licensing Business

*Licensing business ... High growth rate was maintained from Q1 to Q2.*

- Six-month growth rate is 77%, year-on-year. (Q1: 56%; Q2: 99%)
- Large transactions relating to Hello Kitty continued a steady growth.
- Character licensing other than Hello Kitty increased.
- Licensing in emerging markets including Russia, Turkey, South Africa, India has been robust.



\* On the local currency basis (in millions of euro)

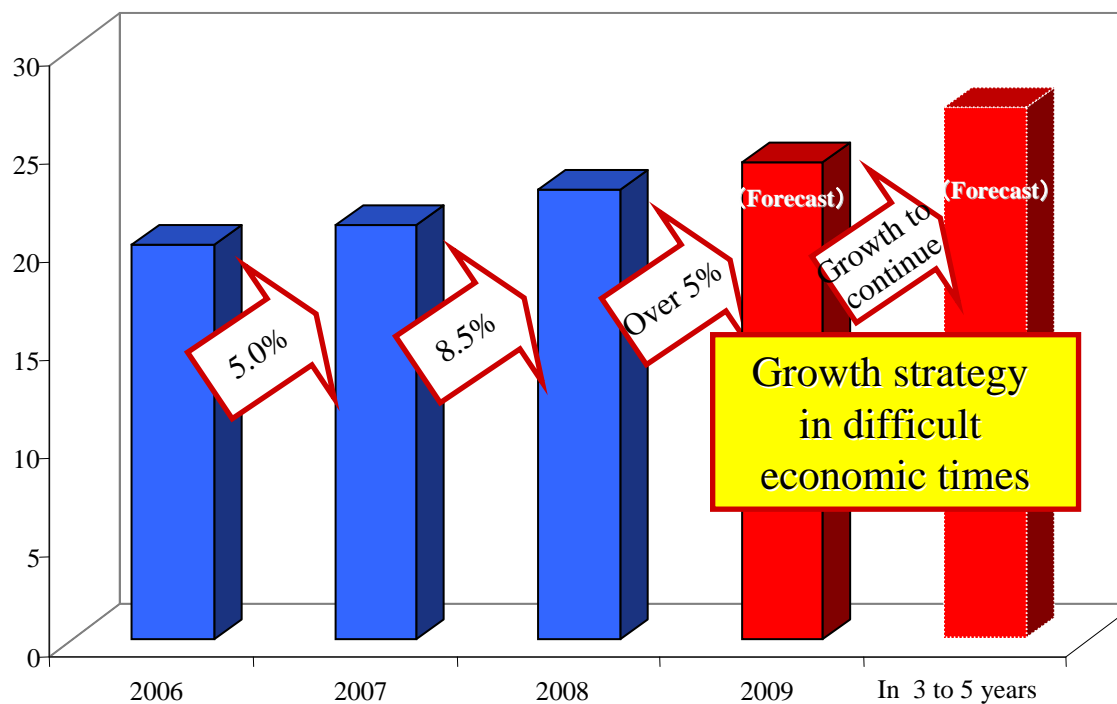


## 《U.S. Market 2009》 Sales Projections in Licensing Business

*In a flagging licensing industry, the strength of Hello Kitty was outstanding.*

Previous version

- Expansion strategy for a difficult business environment (The overall licensing industry contracted 19% in FY 2008, and expects a 31% year-on-year decrease for FY 2009)
- Improve of marketing/branding produced good results.
- Marketing of licensing for characters other than Hello Kitty is being bolstered.

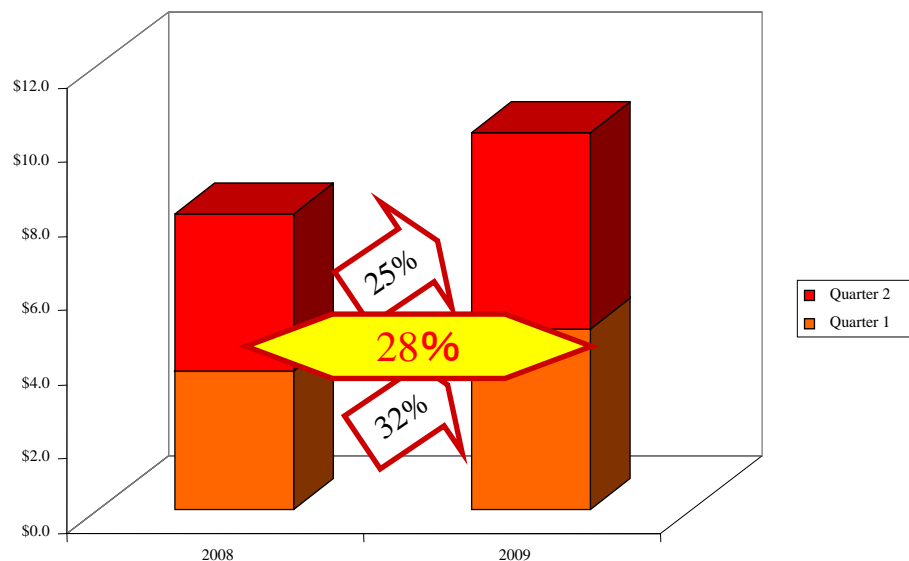




## 《U.S. Market 2009》 Sales Trend in Licensing Business

*In the sluggish licensing industry, Hello Kitty will remain robust.*

- Six-month growth rate is 28% year-on-year. (Q1: 32%; Q2: 25%)
- Review of licensees contributed to the growth.
- Obtained new licensees and large-scale licensing transactions.
- Global licensing transactions have been increasing.



\* On the local currency basis (million U.S. dollars)



# Hello Kitty 35th Anniversary

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Domestic market



# 35th Anniversary Hello Kitty Colors

## Product development



## Marketing development



## Planning/Concept



- レッドは「なかく (friendship)」
- ピンクは「かわいい (cute)」
- イエローは「おもいやり (heartful)」
- グリーンは「きぼう (wish)」
- ラベンダーは「やさしい (sweet)」

## Tie-up



## Media

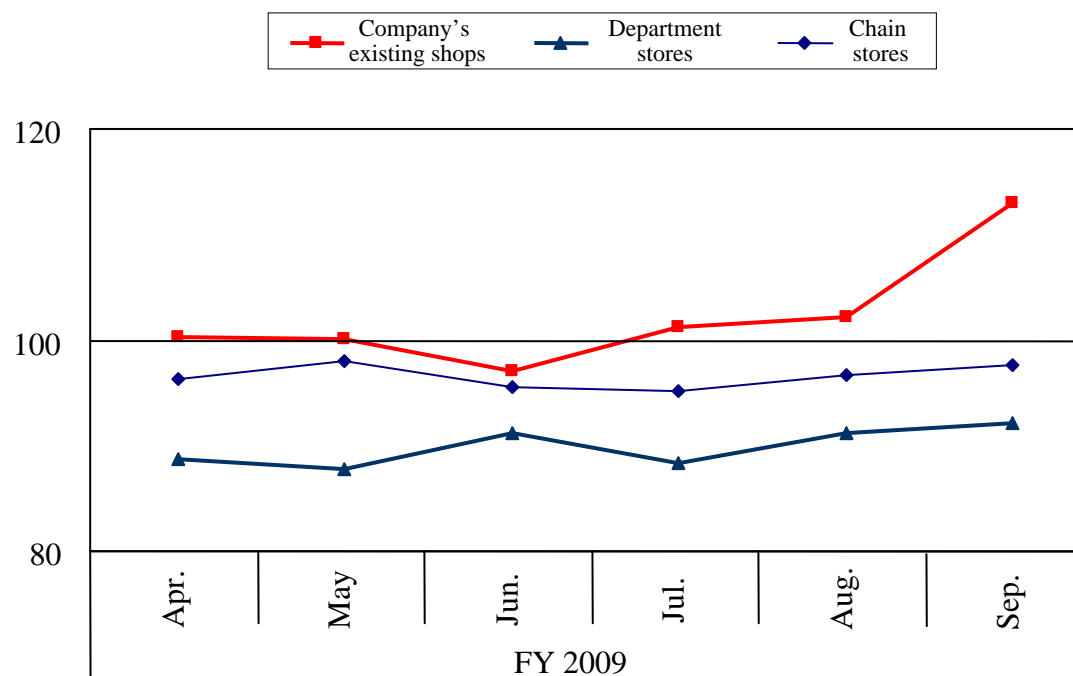




## 《Domestic - 2009》 Sales Trend in Existing Shops

*In the harsh domestic business environment, sales in the existing shops showed a steady growth.*

- Shops with Sanrio fans maintained the same year-on-year level of sales.
- In September 2009, the 35th Anniversary goods became a hit.
- Shop/product/media strategies proved effective.





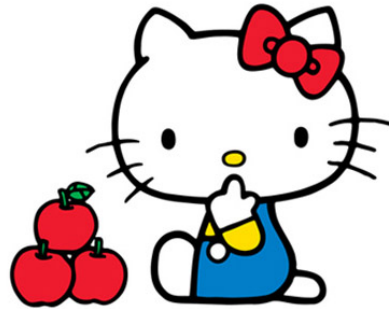
# 35th Anniversary Hello Kitty Colors

## THREE APPLES

Three Apples Exhibition  
October 23 - November 15, 2009

Royal/T Café/Shop/Art Space  
8910 Washington Blvd.  
Culver City, CA 90232  
T 310 559 6300  
F 310 559 6633

Keep up with Three Apples:



## HELLO KITTY





# Sanrio 50th Anniversary

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# 《50th Anniversary》

