



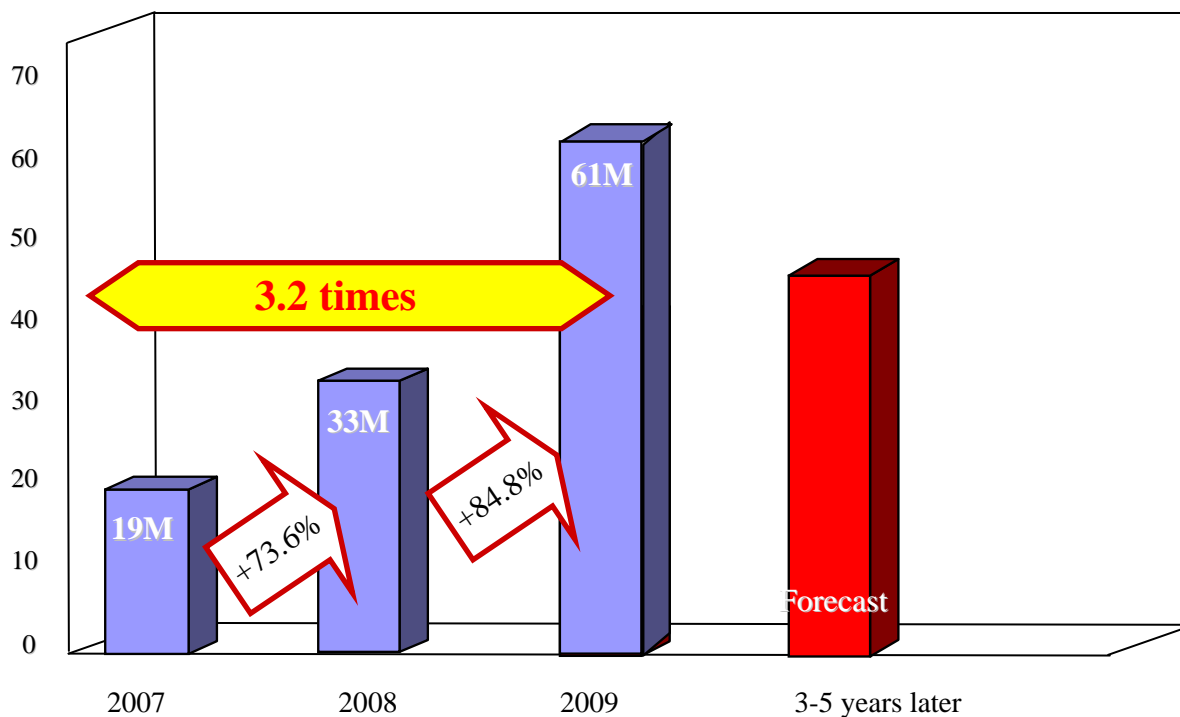
Global Strategy Update



《European market-2009》 Actual sales of the licensing section and future growth

To sustain the significant growth of the licensing business

- In fiscal 2009, we achieved sales of 61M, which is much larger than the estimated value of 40M.



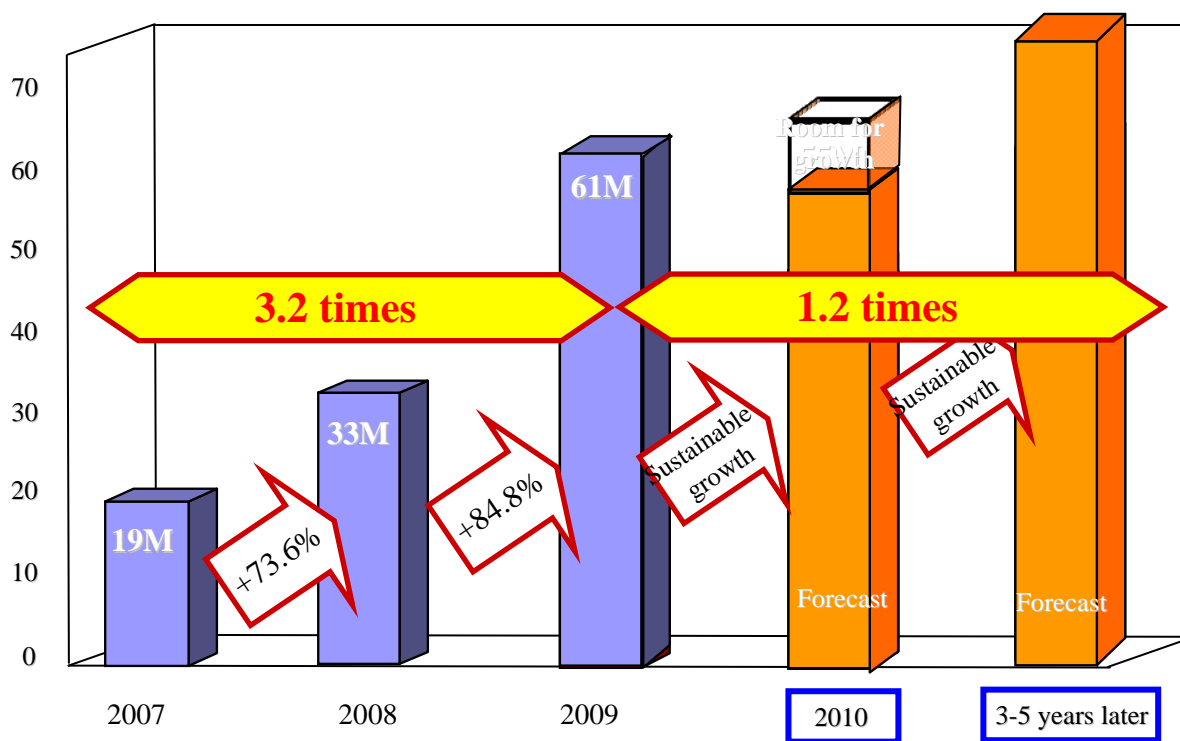
* In local currency (euro); million; The values are based on the number of purchase orders (which is slightly different from the financial results).



《European market-2010》 Actual sales of the licensing section and future growth

To sustain the significant growth of the licensing business

- In fiscal 2009, we achieved sales of 61M, which is much larger than the estimated value of 40M.
- From the medium and long-term viewpoint, the growth can be expected in Eastern Europe and emerging countries in addition to Western Europe, and so we set much higher goals than the initial plan for 3-5 years later, and aim to achieve a stable market.
- Our business continue to be healthy from the previous to current terms.



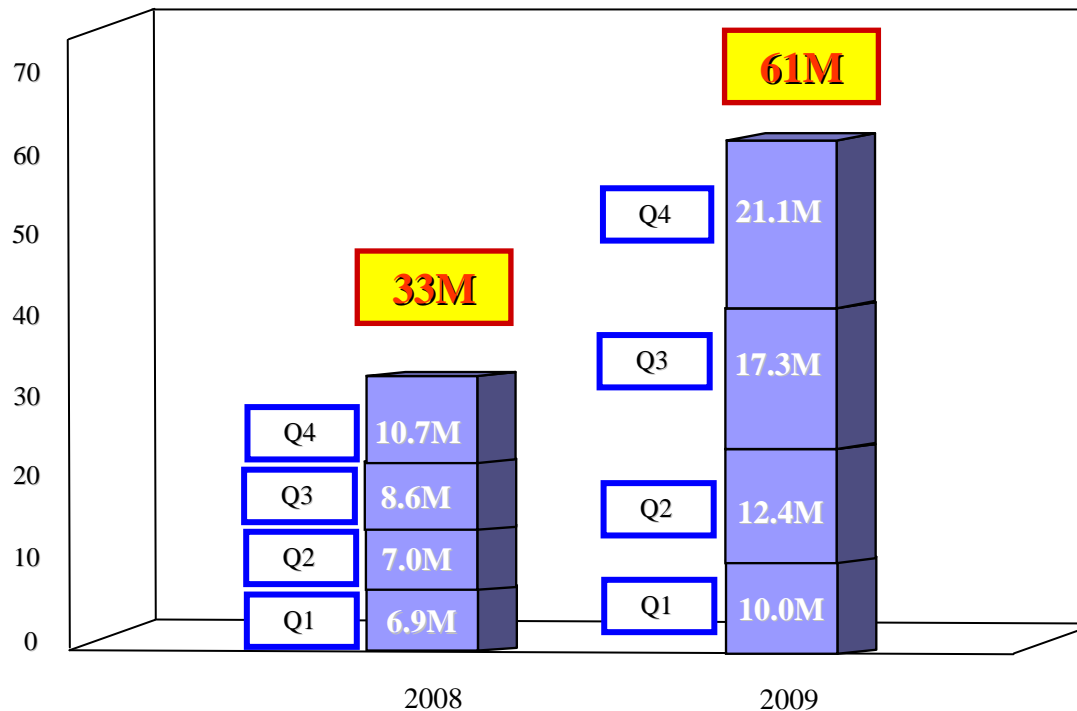
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《European market-2010》 Quarterly actual sales of the licensing section

Significant growth of the licensing business

- Q1 and Q2 marked a rapid growth, and its growth trend continued in Q3 and Q4.



- Hello Kitty became more popular. The numbers of licensees and license contracts increased considerably.
- The marketing for new licensees was enhanced especially from Q3, which significantly contributed to the results for Q3 and Q4.
- The business in Western Europe, including Italy, GAS, France, Spain, and UK, kept growing.
- The business performance in Africa, Eastern Europe, Middle East, Turkey, and Greece grew nearly fivefold.
- The sales of toys, accessories, stationery, and miscellaneous goods, etc. increased 1.3 to 2-fold.

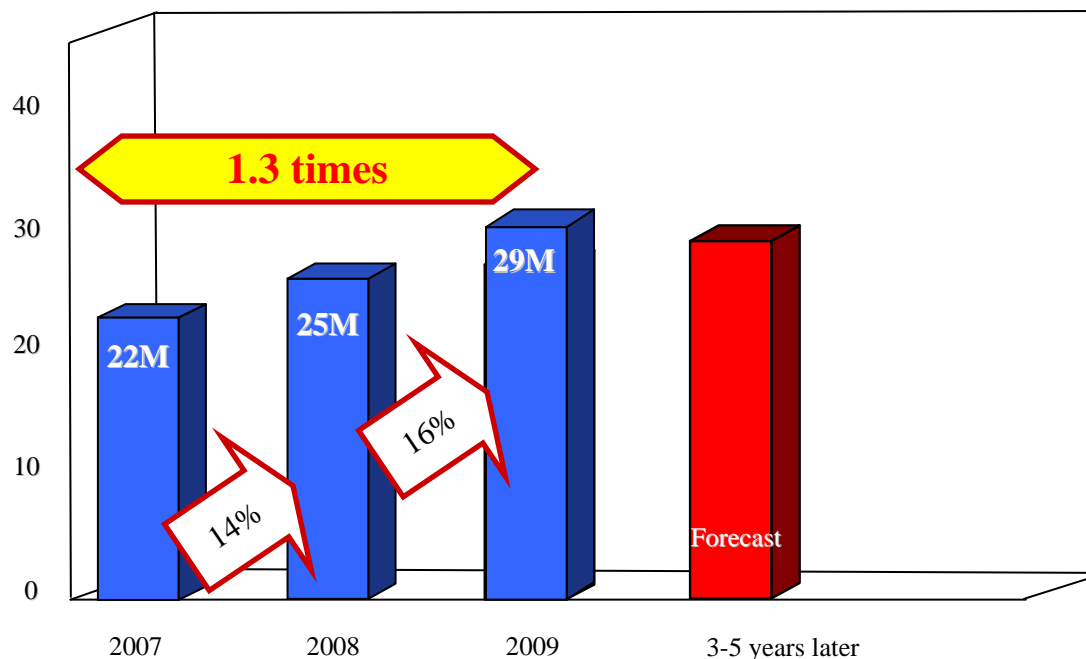
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Note: GAS: Germany, Austria and Switz.



《U.S. market-2009》 Actual sales of the licensing section and future growth

We achieved a stable growth of the licensing business.

- A stable growth was continuously achieved in fiscal 2009.
- The strengthening of marketing and branding was effective.



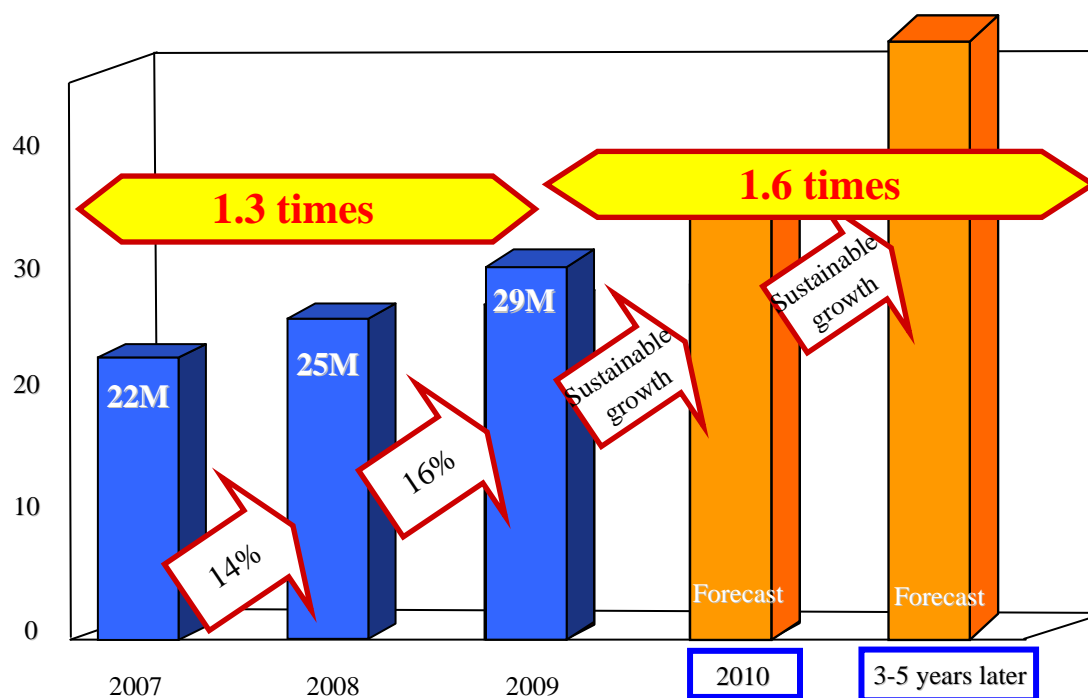
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《U.S. market-2010》 Actual sales of the licensing section and future growth

We achieved a stable growth of the licensing business.

- A stable growth was continuously achieved in fiscal 2009.
- The strengthening of marketing and branding was effective.
- The character licensing business of Hello Kitty was enhanced.

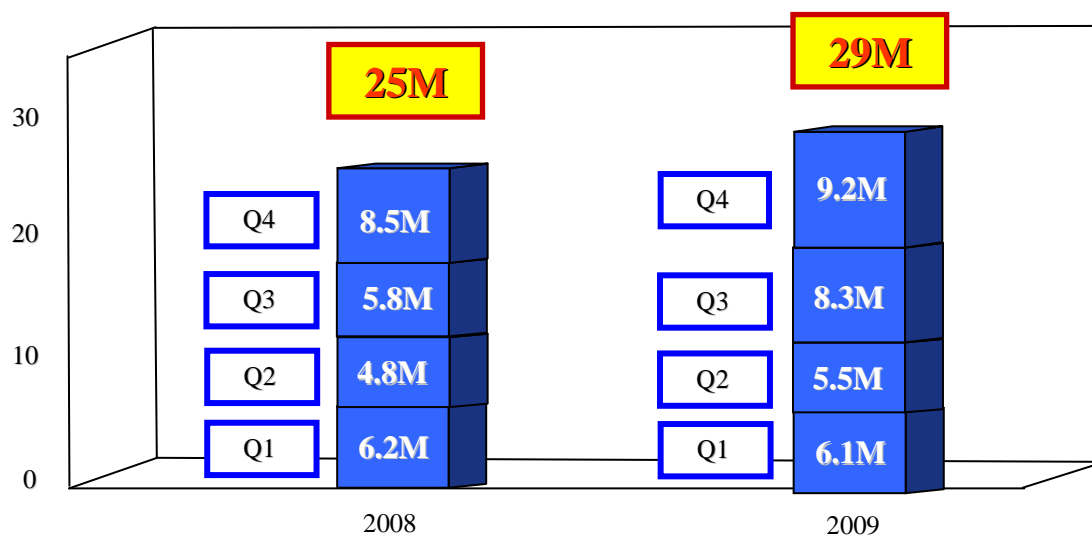


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《U.S. market-2010》 Quarterly actual sales of the licensing section

We achieved a stable growth of the licensing business.



- The implementation of strategies for each distribution was contributed.
- The revision of the portfolio for licensees was contributed.
- Collaborative products were sold well.
- Enhancement of business in Americas, excluding the U.S.

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