

FY03/2011 (From April 1, 2010 to March 31, 2011)

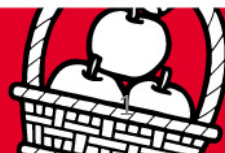
Yummy!

Consolidated Results of Operations



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May 17th 2011

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Note : ALL the information in this material is based on the data as of May13, 2011.



Update on Medium-Term Business Plan Project 2015

Note : ALL the information in this material is based on the data as of May13, 2011.



Results of FY03/2011 vs. Mid-Term Plan Targets

Operating Profit by Segment

[100 million yen]

	Results of FY3/2010	FY03/2011		FY03/2013 Initial Targets	FY03/2015 Initial Targets
		Results	Feb. 4 Revised forecasts		
Overseas	124	164	144	135	145
Domestic Licensing	59	65	66	60	63
Domestic products sales	15	14	16	17	20
Theme parks	(9)	(5)	(4)	(2)	0
Other	(8)	(3)	(5)	(4)	(0)
HQ Cost Center expenses and other	(88)	(85)	(86)	(94)	(95)
Total operating profit	92	149	129	113	135

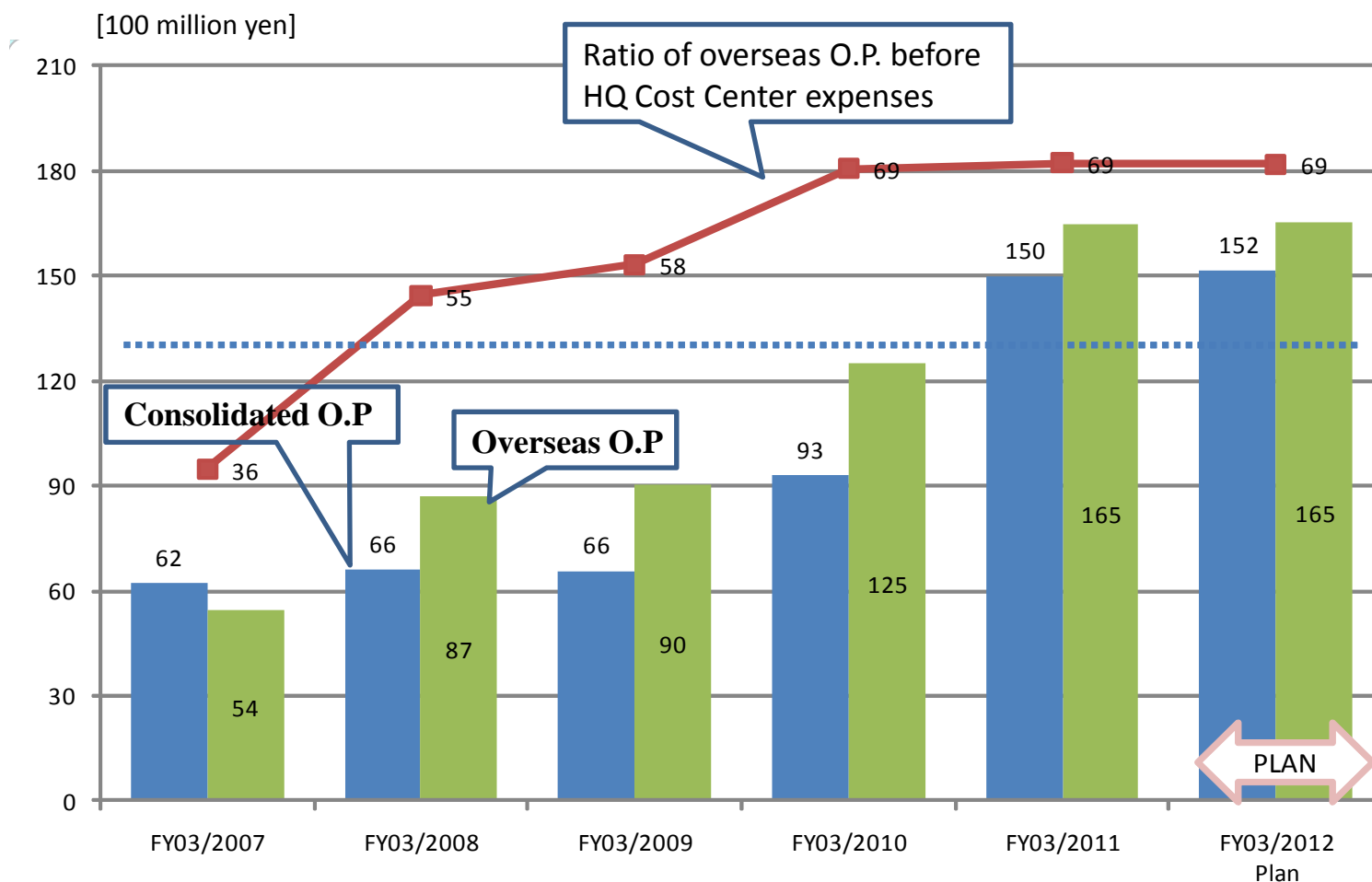
○: Targets that were achieved in FY3/2011

Achieved O.P. target in FY3/2015 under the Mid-Term Business Plan, due to profit surge in the overseas and licensing segments.

Note : ALL the information in this material is based on the data as of May13, 2011.



Operating Profit (FY3/2007 to FY3/2015)

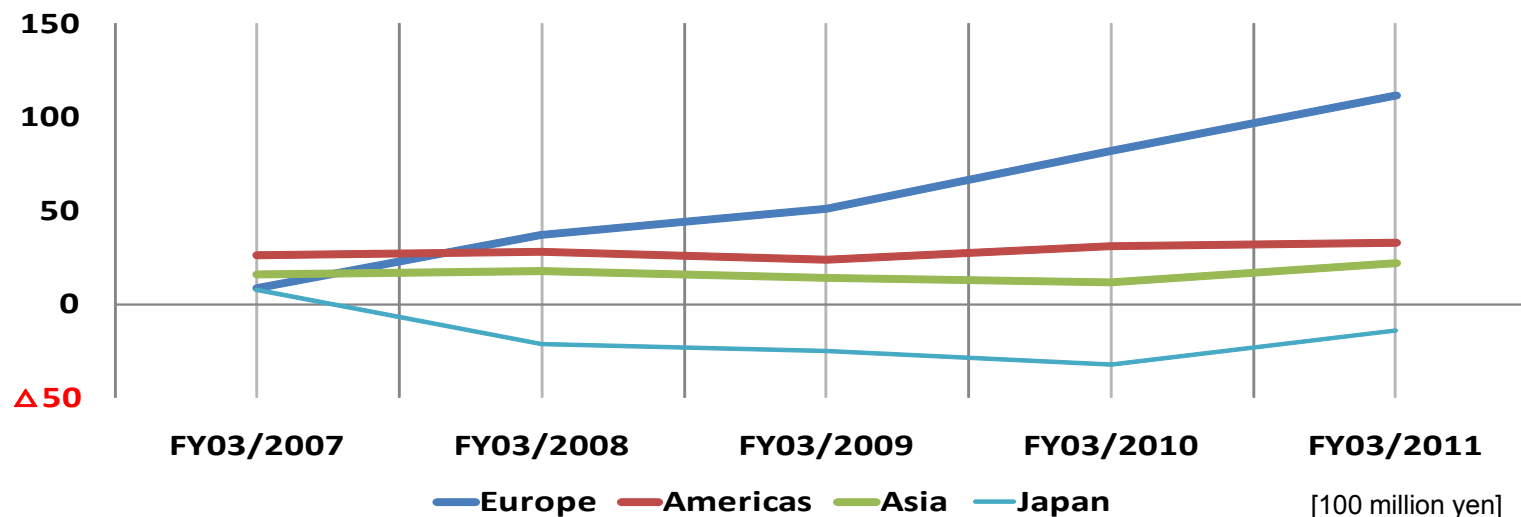


Overseas operating profit increased rapidly from 2008 to become a major profit source, mainly due to a success in overseas licensing business model.

Note : ALL the information in this material is based on the data as of May13, 2011.



Operating Profit Trend by Region



Region	FY03/2007	FY03/2008	FY03/2009	FY03/2010	FY03/2011
Europe	9	37	51	82	112
Americas	26	28	24	31	33
Asia	16	18	14	12	22
Japan	8	(21)	(25)	(32)	(14)

The licensing business model is particularly successful in Europe and is expanding in Americas and Asia at present.
Japan's profit included head quarter cost center expenses.

Note : ALL the information in this material is based on the data as of May13, 2011.

In the amounts of operating profit stated in this material, royalty income that was received by the parent company from overseas subsidiaries has been reallocated back to those overseas companies' profit, in order to more accurately reflect profits by region.



Results of FY03/2011

Note : ALL the information in this material is based on the data as of May13, 2011.



FY3/2011 Income Statement

[100 million yen]

	Results of FY03/2011	Year-on-year comparison			Compared with FY03/2011 Business Plan		
		Results of FY03/2010	Increase (Decrease)	Y-o-Y change	FY03/2011 Feb.4 Revised Plan	Increase (Decrease)	Progress rate
Sales	766	738	27	*1 3.7%	745	20	102.8%
Gross Profit	461	407	54	13.3%	442	18	104.3%
SG & A	311	314	(2)	(0.9%)	312	(1)	99.6%
Operating profit	149	92	57	61.4%	129	20	115.5%
Non-operating profit/(loss)	(16)	(10)	*2 (5)	—	(12)	(3)	125.7%
Ordinary profit	133	82	51	62.3%	117	16	114.3%
Extraordinary profit/(loss)	*3 (12)	(13)	0	—	(10)	(1)	—
Earning before income taxes	121	69	52	75.1%	106	14	114.1%
◆ Total of income taxes and adjustment for income taxes	27	25	2	8.1%	35	(7)	77.8%
Net profit	93	43	50	114.5%	70	22	132.2%
Gross margin	60.3%	55.1%	*4 5.2%	—	59.4%	0.9%	—
Operating profit margin	19.6%	12.6%	7.0%	—	17.4%	2.2%	—
Ordinary profit margin	17.5%	11.2%	6.3%	—	15.7%	1.8%	—

(1) Overseas sales up 21.7%; domestic sales down 4.6% (2) Exchange losses, overseas tax, etc.
 (3) Asset retirement obligations of ¥0.4bln, impairment loss, etc. (4) High-margin royalty income growth

Note : ALL the information in this material is based on the data as of May13, 2011.



FY3/2011 Sales By Segment

[100 million yen]

		Results of FY03/2011	Year-on-year comparison			Plan ratio		
			Results of FY03/2010	Increase (Decrease)	Y-o-Y Change	FY03/2011 Feb.4 Revised Plan	Increase (Decrease)	Progress rate
Sales by segment	Overseas	394	324	*1 70	21.7%	361	33	109.2%
	Domestic Licensing	97	84	*2 13	15.8%	97	0	100.2%
	Domestic products sales	242	254	*3 (11)	(4.6%)	246	(3)	98.5%
	Theme parks	61	62	(0)	(1.4%)	64	(3)	94.5%
	Other	105	131	*4 (25)	(19.3%)	107	(1)	98.3%
Eliminations, etc.		(135)	(117)	(18)	15.6%	(131)	(3)	102.7%
Consolidated net sales		766	738	27	3.7%	745	20	102.8%

(1) Sales growth in all overseas regions, in particular Europe; (2) Sales growth in apparel, accessories, drugs, and cosmetics; (3) Sales decrease due to closure of less-profitable stores; (4) Sales decrease from less issuance of publications and inter-segment transfers

Note : ALL the information in this material is based on the data as of May13, 2011.



FY03/2011 Operating Profit by Segment

[100 million yen]

		Results of FY03/2011	Year-on year comparison			Plan ratio		
			Results of FY03/2010	Increase (Decrease)	Y-o-Y Change	Feb.4.2011 Revised Plan for FY03/2011	Increase (Decrease)	Progress rate
Direct operating profit/(loss) by segment	Overseas	164	124	*1 40	32.1%	144	20	114.2%
	Domestic Licensing	65	59	*2 6	11.2%	66	(0)	99.1%
	Domestic products sales	14	15	(0)	(5.1%)	16	(2)	87.5%
	Theme parks	(5)	(9)	*3 3	—	(4)	(0)	—
	Other	(3)	(8)	*4 4	—	(5)	1	—
HQ Cost Center expenses and others		85	88	(2)	(3.2%)	86	(1)	98.6%
Consolidated operating profit		149	92	57	61.4%	129	20	115.5%

(1) Sales increase in all regions, Europe in particular; (2) Profit increase in apparel, accessories, stationery, and miscellaneous goods; (3) Reduction in SG&A expenses; (4) Profit improvement in a subsidiary (Kokoro) and the publication section.

Note : ALL the information in this material is based on the data as of May13, 2011.



Forecasts for FY03/2012

Note : ALL the information in this material is based on the data as of May13, 2011.



FY03/2012 Forecasts: Income Statement

[100 million yen]

	Plan for FY03/2012	Compared with FY3/2011			Plan for 1H of FY03/2012	Compared with 1H of FY3/2011		
		Results of FY 03/2011	Increase (Decrease)	Y-O-Y Change		Results for 1H of FY03/2011	Increase (Decrease)	Y-O-Y Change
Sales	738	766	(27) ^{*1}	(3.7%)	327	359	(32)	(9.9%)
Gross profit	458	461	(3)	(0.8%)	202	217	(14)	(6.8%)
SG&A	306	311	(5)	(1.6%)	150	154	(3)	(2.4%)
Operating Profit	151	149	1	1.1%	51	62	(11)	(17.6%)
Non-operating profit(loss)	(10)	(16)	*2 5	—	(5)	(10)	4	—
Ordinary profit	140	133	6	5.2%	46	52	(6)	(12.7%)
Extraordinary pprofit (loss)	(2)	(12)	*3 9	—	(0)	(8)	8	—
Income before income taxes	138	121	16	13.8%	45	43	1	4.2%
◆Total of income taxes and adjustment for income taxes	30	27	3	11.9%	12	15	(2)	(16.6%)
Net profit	107	93	13	14.4%	32	28	4	15.6%
Gross margin	62.1%	60.3%	1.8%	—	61.9%	60.5%	1.4%	—
Operating profit margin	20.5%	19.6%	0.9%	—	15.8%	17.5%	(1.7%)	—

(1) Expect overseas sales decrease by 2.8%, domestic sales by 4.2%; (2) Does not forecast currency loss for FY3/2012 (vs. loss generated in FY3/2011); (3)) Does not forecast fixed asset impairment loss for FY3/2012 (vs. losses generated in FY3/2011)

Note : ALL the information in this material is based on the data as of May13, 2011.



FY3/2012 Forecasts: Sales by Segment

[Unit:100 million yen]

		Plan for FY03/2012	Compared with FY3/2011			Plan for 1H of FY03/2012	Compared with 1H of FY3/2011		
			Results for FY03/2011	Increase (Decrease)	Change		Results for 1H of FY03/2011	Increase (Decrease)	Change
Sales by segment	Overseas	383	394	*1 (10)	(2.8%)	168	181	(12)	(7.5%)
	Domestic licensing	92	97	*2 (5)	(5.9%)	43	48	(4)	(9.6%)
	Domestic product sales	230	242	*3 (11)	(4.9%)	96	110	(13)	(14.3%)
	Theme parks	62	61	1	2.5%	31	34	(2)	(8.5%)
	Other	100	105	(5)	(5.0%)	43	50	(6)	(14.4%)
Elimination,etc.		(131)	(135)	4	(3.1%)	(57)	(65)	7	(12.7%)
Consolidated net sales		738	766	(27)	(3.7%)	327	359	(32)	(9.9%)

(1) Sales decrease due to the appreciation of yen; (2) Sales decrease due to weaker consumption and sightseeing activities, driven by the earthquake; (3) Sales decrease due to closure of less profitable stores and sluggish consumption

Note : ALL the information in this material is based on the data as of May13, 2011.



FY3/2012 Forecasts: Operating Profit by Segment

[Unit:100 million yen]

		Plan for FY03/2012	Compared with FY3/2011			Plan for 1H of FY03/2012	Compared with 1H of FY3/2011		
			Results for FY03/2011	Increase (Decrease)	Change		Results for 1H of FY03/2011	Increase (Decrease)	Change
Direct operating profit/(loss) by segment	Overseas	165	164	0	0.3%	68	74	(5)	(7.7%)
	Domestic licensing	62	65	*1 (3)	(5.1%)	29	32	(2)	(9.1%)
	Domestic product sales	16	14	1	12.3%	2	4	(2)	(48.2%)
	Theme parks	(4)	(5)	0	—	(2)	(1)	(1)	—
	Other	(0)	(3)	3	—	(2)	(2)	(0)	—
HQ Cost Center expenses and others		87	85	1	1.8%	43	44	(1)	(2.6%)
Consolidated operating profit/(loss)		151	149	1	1.1%	51	62	(11)	(17.6%)

(1) Profit decrease due to weaker consumption and sightseeing activities , driven by the earthquake

Note : ALL the information in this material is based on the data as of May13, 2011.



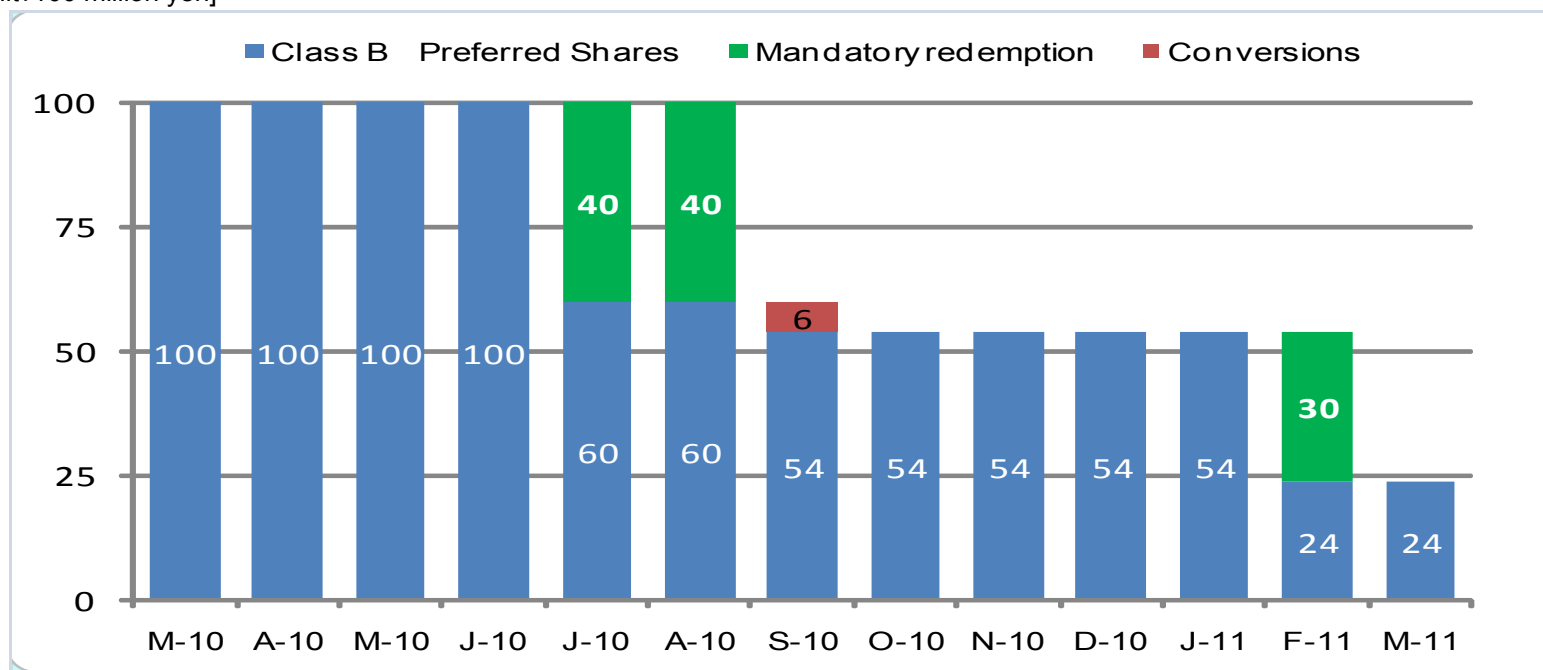
Issues in FY3/2010

Note : ALL the information in this material is based on the data as of May13, 2011.



Treatment of Preferred Shares

[Unit: 100 million yen]



- July 2010: Mandatory redemption of 4 billion yen (acquisition of class B shares as treasury stock)
- Sep. 2010: Conversion to common stock worth 600 million yen (60,000 class B preferred shares to 916,870 common shares)
- Oct. 2010: Cancellation of treasury stock (400,000 class B preferred shares and 60,000 common shares)
- **March 2011: Remaining balance of class B shares 240,000 shares worth 2.4 billion yen**

(Plan) Redeem the remaining balance within FY3/2011.

Note : ALL the information in this material is based on the data as of May13, 2011.



Currency Fluctuation Impacts (Overseas Subsidiaries' Sales)

[FY03/2011 Results]

[Unit: million yen]

	EUR	USD	CNY	KRW	TWD	HKD	Total
Exchange rate in FY03/2010	130.36	93.51	13.66	0.07	2.83	12.06	—
Exchange rate in FY03/2011	116.39	87.69	12.94	0.08	2.79	11.29	—
Difference(JPY)	(13.97)	(5.82)	(0.72)	0.00	(0.04)	(0.77)	—
Sales denominated in local currency (Unit: million XE)	128.88	81.32	44.32	2187.96	266.25	419.67	—
Amount affect by exchange fluctutions (Unit:million yen)	(1800)	(473)	(31)	4	(10)	(323)	(2635)

[FY03/2012 Plan]

[Unit: million yen]

Exchange rate in FY03/2011	116.39	87.69	12.94	0.08	2.79	11.29	—
Exchange rate in FY03/2012 Plan	116.00	82.00	12.60	0.08	2.80	10.60	—
Difference(JPY)	(0.39)	(5.69)	(0.34)	(0.00)	0.01	(0.69)	—
Sales denominated in local currency (Unit: million yen XE)	126.47	76.60	65.00	3488.22	248.95	443.13	—
Amount affect by exchange fluctutions (Unit:million yen)	(49)	(435)	(22)	(2)	2	(305)	(812)

Currency sensitivity projection (per one yen): Euro ¥126.5 million; U.S. dollars ¥76.6 million
 Expected average currency rate: ¥116/Euro; ¥82/U.S. dollar

Note : ALL the information in this material is based on the data as of May13, 2011.



Currency Fluctuation Impacts (Overseas Subsidiaries' O.P.)

[FY03/2011 Results]

[Unit: million yen]

	EUR	USD	CNY	KRW	TWD	HKD	Total
Exchange rate in FY03/2010	130.36	93.51	13.66	0.07	2.83	12.06	—
Exchange rate in FY03/2011	116.39	87.69	12.94	0.08	2.79	11.29	—
Difference(JPY)	(13.97)	(5.82)	(0.72)	0.00	(0.04)	(0.77)	—
Operating profit denominated in local currency (Unit:million XE)	46.4	11.1	13.1	262.7	1.3	45.3	—
Amount affect by exchange fluctuations (Unit: million yen)	(648)	(64)	(9)	0	0	(34)	(757)

[FY03/2012 Plan]

[Unit: million yen]

Exchange rate in FY03/2011	116.39	87.69	12.94	0.08	2.79	11.29	—
Exchange rate in FY03/2012	116.00	82.00	12.60	0.08	2.80	10.60	—
Difference(JPY)	(0.39)	(5.69)	(0.34)	(0.00)	0.01	(0.69)	—
Operating profit denominated in local currency (Unit:million XE)	47.6	8.8	19.2	1020.2	34.4	52.9	—
Amount affect by exchange fluctuations (Unit: million yen)	(18)	(50)	(6)	0	0	(36)	(112)

Currency sensitivity projection (per one yen): Euro ¥47.6 million; U.S. dollars ¥8.8 million
 Expected average currency rate: ¥116/Euro; ¥82/U.S. dollar

Note : ALL the information in this material is based on the data as of May13, 2011.



Details by Segment

Note : ALL the information in this material is based on the data as of May13, 2011.

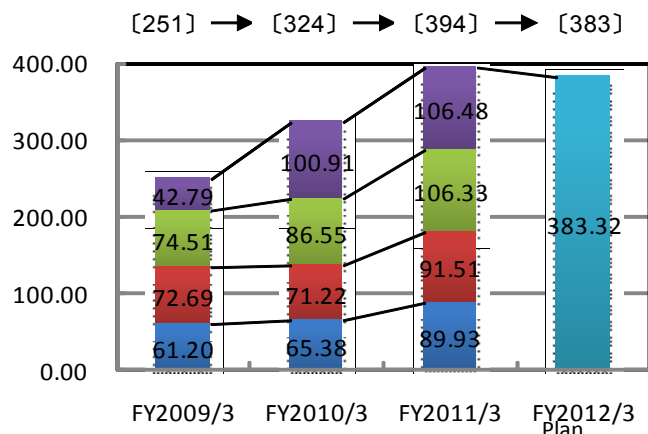


Details by Segment (1)

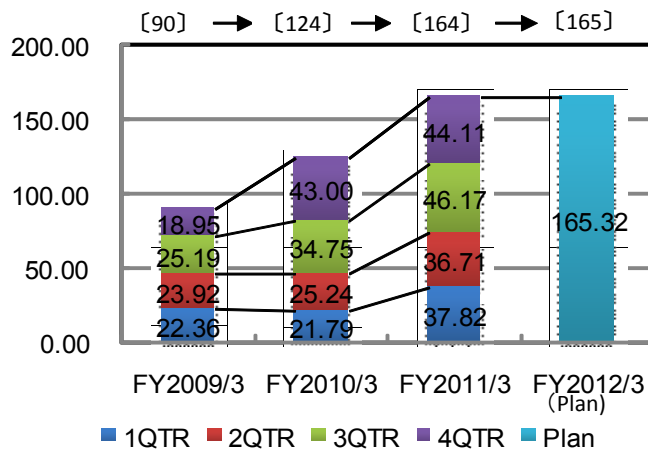
Overseas Business

Results and Outlook

SALES



OPERATING PROFIT



Results of FY3/2011

Sales up 21.7% and O.P. up 32.5%

Operating profit

- Surge in licensing business in Europe (U.K. major retailer.)
- Licensing in Americas and exports to HK grew.
- Licensing to a major Chinese adult apparel maker contributed.

Outlook for FY3/2012

Expect ¥1 bln decrease in sales and ¥50mln increase in O.P.

Sales decrease due to a structural change from product sales to licensing business.

Operating profit

- Expect expenses for a structural change from product sales to licensing business in North America.
- Promote new customer developments and expansion in character business with the existing licensees. Do not expect business in North Africa and Middle East due to political uncertainties.

Note : ALL the information in this material is based on the data as of May13, 2011.



Overseas Sales by Region: Results and Outlook

[Unit: 100million yen]

Region		FY03/2011 Results	Compared with FY03/2010			Plan FY03/2012	Compared with FY03/2010		FY03/2011 Results of Royalty Component ratio	FY03/2010 Results of Royalty Component ratio
			FY03/2010 Results	Increase (Decrease)	Change(%)		Increase (Decrease)	Change(%)		
Europe	Europe	208	165	43	21.7%	204	(4)	(1.9%)	84.9%	76%
North America	U.S	82	67	14	21.9%	69	(12)	(15.5%)	71.3%	71%
Latin America	Brazil	17	14	3	25.9%	17	(0)	(2.4%)	93.8%	92%
Asia	Hong Kong	56	53	3	5.6%	55	(1)	(2.4%)	37.4%	32%
	Taiwan	14	13	0	6.9%	13	(0)	(3.0%)		
	South Korea	6	4	2	59.8%	7	1	17.4%		
	China	10	7	3	47.8%	13	2	27.2%		
Asia Total		88	78	9	12.5%	90	1	2.2%		
Total		394	324	70	21.7%	383	(10)	(2.8%)	71.9%	65%

Note : ALL the information in this material is based on the data as of May13, 2011.



Overseas Operating Profit by Region: Results and Outlook

[Unit: 100million yen]

Region		FY03/2011 Results	Compared with FY03/2010			Plan FY03/2012	Compared with FY03/2010	
			FY03/2010 Results	Increase (Decrease)	Change(%)		Increase (Decrease)	Change(%)
Europe	Europe	112	82	29	36.1%	112	1	0.7%
North America	U.S	26	23	3	16.0%	23	(3)	(12.6%)
Latin America	Brazil	7	7	(0)	(7.8%)	6	(0)	(2.2%)
Asia	Hong Kong	9	6	3	62.7%	11	1	11.2%
	Taiwan	4	2	1	82.3%	5	0	24.6%
	South Korea	3	1	2	137.8%	4	1	27.4%
	China	5	2	2	105.3%	6	1	24.3%
Asia Total		22	12	10	84.5%	27	4	19.2%
Total		164	124	40	32.1%	165	0	0.3%

In the amounts of operating profit stated in this material, royalty income that was received by the parent company from overseas subsidiaries has been reallocated back to those overseas companies' profit, in order to more accurately reflect profits by region.

Overseas operating profit includes operating loss 300 million yen in FY03/2011 Results and 400 million yen in Plan FY03/2012 for overall overseas region.

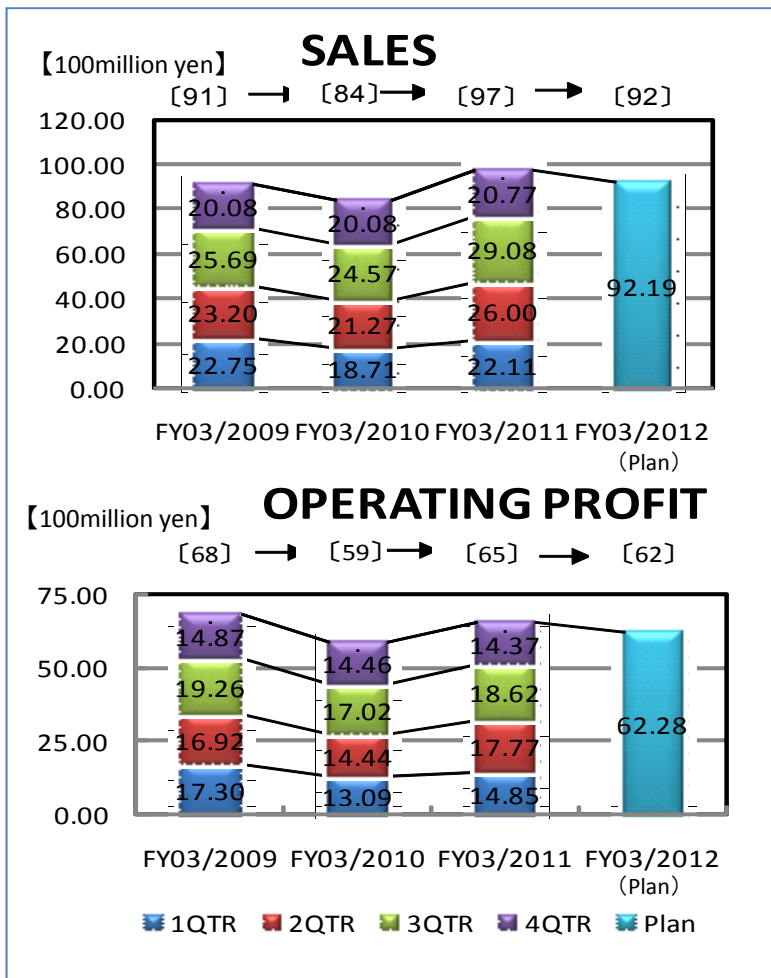
Note : ALL the information in this material is based on the data as of May13, 2011.



Details by Segment (2)

Domestic Licensing Business

Results and Outlook



Results of FY3/2011

Increase of ¥0.7bln in sales and ¥0.6bln in O.P.

- Hello Kitty's sales surged, thanks to promotion of collaboration with various brands and artists (i.e., bags of Samantha Thabasa Japan), more products for men, design promotion of Colorful Bunnies, etc.
- Licensing business for characters (i.e., MyMelody, Kiki & Lala, Jewelpet).

Outlook for FY3/2012

Decrease of ¥0.5 bln in sales and ¥0.3 bln in O.P.

- The overall trend continues to be robust but we have conservative forecasts mainly for the first half, with due consideration in the impacts of the earthquake and power saving.
- We will monitor the market trend and, if a recovery is faster than expected, we may make upward revision in forecasts.

Note : ALL the information in this material is based on the data as of May13, 2011.



Examples of Collaboration



VIVA HEART
x
HELLO KITTY



HELLO KITTY
♥
PINK HOUSE

ハローキティプリント&リボンチャーム付きトートバッグ ¥4,830
ハローキティ 銀型ビコフリルワンピース ¥4,410

ハローキティプリント パフスリーブTシャツ ¥7,875
*アカ、トッポグレーのみ、袖がローダー柄の使用です

ハート型ビコフリル&ハローキティ アップリケ付きパーカー ¥14,700

ハローキティ 銀型ビコフリル カットソーチュニック ¥9,975

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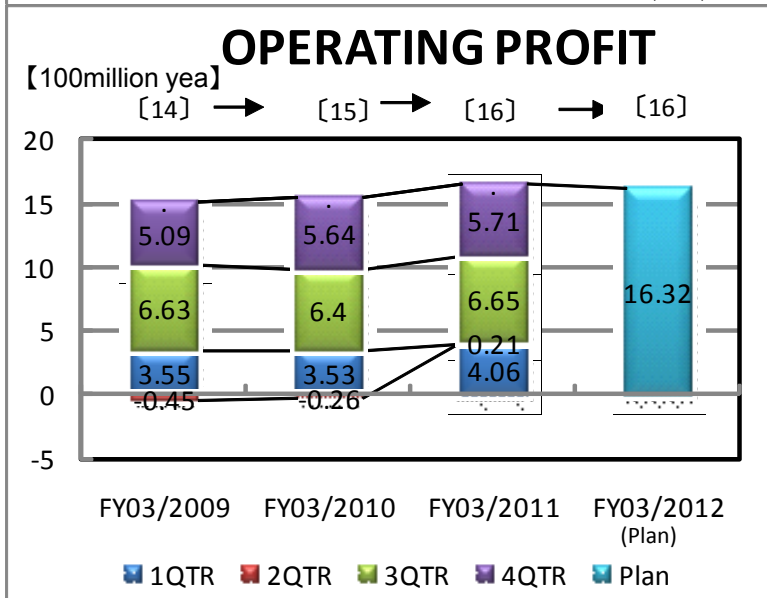
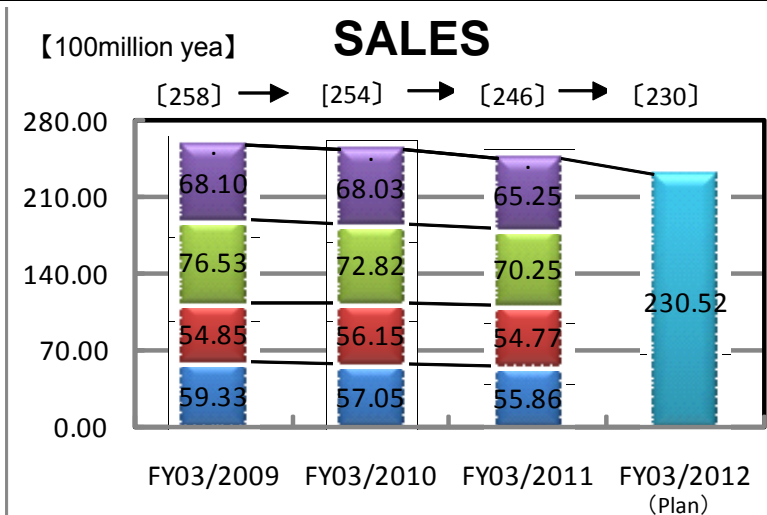
Note : ALL the information in this material is based on the data as of May13, 2011.



Details by Segment (3)

Domestic Product Sales

Results and Outlook



Results of FY3/2011

Sales decrease of ¥0.9 bln, O.P. increase of ¥0.1 bln

Closure of unprofitable stores resulted in sales decrease and profit increase. Existing store sales in March dropped by about 20% due to the Great East Japan Earthquake.

Outlook for FY3/2012

Decrease of ¥1.6 bln in sales and ¥0.1bln in O.P.

Organizational reform to integrate manufacturing and sales.

Improve profits by raising efficiency in product supply (i.e., cut in the number of product items, longer life cycle.)

Standardize stores (size, product line-up, displays) and continue to close some unprofitable stores.

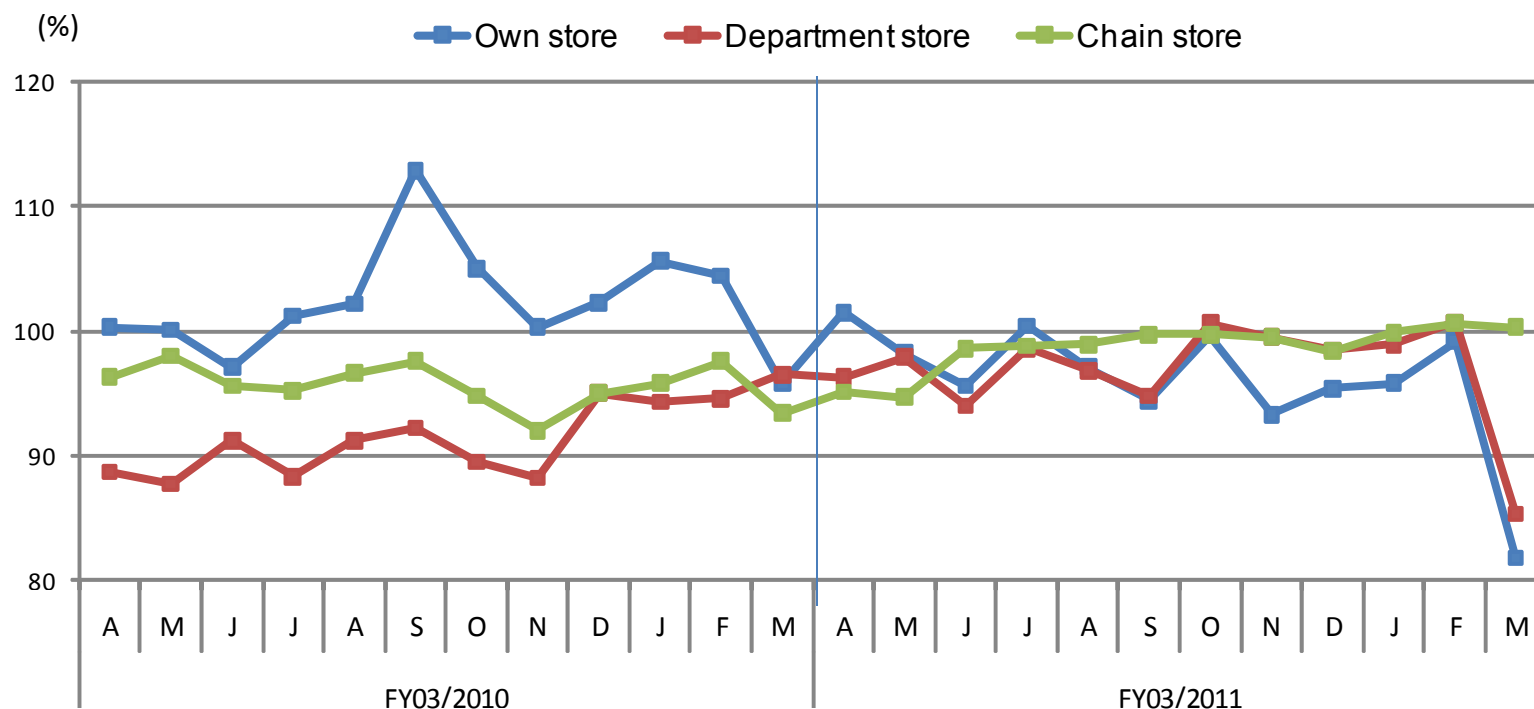
Keep reduction in expenses and expect sales decrease and profit increase.

The impacts of the earthquake is expected to be temporary, excluding a drop in foreign tourists.

Note : ALL the information in this material is based on the data as of May13, 2011.



Monthly Y-O-Y Changes in Sales of Existing Stores:



[Origin: Japan Department Stores Association and Japan Chain Stores Association]

Reasons for a y-o-y decrease in FY3/2011 - Impacts of the Great East Japan Earthquake

- ① Temporary closed the stores damaged by the quake
8 stores at the end of March 2011
2 stores in May 2011 (Natori Gift Gate and Livin Koriyama)
- ② Short operating hours because of planned power outage, etc.
- ③ Sales decrease due to a drop in the number of tourists (Foreign tourists were down 60% in March.)
- ④ Voluntary stagnant consumer spending (i.e., cancelation of various events)

Note : ALL the information in this material is based on the data as of May13, 2011.

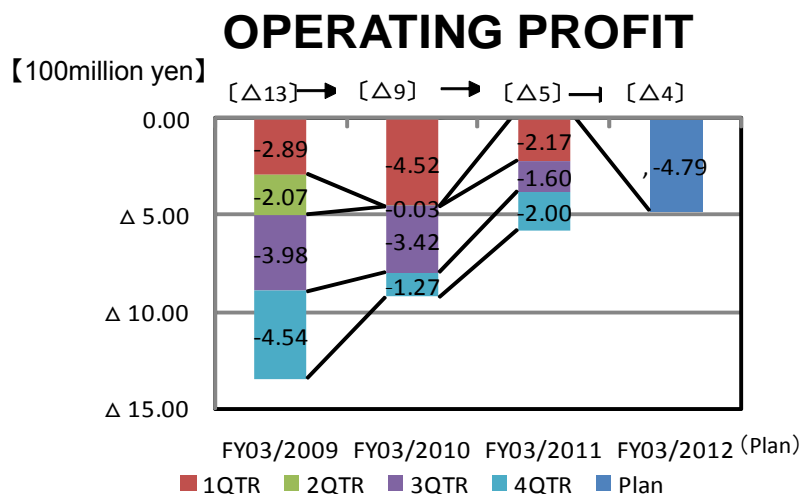
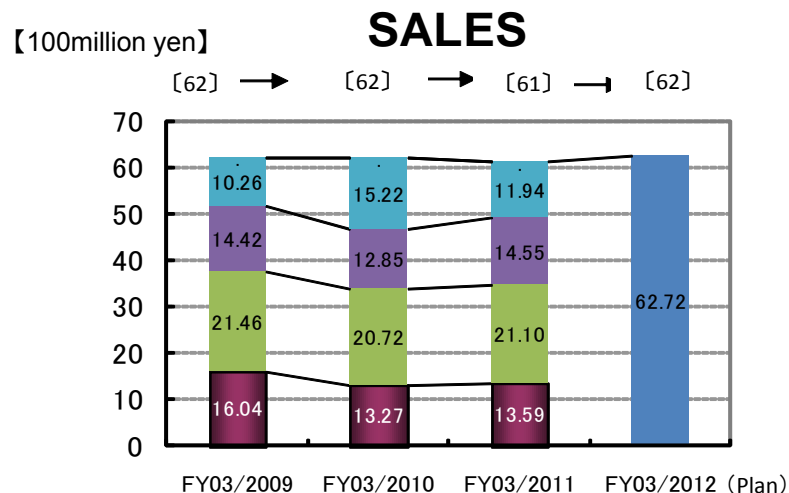


Details by Segment (4)

Theme Park Business

Sanrio Puroland (SPL), Harmony Land (HL), Various Companies' Theme Park Business

Results and Outlook



Results of FY3/2011

Sales decrease of ¥80mln and ¥400mln reduction in operating loss

(SPL) Up to February, sales was up by ¥250mln and O.P. by ¥330mln but the earthquake in March caused full-year sales to decrease y-o-y.

(HL) Visitors increased by 28,000, thanks to promotion during the night in the summer and illuminations.

Sanrio Entertainment Co., Ltd.

	FY03/2010	FY03/2011	%
Attendance figures (1000 people)	1,023	1,086	106.2
Sales (100million yen)	60	60	99.9
Operating profit (100million yen)	(8)	(5)	-

Outlook for FY3/2012

Sales increase of ¥100mln and ¥100mln reduction in operating loss

(SPL) Expect 11,000 less visitors, sales and O.P. to decrease by ¥100mln and ¥10mln respectively, despite tie-up events, due to the impacts of the earthquake. (HL) Expect an increase of 36,000 in visitors due to expansion of the kids' pool in the summer, advanced illuminations and earlier start-up in lighting.

Sanrio Entertainment Co., Ltd.

	FY03/2011	FY03/2012	%
Attendance figures (1000 people)	1,086	1,111	102.3
Sales (100million yen)	60	61	101.6
Operating profit (100million yen)	(5)	(5)	-

Note : ALL the information in this material is based on the data as of May13, 2011.



Entertainment Business

Overseas Entertainment Park Business

China



Anji in Zhejiang

- Client: Zhejiang New Insight Leisure Tourism Development Co, .LTD.
- Outside amusement park (95,000 square meters)
- Plan to open in 2014
- Annual visitors: 1 million (plan)

Southeast Asia



Johor, Malaysia

- Client: Themed Attractions and Resort Sdn Bhd
- Inside amusement park (2,000 square meters)
- Plan to open in 2012
- Annual visitors: 200,000 (plan)



Central region of Taiwan

- Client: Janfusun Fancy World
- Park in Park
- Under negotiation

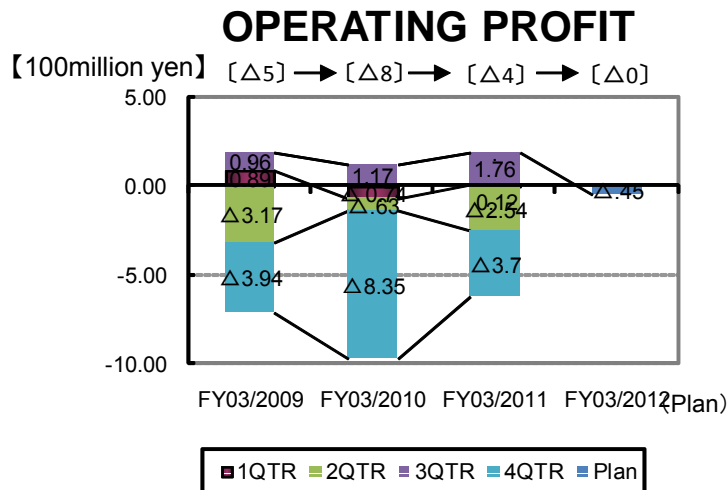
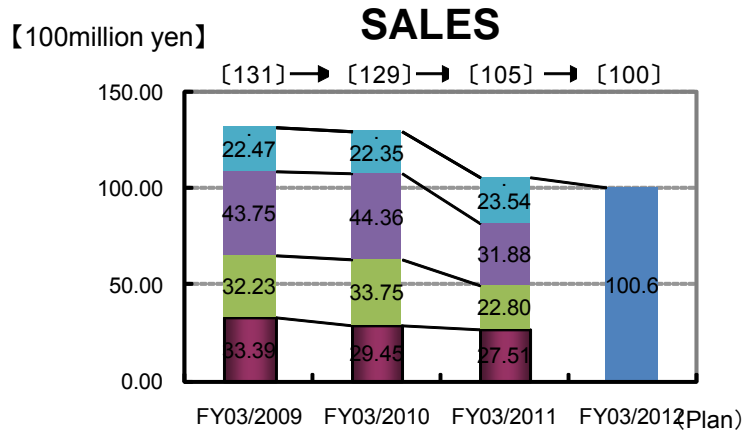
Note : ALL the information in this material is based on the data as of May13, 2011.



Details by Segment (5)

Other Business

Results and Outlook



Results of FY3/2011

Sales decrease of ¥2.5bln and ¥0.4bln reduction in operating loss

- Refrained issuance of publications decreased sales by ¥0.7bln.
- Delay in delivery of products to convenience stores decreased sales by ¥0.6bln.
- In the restaurant business, KFC franchise stores grew sales but all sweets shops were closed.

Outlook for FY3/2012

Sales decrease of ¥0.5bln and ¥0.3bln reduction in operating loss

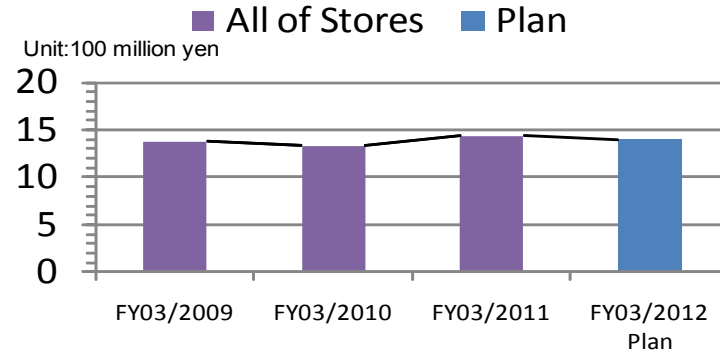
- Shift emphasis from sales to profitability.
- Withdrawal from unprofitable business reduces sales but aims at improving profitability.

Note : ALL the information in this material is based on the data as of May13, 2011.



Other Business (KFC Franchise Stores)

11 KFC franchise stores: 4 in Tokyo, 7 in Saitama



Expect sluggish consumer spending, due to the impacts of the quake, decrease sales in FY3/2012

Hamura in Tokyo

Fiscal Year	Hamura (1 million yen)	Plan (1 million yen)
FY03/2009	80	-
FY03/2010	80	-
FY03/2011	80	-
FY03/2012 Plan	-	80

Businesses other than KFC

- Online shop



- Manufacturing and rental of robots

- Publications

- Other

Mitaka in Tokyo

Fiscal Year	Mitaka (1 million yen)	Plan (1 million yen)
FY03/2009	130	-
FY03/2010	130	-
FY03/2011	130	-
FY03/2012 Plan	-	130

Note : ALL the information in this material is based on the data as of May13, 2011.



Reference Materials

Note : ALL the information in this material is based on the data as of May13, 2011.



Balance Sheet

[Unit: 100 million yen]

	FY03/2011	FY03/2010	Increase (Decrease)		FY03/2011	FY03/2010	Increase (Decrease)
Current assets	398	387	11	Current Liabilities	347	322	25
Cash and deposit	211	185	25	Trade notes and accounts payable	65	77	(11)
Trade notes and accounts receivable	104	110	(6)	Short-term debt, corporate bonds	214	176	37
Inventories	36	47	(10)	Long-term Liabilities	319	310	9
Deferred tax assets	33	28	5	Long-term debt	53	71	(18)
Tangible/intangible Fixed assets	195	208	(13)	Corporate bonds	51	62	(10)
Investments and other assets	242	261	(16)	Provision for retirement benefits	67	69	(1)
Investments in securities	64	62	1	Net Assets	291	315	(23)
Deferred income taxes	59	66	(7)	Capital	100	149	(49)
Guarantees	28	33	(5)	Surplus	271	222	48
Deferred assets	0	0	0	Treasury stock	(9)	(5)	(4)
Total assets	836	857	(20)	Valuation and translation adjustment	(63)	(40)	(22)
				Total liabilities and assets	836	857	(20)

	Carrying amount	Dividends of Surplus	Current net income	Other	Total changed items	Balance, End-of-year	Other content
Stock capitalization	149	—	—	*1 (49)	(49)	100	Transfer
Capital surplus	87	—	—	*2 (25)	(25)	61	Transfer, Cancellation, Appropriation
Retained earnings	134	(19)	93	—	74	209	
Treasury share	(9)	—	—	3	3	(6)	Acquisition, Cancellation,
Stockholders' equity							
Unrealized gain (loss) on available-for-sale securities	(5)	—	—	(4)	(4)	(9)	Market valuation loss
Deferred hedge	(0)	—	—	0	0	(0)	Market valuation loss
Foreign currency translation adjustments	(40)	—	—	(22)	(22)	(63)	Valuation loss
Other Comprehensive Income total amount	(46)	—	—	(26)	(26)	(73)	
Minority interests	0	—	—	0	0	0	
Net assets	316	(19)	93	(26)	(23)	291	

Note 1: Capital decrease of ¥4.9bln due to a transfer to capital surplus for redemption of preferred stock.

Note 2: ¥4.9bln transfer from capital, ¥7.0 bin redemption of preferred stock (107% plus interests = ¥7.6bln)

Note : ALL the information in this material is based on the data as of May13, 2011.



Cash Flow Statement

[Unit:100 million yen]

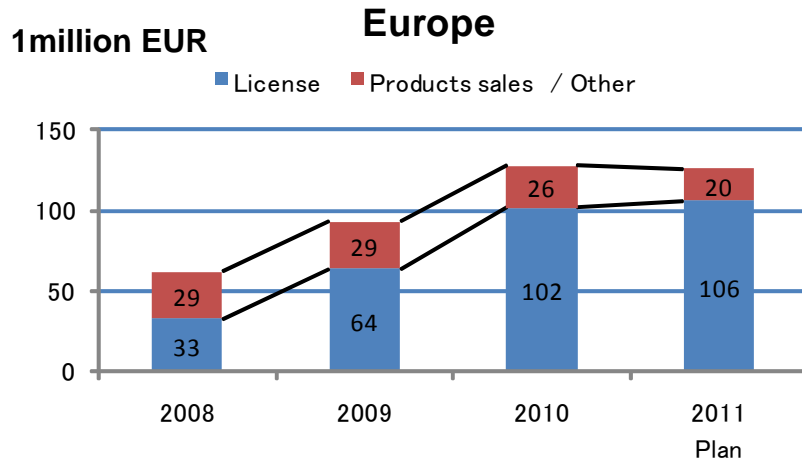
	FY03/2011	FY03/2010	Change
Cash flows from operating activities	132	84	47
Pretax profit of the current term (() is loss)	121	69	52
Depreciation, etc.	13	14	(0)
Increase the allowance	0	4	(3)
Inventories, Notes and Accounts Receivable, Trade	1	(6)	8
Interest and Dividends received income	(0)	(0)	0
Interest expense	(0)	0	(0)
Corporation Tax payable, etc.	(28)	(22)	(5)
Cash flows from investing activities	(21)	(15)	(5)
Time deposit revenue and expenditure	(14)	(1)	(12)
Tangible fixed assets acquisition expense (Theme Park equipment and store interior)	(8)	(17)	8
Investment securities acquisition	(6)	(0)	(6)
Clearance revenue and expenditure			
Loan revenue and expenditure	4	2	1
Proceeds from Collection of Lease and Guarantee Deposits, Restoration income	6	4	2
Free Cash flow	110	68	42
Cash flows from financing activities	(85)	(24)	(60)
Debt and Bonds revenue and expenditure	8	(8)	17
Expense by acquisition of repurchased stock	*1 (76)	—	(76)
Dividends payment	(19)	(13)	(5)
◆ Balance of cash, etc.	192	180	11

Note 1: Expense of ¥7,604mln to redeem preferred stock

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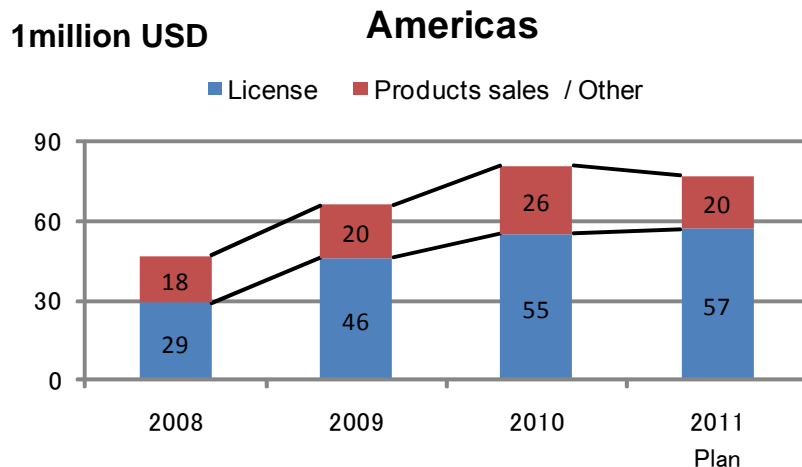


Overseas Subsidiaries' Sales (in Local Currencies) 1



Europe

Sales more than doubled (up 106.8%) y-o-y, contributed all by licensing business, particularly by licensing to a large retailer in U.K. (Product sales slightly decreased.)



Americas

Contributed by licensing to a large retailer, a large cosmetic company and a toy company, in addition to royalty income that was related to Sanrio's 50th anniversary.

Overseas subsidiaries' fiscal year ends in December.

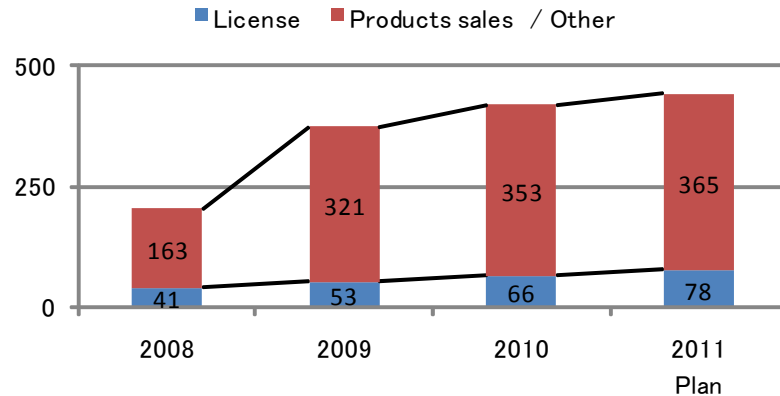
Note : ALL the information in this material is based on the data as of May13, 2011.



Overseas Subsidiaries' Sales (in Local Currencies) 2

1million HKD

HongKong



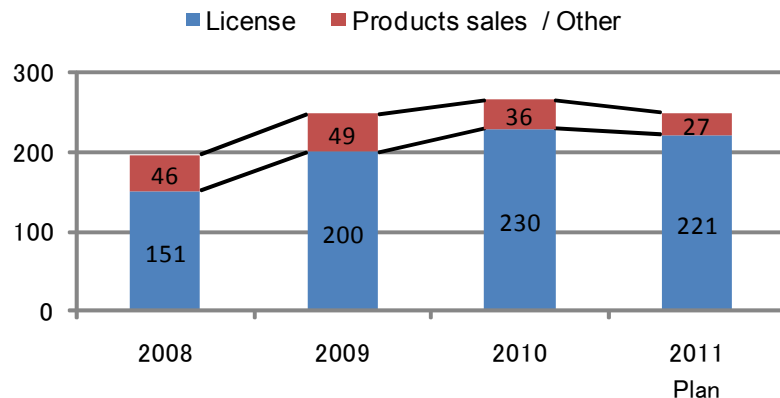
Hong Kong

Increased product procurement for the U.S. market.

Contributed by products for Seven Eleven and licensing sales of newly-collaborated bags.

1million NTD

Taiwan



Taiwan

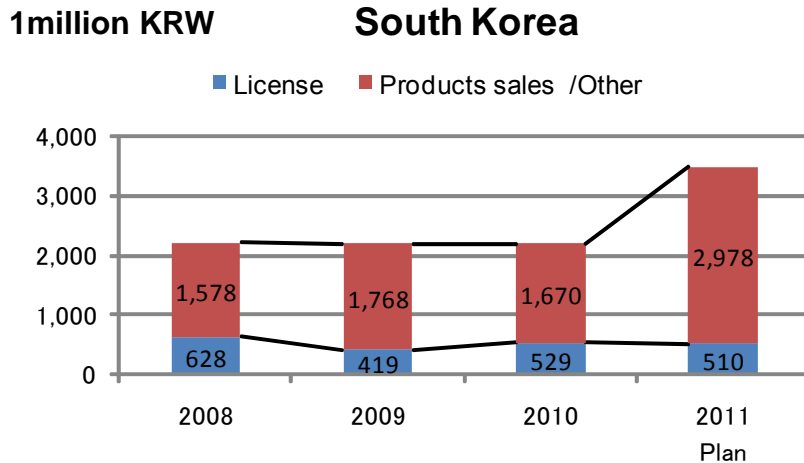
Decreased product sales (Sales of Kitty's "Saiyuki, Monkey journey to the West" in FY3/2010.)

A ratio of licensing sales rose, contributed by sales of new licensees for mobile phones.

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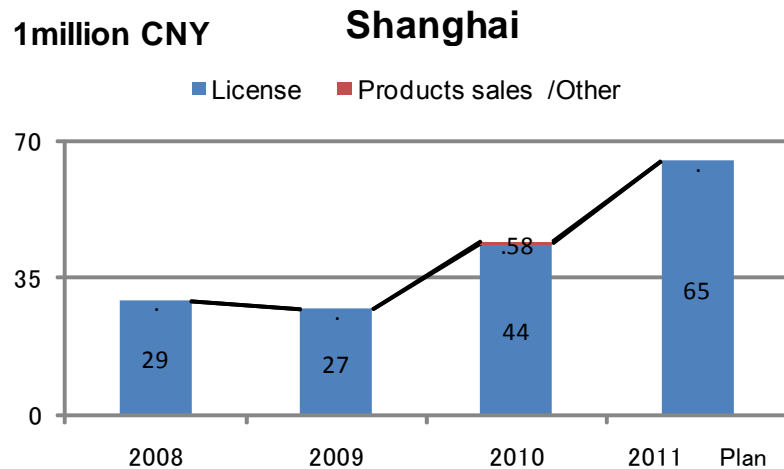


Overseas Subsidiaries' Sales (in Local Currencies) 3



South Korea

Sales are expected to increase due to a start of “Hello Kitty Town”, a complex facility of restaurants and amusement. Sales increase from a recovery in licensing business.



Shanghai, China

Contributed by a large apparel licensee. Product sales to increase, thanks to a recovery in an agency’s store sales

Note : ALL the information in this material is based on the data as of May13, 2011.



Sanrio Puroland (SPL)

S P L			FY03/2011 Results	Compared with FY03/2010		FY03/2012 Plan	Against plan		
				FY03/2010 Results	Increase (Decrease)		Change	Increase (Decrease)	Change
Sales (100 million yen)			46.0	46.3	(0.2)	(0.6%)	45.0	(1.0)	(2.2%)
Off-site revenues (100 million yen)			12.4	12.6	(0.2)	(1.7%)	10.7	(1.6)	(13.6%)
In-site revenues (100 million yen)			33.6	33.7	(0.0)	(0.1%)	34.3	0.7	2.1%
Number of visitors (10 thousand persons)			75.8	72.3	3.5	4.8%	74.6	(1.2)	(1.6%)
Total spending (yen)			4,435	4,657	(222)	(4.8%)	4,596	161	3.6%
Spending									
Entrance fee (yen)			1,886	2,035	(149)	(7.3%)	1,906	20	1.1%
Product Sales (yen)			1,707	1,737	(30)	(1.7%)	1,802	95	5.6%
Food, beverage (yen)			842	885	(43)	(4.9%)	888	46	5.5%
Gross profit (100 million yen)			30.9	30.1	0.7	2.6%	30.8	(0.1)	(0.5%)
SG&A expenses (100 million yen)			34.5	36.9	(2.3)	(6.4%)	35.1	0.0	1.8%
Operating profit (100 million yen)			(4.6)	(7.8)	3.2	(41.3%)	(4.7)	(0.1)	—
Cost rate			32.4%	34.8%	—	—	31.6%	—	—

Note : ALL the information in this material is based on the data as of May13, 2011.










Harmony Land (HL)

HL			FY03/2011 Results	Compared with FY03/2010		FY03/2012 Plan	Against plan		
				FY03/2010 Results	Increase (Decrease)		Change	Increase (Decrease)	Change
Sales (100 million yen)			14.7	14.5	0.2	1.5%	16.7	1.9	13.5%
Off-site revenues (100 million yen)			1.9	1.9	(0.0)	(0.2%)	1.8	(0.0)	(2.2%)
In-site revenues (100 million yen)			12.8	12.6	(0.0)	(0.2%)	14.8	2.0	15.6%
Number of visitors (10 thousand persons)			32.9	30.1	2.8	9.3%	36.5	3.6	10.9%
Total spending (yen)			3,897	4,188	(291)	(6.9%)	4,069	172	4.4%
Spending									
Entrance fee (yen)			1,639	1,816	(177)	(9.7%)	1,676	37	2.3%
Product Sales (yen)			1,548	1,617	(69)	(4.3%)	1,644	96	6.2%
Food, beverage (yen)			710	755	(45)	(6.0%)	749	39	5.5%
Gross profit (100 million yen)			10.0	9.9	0.1	1.7%	11.3	1.2	12.2%
SG&A expenses (100 million yen)			12.0	12.0	0.0	0.6%	12.0	(0.0)	(0.2%)
Operating profit (100 million yen)			(1.0)	(1.3)	0.3	(23.0%)	(0.0)	1.0	–
Cost rate			31.6%	31.8%	–	–	32.4%	–	–

Note : ALL the information in this material is based on the data as of May13, 2011.



List of Licensees of Sanrio Characters

Character	Birth year	Type of business	The main license ahead
Hello Kitty 	1974	Finance AV & Home appliance Health & cosmetic Clothes and Dress	Cedyna Financial Corp./ Samantha Thavasa Japan Limited/Mizuho Bank, Ltd./ Fukoku Mutual Life Insurance Co. / MITSUBISHI MOTORS CORPORATION. IKEDA MOHANDO Co.,Ltd./Citizen Holdings Co., Ltd. / Bridgestone Sports Co., Ltd. /cros. Japan/ Shiseido Co.,Ltd. FUJIFILM Holdings Corporation/ adidas.Japan/ (co) Softbank Mobile / Swarovski Japan Ltd. LIBERTY JAPAN LIMITED/ OMI Corp./ S.T.CORPORATION./ The Fukushima minyu/ Nippon Travel Agency Co., Ltd. / HISAMITSU PHARMACEUTICAL Co.,Inc. NIHON L'OREAL/ McDonald's Holdings Co.(Japan), Ltd./ Fukusuke Co., Ltd. / Yamamoto Noriten Co., Ltd. / Eitaro Sohonpo Co., Ltd./ Morozoff Ltd.; /Bourbon Corp. Izumiya Tokyo-Ten Co., Ltd. / Daiwa House Industry Co., Ltd. / Hankyu Hanshin Hotels Co., Ltd./ Daiwa Resort Co., Ltd. / SAIBU GAS Co.,Ltd. Max Hill Co., Ltd
Jewelpet 	2008	Toys and miscellaneous goods	SHOWA NOTE Co., Ltd. (Showa note)/ Bandai Co.,Ltd./ KOIZUMI FURNITECH CORP. /MoonStar Corp. Shogakukan; Shogakukan Inc./ Marumiya Corporation
Cinnamoroll 	2002	Cakes and Foods	Asahi Mutual Life Insurance Co. / SHOWA NOTE Co., Ltd. (Showa note) MSD K.K. Tokyo Tomin Bank,Ltd./ McDonald's Holdings Co.(Japan), Ltd./ Bandai Co.,Ltd./ DAIWA HOUSE INDUSTRY CO.,LTD.
My Melody 	1975	Cars	AGATSUMA CO.,LTD./ Asahi Corporation Co., Ltd. / Imagineer Co., Ltd./ NICHIBAN CO., LTD./ Fukusuke Co., Ltd. Namco Bandai Games Inc./ Hiyakiougan/ American Family Life Assurance Company of Columbus/ American Family Life Assurance Co. of Columbus
Kuromi 	Kuromi 2005	.	.
Sugarbunnies 	2004	.	TOMY COMPANY, LTD. (master Licensee)
Shinkansen 	1999	etc.	Asahi Corporation Co., Ltd./ Sakura Color Products Corp. / NAIGAI CO.,LTD. HISAMITSU PHARMACEUTICAL CO.,INC.

Note : ALL the information in this material is based on the data as of May13, 2011.



Number of Stores in Japan

		Fiscal year ended March 2010		Fiscal year ended March 2011		Increase (Decrease)
*Retail	Gift Gate (Company-operated shop)	261	139	232	124	(15)
	Department stores (Company-operated shop)		122		108	(14)
Wholesale	Department stores (inventory basis)	1133	56	1122	62	6
	Chain stores		998		997	(1)
	Speciality stores		79		63	(16)
Total		1394		1354		(40)

FY03/2012 PLAN

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(Notes)

A format change in shops within department stores, from permanent Company-operated shop to inventory basis, are accounted for as closures. The number of Gift Gate (direct-run stores) includes sweet shops.

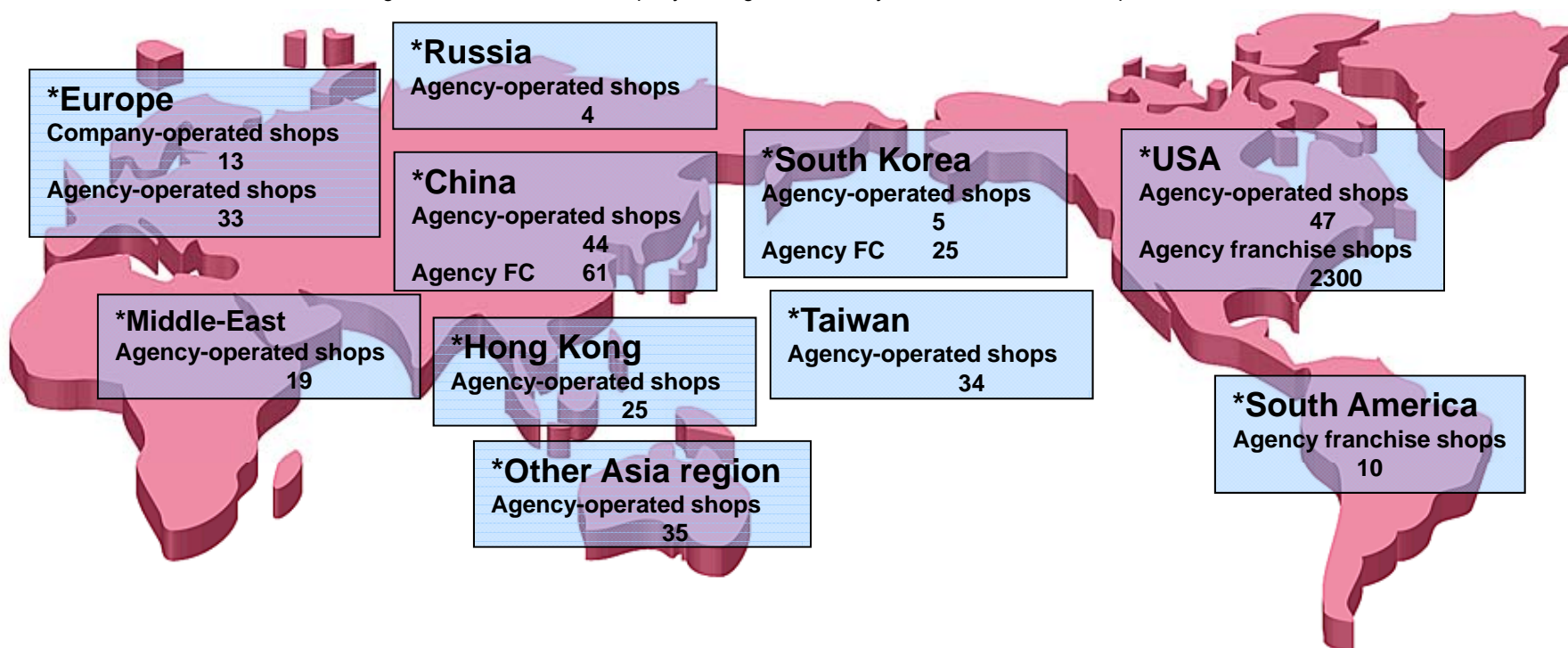
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Number of Stores in Overseas Markets

Number of shops	FY03/2010 (Results)	FY03/2011 (Results)	Increase (Decrease)	FY03/2012 (Plan)	Increase (Decrease)
Company-operated shops	15	13	(2)	8	(5)
Agency-operated shops	242	249	7	248	(1)
Agency-wholesale shops (including franchise)	2,085	2,396	311	2,597	201
Total	2,342	2,658	316	2,853	195

*These are figures available to the Company and agencies , Many other stores handle our products.



Note : ALL the information in this material is based on the data as of May13, 2011.

Yummy!

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