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Second Quarter of FY ending 03/2020 Results Briefing



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1H of FY03/2020 Income Statement

(Result and Comparison Y-O-Y and to 1H Plan)

[JPY million]

	1H FY03/2020 results	Comparison Y-O-Y			Comparison to 1H Plan		
		1H FY03/2019 results	Increase (Decrease)	Change Y-O-Y (%)	Initial-year plan	Difference	Progress (%)
Sales	27,660	28,272	(612)	(2.2)	27,800	(139)	(0.5)
Gross profit	17,877	18,341	(464)	(2.5)			
SG&A expenses	16,502	16,182	319	2.0			
Operating profit	1,374	2,158	(784)	(36.3)	1,700	(325)	(19.1)
Non-operating profit	664	571	93	16.4			
Ordinary profit	2,039	2,730	(690)	(25.3)	2,200	(160)	(7.3)
Extraordinary profit	(1,100)	(311)	(789)	—			
Earnings before taxes	938	2,418	(1,480)	(61.2)			
◆ Taxes and adjustments	591	881	(289)	(32.9)			
Net profit attributable to shareholders of parent company	326	1,516	(1,189)	(78.5)	600	(273)	(45.6)
Gross margin	64.6%	64.9%	(0.3)%				
Operating profit margin	5.0%	7.6%	(2.6)%				
Ordinary profit margin	7.4%	9.7%	(2.3)%				

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



1H of FY03/2020 Income Statement

(Result and Comparison Y-O-Y and to 1H Plan)

(Unit: Million Yen)



Note: Figures are rounded down to the nearest 1 million yen.



Balance Sheets (FY03/2016 - FY03/2020)

[JPY million]

		2016.3		2017.3		2018.3		2019.3		2020.3
		As of 09/30	As of 03/31	As of 09/30	As of 03/31	As of 09/30	As of 03/31	As of 9/30	As of 03/31	As of 9/30
Assets	I. Current assets	61,751	57,757	55,862	56,295	56,619	57,871	55,102	56,387	59,742
	II. Noncurrent assets	48,825	48,006	44,209	44,967	44,163	40,368	40,575	38,768	37,438
	Property, plant and equipment	18,896	18,744	17,941	18,539	18,234	16,430	16,167	15,912	15,948
	Intangible assets	5,698	5,200	4,517	4,715	4,589	3,905	3,638	3,397	3,181
	Investments and other assets	24,231	24,060	21,750	21,711	21,339	20,033	20,769	19,458	11,505
	III. Deferred assets	83	62	61	49	44	33	38	29	36
	Total assets	110,661	105,826	100,133	101,312	100,827	98,274	95,716	95,185	97,217
Liabilities and net assets	I. Current liabilities	25,183	23,022	23,898	24,824	25,958	24,506	22,826	22,891	24,362
	II. Noncurrent liabilities	25,528	28,070	27,570	23,429	22,974	21,033	20,627	19,896	22,097
	Total liabilities	50,711	51,092	51,469	48,253	48,932	45,539	43,453	42,788	46,459
	I. Shareholders' equity	56,772	57,585	57,995	57,272	55,814	55,413	55,657	56,762	55,815
	II. Accumulated other comprehensive income	2,866	(3,177)	(9,653)	(4,418)	(4,134)	(2,921)	(3,651)	(4,652)	(5,362)
	III. Stock acquisition right	165	162	162	—	—	—	—	—	—
	IV. Minority interest	144	164	160	204	214	243	257	287	298
	Total net assets	59,949	54,733	48,664	53,058	51,895	52,734	52,262	52,396	50,758
	Total liabilities and net assets	110,661	105,826	100,133	101,312	100,827	98,274	95,716	95,185	97,217



Sales by Segment: Result and Comparison Y-O-Y and to 1H Plan

[JPY million]

		1H FY03/2020 results	Comparison Y-O-Y			Comparison to 1H Plan		
			1H FY03/2019 results	Increase (Decrease)	Change Y-O-Y (%)	Initial-year plan	Difference	Change (%)
Sales by segment	Overseas	8,946	10,449	(1,503)	(14.4)	10,210	(1,264)	(12.4)
	Domestic	23,074	22,505	568	2.5	22,119	955	4.3
	Licensing	4,449	4,658	(209)	(4.5)	4,557	(108)	(2.4)
	Retail & Wholesale	9,154	8,542	612	7.2	8,431	723	8.6
	Theme parks	5,519	4,945	574	11.6	5,029	490	9.7
	Other	3,952	4,360	(408)	(9.4)	4,102	(149)	(3.7)
Elimination, etc.		(4,360)	(4,682)	322	—	(4,529)	169	—
Consolidated net sales		27,660	28,272	(612)	(2.2)	27,800	(139)	(0.5)

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



Operating Profit by Segment:

Result and Comparison Y-O-Y and to 1H Plan

[JPY million]

		1H FY03/2020 results	Comparison Y-O-Y			Comparison to 1H Plan		
			1H FY03/2019 results	Increase (Decrease)	Change Y-O-Y (%)	Initial-year plan	Difference	Change (%)
(Direct) Operating Profit by Segment	Overseas	2,391	3,229	(838)	(26.0)	3,300	(909)	(27.5)
	Domestic	(1,016)	(1,070)	53	—	(1,600)	583	—
	Licensing	3,026	3,179	(153)	(4.8)	3,204	(178)	(5.6)
	Retail & Wholesale	635	231	404	174.9	459	176	38.3
	Theme parks	390	272	118	43.4	13	377	2900.0
	Other	232	207	24	11.8	135	97	72.2
	HQ cost center expenses, etc.	(5,300)	(4,960)	(340)	—	(5,411)	111	—
Consolidated operating profit		1,374	2,158	(784)	(36.3)	1,700	(325)	(19.1)

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



Details of HQ cost center expenses

[JPY million]

		1H FY03/2020 results	Comparison Y-O-Y			Comparison to 1H Plan		
			Results	Increase (Decrease)	Change Y-O-Y (%)	Initial-year plan	Difference	Change (%)
HQ cost center expenses, etc.	Personal expenses	2,575	2,459	116	4.7	2,635	(59)	(2.3)
	Selling expenses	177	150	26	17.9	199	(22)	(11.2)
	Advertising expenses	512	395	116	29.5	548	(36)	(6.6)
	Logistics expenses	123	103	19	18.9	112	11	9.9
	Asset expenses	685	675	9	1.4	723	(37)	(5.2)
	Other expenses	1,225	1,174	51	4.3	1,192	33	2.8
Total		5,300	4,960	340	6.9	5,411	(111)	(2.1)

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



1H FY03/2020 Overseas Sales by Region/Country

Result and Comparison Y-O-Y and to Plan

[JPY million]

		1H FY03/2020 results	Comparison Y-O-Y			Comparison to 1H Plan		
			1H FY03/2019 results	Increase (Decrease)	Change Y-O-Y (%)	Initial-year plan	Difference	Progress (%)
Europe	Europe	839	1,317	(478)	(36.3)	1,020	(181)	(17.7)
	UK (Mr. Men)	196	261	(65)	(24.9)	215	(19)	(8.8)
North America	USA	1,613	1,651	(38)	(2.3)	1,758	(145)	(8.2)
South America	Brazil	324	376	(52)	(13.8)	417	(93)	(22.3)
Asia	HK	1,860	2,137	(277)	(13.0)	2,080	(220)	(10.6)
	Taiwan	931	1,204	(273)	(22.7)	1,104	(173)	(15.7)
	S. Korea	508	578	(70)	(12.1)	619	(111)	(17.9)
	China	2,669	2,896	(227)	(7.8)	2,971	(302)	(10.2)
	Asia total	5,968	6,815	(847)	(12.4)	6,774	(806)	(11.9)
other		6	29	(23)	(79.3)	26	(20)	(76.9)
Total		8,946	10,449	(1,503)	(14.4)	10,210	(1,264)	(12.4)

Note: In the sales figure of overseas, licensing revenues, etc. received by the parent company from overseas subsidiaries are reallocated back to those companies, in order to more accurately reflect profits by region.

Note: Other includes amounts not allocatable to region/country of 21million yen for 1H FY03/2019 results.

Note: Figures are rounded down to the nearest 100 million yen. Percentages are rounded to the nearest tenth of a percent.



1H FY03/2020 Overseas Profit by Region/Country

Result and Comparison Y-O-Y and to Plan [JPY million]

		1H FY03/2020 results	Comparison Y-O-Y			Comparison to 1H Plan		
			1H FY03/2019 results	Increase (Decrease)	Change Y-O-Y (%)	Initial-year plan	Difference	Progress (%)
Europe	Europe	75	466	(391)	(83.9)	165	(90)	(54.5)
	UK (Mr. Men)	(101)	(77)	(24)	—	(116)	15	—
North America	USA	(78)	(202)	124	—	27	(105)	—
South America	Brazil	48	103	(55)	(53.4)	125	(77)	(61.6)
Asia	HK	767	930	(163)	(17.5)	951	(184)	(19.3)
	Taiwan	374	496	(122)	(24.6)	498	(124)	(24.9)
	S.Korea	169	220	(51)	(23.2)	244	(75)	(30.7)
	China	1,232	1,453	(221)	(15.2)	1,543	(311)	(20.2)
	Asia total	2,542	3,099	(557)	(18.0)	3,236	(694)	(21.4)
Other		(95)	(160)	65	—	(137)	42	—
Total		2,391	3,229	(838)	(26.0)	3,300	(909)	(27.5)

Note: In the sales figure of overseas, licensing revenues, etc. received by the parent company from overseas subsidiaries are reallocated back to those companies, in order to more accurately reflect profits by region.

Note: Other includes amounts not allocatable to region/country of 1million yen for 1H FY03/2020 results, of 1 million yen for 1H FY03/2020 plan.

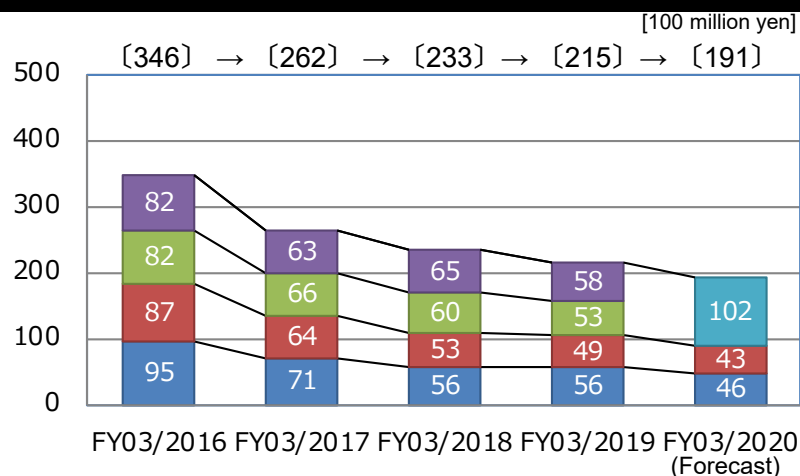
Note: Figures are rounded down to the nearest 100 million yen. Percentages are rounded to the nearest tenth of a percent.



Details by Segment (1)

Overseas Business

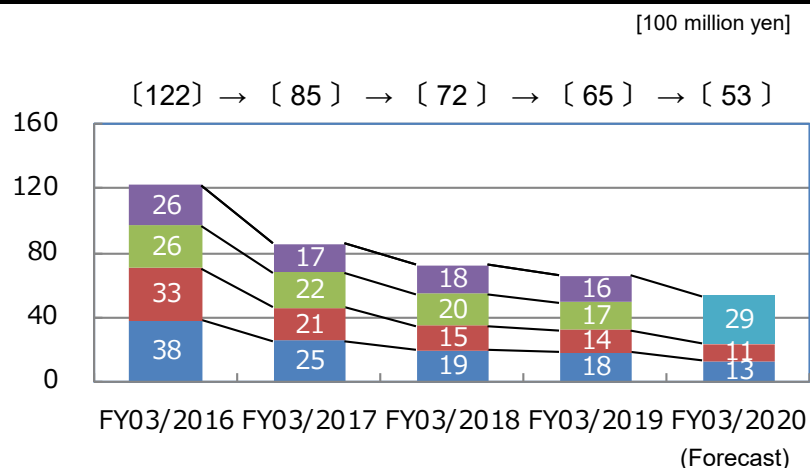
Sales: Results and outlook



Results of 1H FY03/2020

Sales declined 14.4% (-¥ 1500M) y-o-y. Profit declined 26.0% (-¥ 800M) y-o-y.

Direct Operating Profit: Results and outlook



Outlook for FY03/2020

Sales decline of 11.2% (-¥ 2.4B) y-o-y. Profit decline of 19.4% (-¥ 1200M) y-o-y.

Note: Figures are rounded down to the nearest 100 million yen



First Half Sales and Operating Profit of Overseas Subsidiaries (Local-currency based)

[Jan-Jun. 2019]		Sales						Operating profit		O.P. Margin
		Licensing		Retail & Wholesale		Total				
Europe (Germany) <small>EUR in thousand</small>		4,513		20		4,533		(1,342)		—
Change Y-O-Y (%)	Compared to forecast (%)	(28.6)	(16.3)	(40.8)	(45.5)	(28.6)	(16.5)	—	—	
UK (Mr. Men) <small>GBP in thousand</small>		1,321		4		1,325		(713)		
Change Y-O-Y (%)	Compared to forecast (%)	(22.6)	(11.9)	(86.5)	—	(24.0)	(11.6)	—	—	
North America <small>USD in thousand</small>		6,667		3,491		10,159		(4,094)		
Change Y-O-Y (%)	Compared to forecast (%)	0.2	(4.5)	(23.0)	(22.9)	(9.2)	(11.8)	—	—	
Brazil <small>BRL in thousand</small>		9,053		128		9,182		430		4.7%
Change Y-O-Y (%)	Compared to forecast (%)	3.9	(1.6)	(46.5)	(42.8)	2.6	(2.6)	7.8	(4.3)	
Hong Kong <small>HKD in thousand</small>		55,457		28,332		83,790		25,894		30.9%
Change Y-O-Y (%)	Compared to forecast (%)	(18.7)	(12.1)	(4.8)	7.3	(14.5)	(6.4)	(24.1)	(14.1)	
Taiwan <small>NTD in thousand</small>		152,751		17,833		170,585		53,766		31.5%
Change Y-O-Y (%)	Compared to forecast (%)	(10.9)	(16.5)	(60.2)	11.0	(21.1)	(14.3)	(14.4)	(18.1)	
Korea <small>KRW in thousand</small>		3,687,430		216,674		3,904,104		716,976		18.4%
Change Y-O-Y (%)	Compared to forecast (%)	(10.6)	(15.1)	14.4	29.0	(9.5)	(13.4)	(24.1)	(14.2)	
China <small>CNY in thousand</small>		87,273		41,966		129,239		42,971		33.2%
Change Y-O-Y (%)	Compared to forecast (%)	(6.5)	(15.2)	27.8	40.3	2.4	(2.7)	(1.9)	(11.3)	

Note) Operating profit and operating profit margin calculated after payment of master license fee to the HQ.

Note: Figures are rounded down to the nearest 1 thousand in each currency.



Currency Fluctuation Impacts (On Overseas' Sales and Operating Profit)

1H of FY03/2020 (Jan – Jun 2019)	EUR	GBP	USD	HKD	TWD	KRW	CNY	Total
Exchange rate in 1H of FY03/2020 (JPY)	124.49	142.07	110.12	14.05	3.56	0.0966	16.22	—
Exchange rate in 1H of FY03/2019 (JPY)	131.26	149.33	109.14	13.93	3.68	0.1014	17.05	—
Difference (JPY)	(6.77)	(7.26)	0.98	0.12	(0.12)	(0.0048)	(0.83)	—
Fluctuation rate	(5.2)	(4.9)	0.9	0.9	(3.3)	(4.7)	(4.9)	—

Sales denominated in local currency (Million)	4.5	1.3	12.6	83.8	170.6	3,904.1	129.2	—
Currency fluctuation impact (JPY million)	(30)	(9)	12	10	(20)	(18)	(107)	(164)

Operating profit denominated in local currency (Million)	(1.3)	(0.7)	(4.0)	25.9	53.8	717.0	43.0	—
Currency fluctuation impact (JPY million)	9	5	(3)	3	(6)	(3)	(35)	(32)

Currency exchange rate: Average rate during the relevant period (average of month-end TTM for 7 months from December of previous year to June of the relevant year) is used.

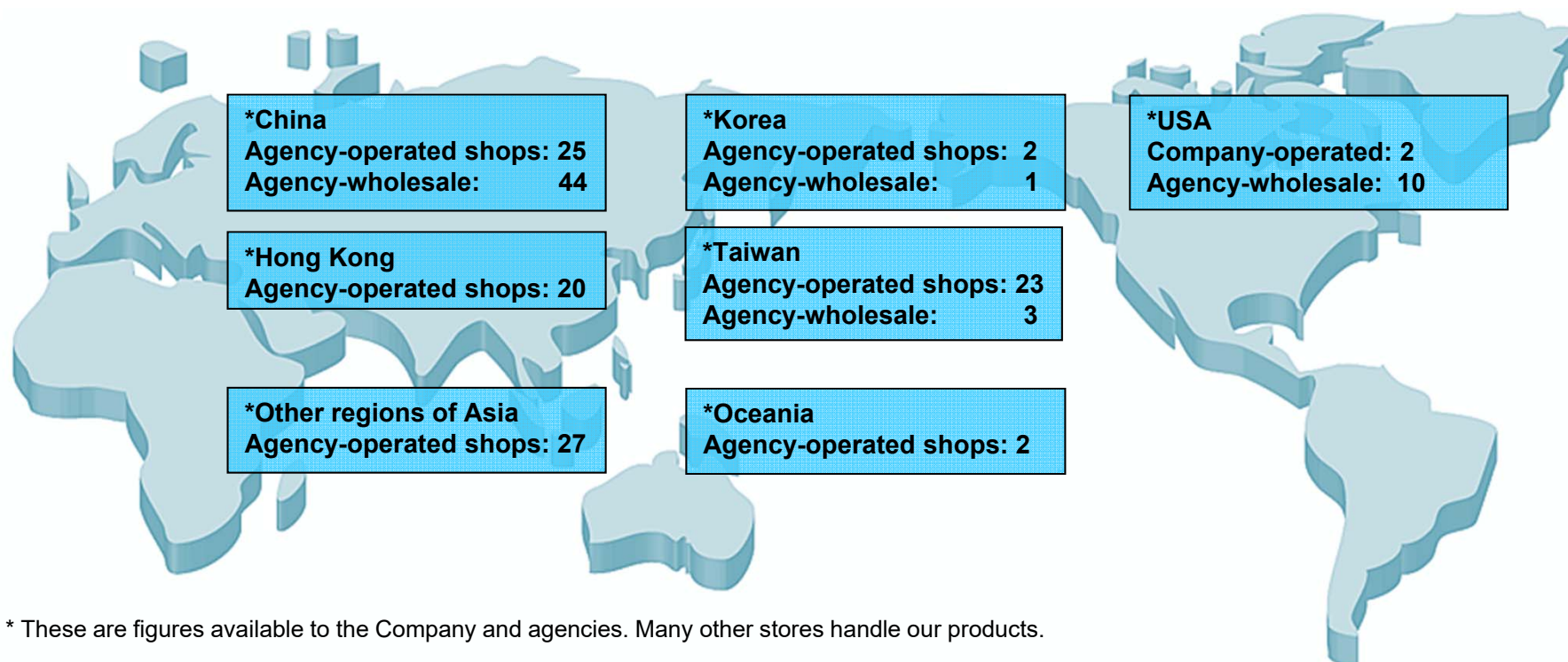
Amount pertaining to our subsidiary in Brazil, which is a consolidated subsidiary of our subsidiary in North America, is included in USD.

Currency fluctuation impact is difference between operating profit of overseas subsidiaries for the current year converted into JPY at the rate of previous FY and that of current FY.



Number of Stores in Overseas Market

	FY03/2018 (Results)	FY03/2019 (Results)	Change
Company-operated shops	2	2	0
Agency-operated shops	127	99	(28)
Agency-wholesale shops (including franchise)	94	58	(36)
Total	223	159	(64)



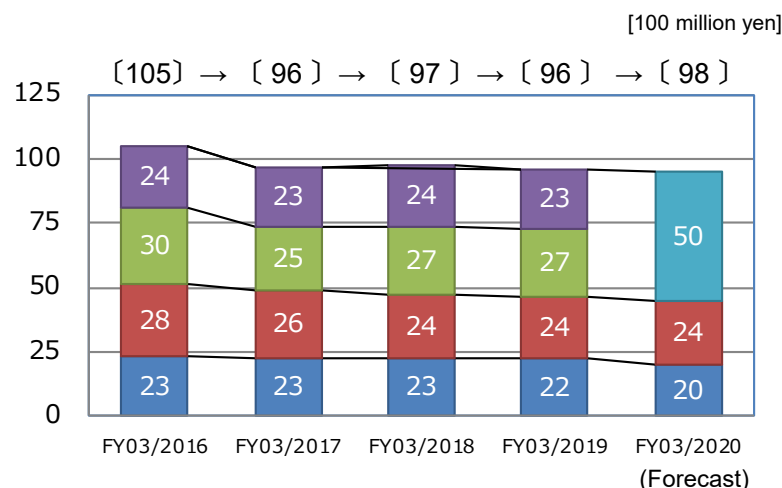
* These are figures available to the Company and agencies. Many other stores handle our products.



Details by Segment (2)

Domestic Licensing Business

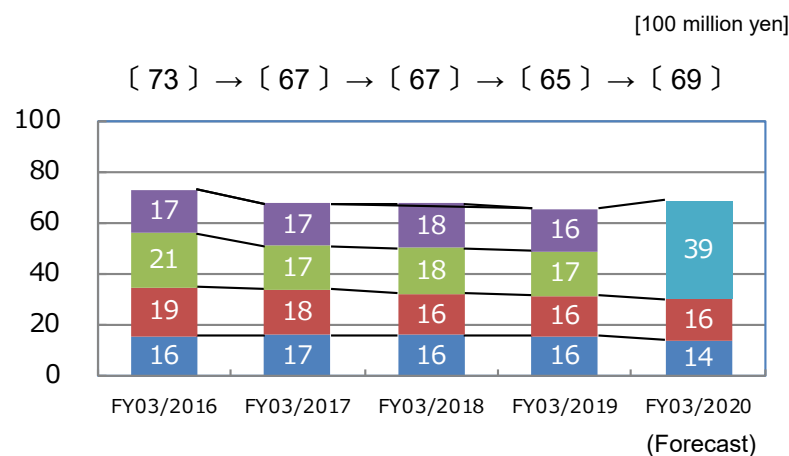
Sales: Results and outlook



Results of 1H FY03/2020

Sales decline of 2.4% (-¥ 100M) y-o-y. Profit decline of 4.8% (-¥100M) y-o-y.

Direct Operating Profit: Results and outlook



Outlook for FY03/2020

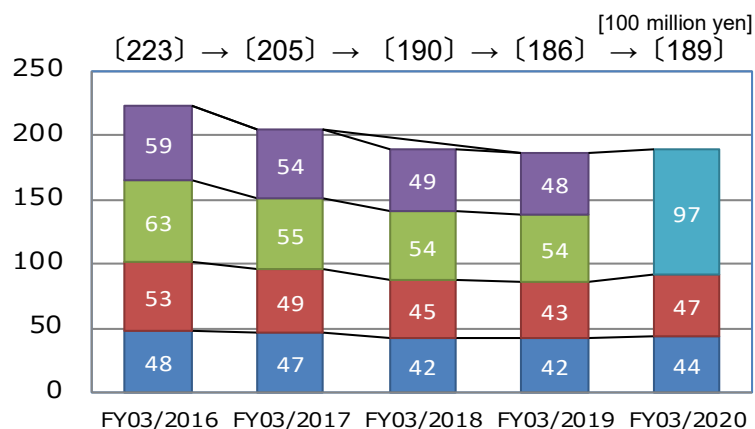
Sales decline of 1.5% (-¥ 100M) y-o-y. Profit growth of 5.2% (+¥ 300M) y-o-y.

Note: Figures are rounded down to the nearest 100 million yen



Details by Segment (3) Domestic Retail & Wholesale business

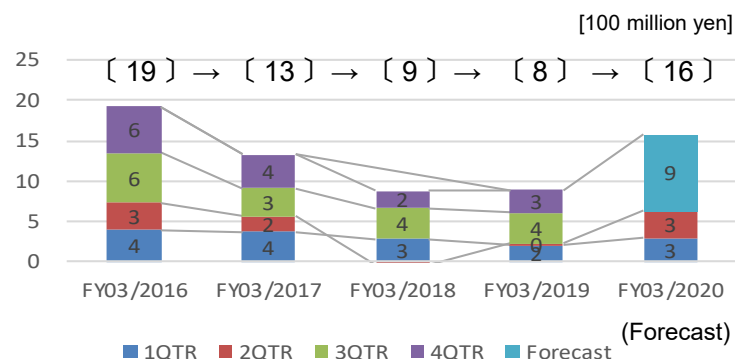
Sales: Results and outlook



Results of 1H FY03/2020

Sales growth 7.2% (+¥ 600M) y-o-y. Profit growth 174.9% (+¥ 400M) y-o-y.

Direct Operating Profit: Results and outlook



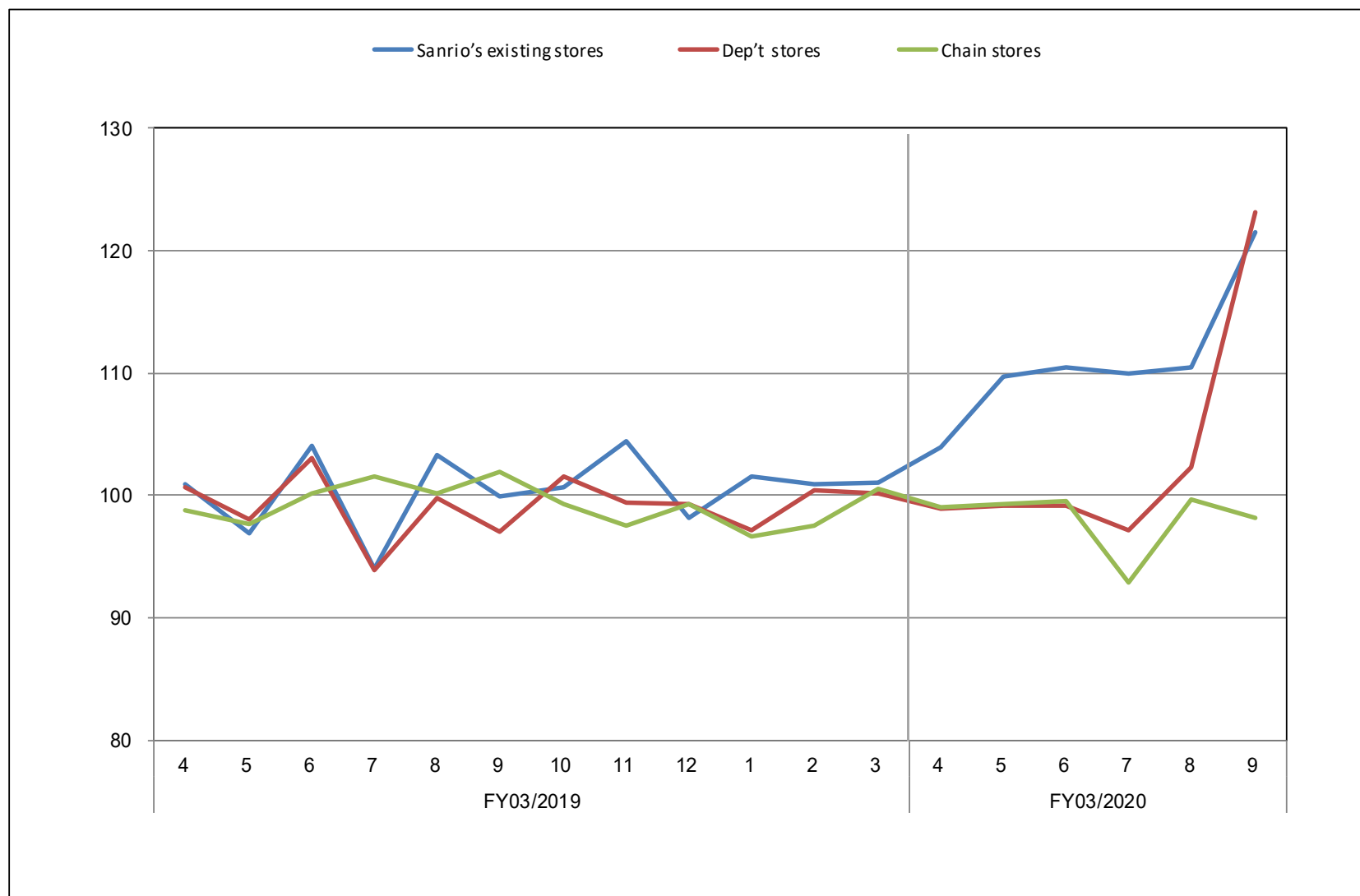
Outlook for FY03/2020

Sales growth of 1.0% (+¥ 100M) y-o-y. Profit growth of 76.6% (+¥ 600M) y-o-y.

Note: Figures are rounded down to the nearest 100 million yen



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





Numbers of Stores in Japan

		As of Sep.30,2018		As of Sep.30,2019		Increase (Decrease)
Retail	Gift gate (Company-operated shop)	186	112	172	106	(6)
	Department store (Company-operated shop)		74		66	(8)
Wholesale	Department store (Inventory basis)	89	31	79	31	0
	Speciality stores		58		48	(10)
Total		275		251		(24)

Note) Regarding Department stores, shift to inventory basis from Company-operated store is also counted as closure.

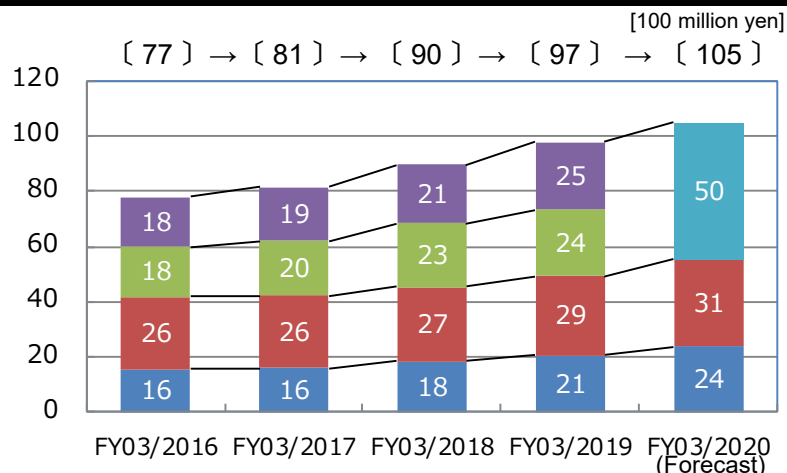
Regarding Wholesale stores, we indicate numbers excluding the number of chain stores.



Details by Segment (4)

Theme Park Business Sanrio Puroland (SPL) & Oita Harmonyland (OHL)

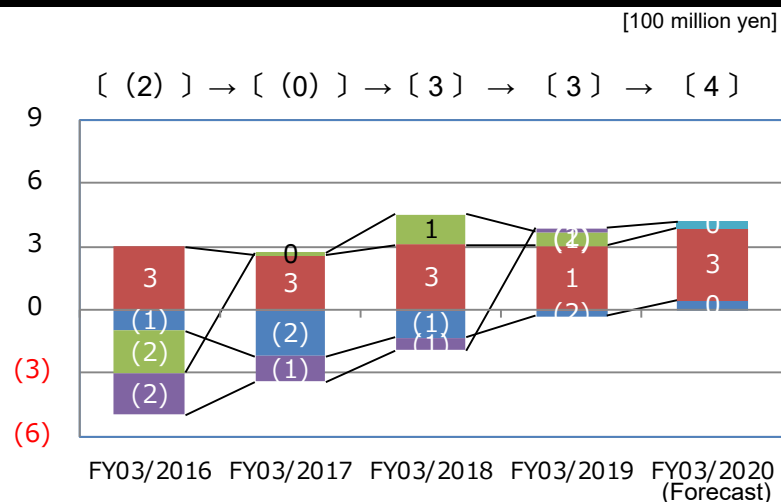
Sales: Results and outlook



Results of 1H FY03/2020

Sales growth 11.6% (+¥ 500M) y-o-y. Profit growth by 43.4%(+¥ 0.1B) y-o-y.

Direct Operating Profit: Results and outlook



Outlook for FY03/2020

Sales growth 7.1% (¥ 0.6B) y-o-y. Profit growth by 17.5% (¥ 600M) y-o-y.

Note: Figures are rounded to the nearest 100 million yen.

Ver1-1031

Note: All information in this material is based on data as of Oct 31, 2019.





Sanrio Puroland (SPL)

S P L			1H FY03/2020 Results	Y-O-Y		
				1H FY03/2019 Results	Increase (Decrease)	Change
Sales (million yen)			4,379	3,826	553	14.4%
Off-site revenues (million yen)			383	369	13	3.6%
In-site revenues (million yen)			3,995	3,456	5	15.6%
Number of visitors (10K persons)			77.6	71.7	5.9	8.2%
Total spending/person (yen)			5,151	4,819	331	2.0%
Spending per person	Entrance fee (yen)		2,023	1,983	40	2.0%
	Retail & wholesale (yen)		2,171	1,939	231	11.9%
	Food and beverage (yen)		957	897	60	6.7%
Gross profit (million yen)			2,950	2,629	321	12.2%
SG&A (million yen)			2,639	2,439	200	8.2%
Operating profit (million yen)			311	191	120	63.1%
COGS (%)			32.6%	31.3%	1.3%	—

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



Oita Harmonyland (OHL)

O H L			1H FY03/2020 Results	Y-O-Y		
				1H FY03/2019 Results	Increase (Decrease)	Change
Sales (million yen)			1,056	1,016	40	4.0%
	Off-site revenues (million yen)		99	96	2	2.2%
	In-site revenues (million yen)		957	919	38	4.1%
	Number of visitors (10K persons)		24.9	24.7	0.2	0.8%
	Total spending/person (yen)		3,849	3,726	123	3.3%
	Spending per person	Entrance fee (yen)	1,625	1,606	20	1.2%
		Retail & wholesale (yen)	1,517	1,417	100	7.0%
		Food and beverage (yen)	707	704	4	0.5%
Gross profit (million yen)			791	771	20	2.6%
SG&A (million yen)			727	711	16	2.2%
Operating profit (million yen)			64	60	4	6.6%
COGS (%)			25.1%	24.1%	1.0%	—

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



Fiscal Year ending 03/2020 Forecast Revised on Oct.31



Income statement: FY03/2020 Forecast

[JPY million]

	FY03/2020 Revised forecast	Comparison y-o-y			Comparison to Revised Forecast (Jul.31)		
		FY03/2019 results	Increase (Decrease)	Change y-o-y	FY03/2020 Rev.Forecast	Increase (Decrease)	Change y-o-y
Sales	57,700	59,120	(1,420)	(2.4)	60,000	(2,300)	(3.8)
Gross profit	37,400	37,871	(471)	(1.2)	40,200	(2,800)	(7.0)
SG&A expenses	33,400	33,084	315	1.0	34,100	(700)	(2.1)
Operating profit	4,000	4,786	(786)	(16.4)	6,100	(2,100)	(34.4)
Non-operating profit	1,000	1,050	(50)	(4.8)	1,000	—	—
Ordinary profit	5,000	5,836	(836)	(14.3)	7,100	(2,100)	(29.6)
Extraordinary profit	(1,100)	234	(1,334)	—	(700)	(400)	—
Earnings before taxes	3,900	6,070	(2,170)	(35.8)	6,400	(2,500)	(39.1)
◆Taxes and adjustments	1,600	2,141	(541)	(25.3)	2,300	(700)	(30.4)
Net profit	2,300	3,880	(1,580)	(40.7)	4,100	(1,800)	(43.9)
Gross margin	64.8%	64.1%	0.7%		67.0%	(2.2%)	
Operating profit margin	6.9%	8.1%	(1.2%)		10.2%	(3.3%)	
Ordinary profit margin	8.7%	9.9%	(1.2%)		11.8%	(3.1%)	

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



Income Statements (FY03/2016 - FY03/2020)

[JPY million]

	2016.3		2017.3		2018.3		2019.3		2020.3	
	1H result	Full-year result	1H result	Full-year result	1H result	Full-year result	1H result	Full-year result	1H result	Full-year Forecast
Sales	35,458	72,476	31,451	62,695	28,299	60,220	28,272	59,120	27,660	57,700
Ratio of royalties	42.8%	40.8%	38.9%	38.0%	37.1%	36.7%	36.7%	36.7%	34.2%	34.8%
Gross profit	24,171	47,306	20,552	40,470	18,500	38,718	18,341	37,871	17,877	37,400
Operating profit	7,177	12,675	3,887	6,904	2,401	5,734	2,158	4,786	1,374	4,000
Ordinary profit	7,262	13,178	3,729	7,255	2,664	6,020	2,730	5,836	2,039	5,000
Net income attributable to shareholders of parent company	5,402	9,609	3,804	6,475	1,935	4,928	1,516	3,880	326	2,300
Operating profit margin	20.2%	17.5%	12.4%	11.0%	8.5%	9.5%	7.6%	8.1%	5.0%	6.9%
Net profit margin	15.2%	13.3%	12.1%	10.3%	6.8%	8.2%	5.4%	6.6%	1.2%	4.0%

Exchange Rate

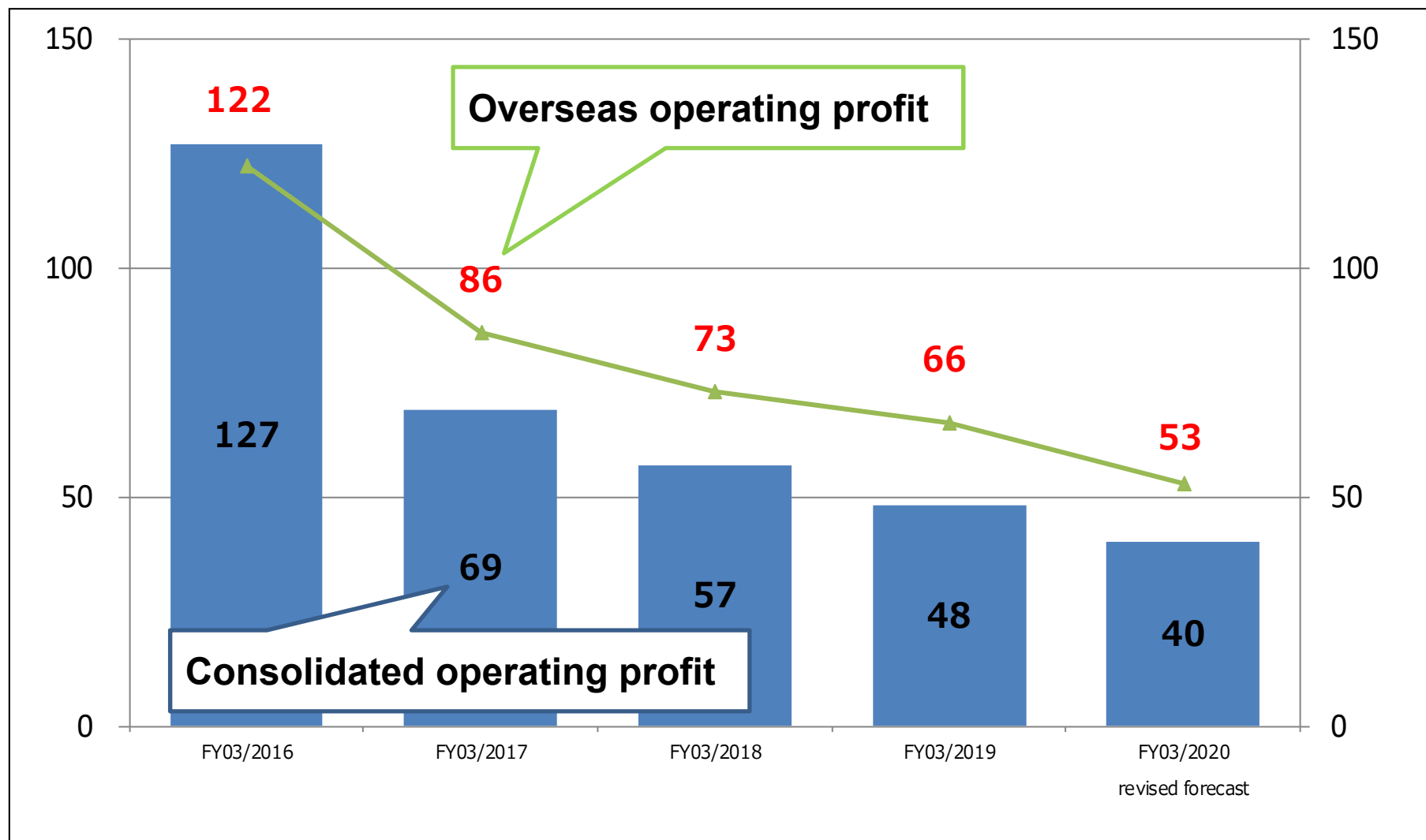
[JPY]

E U R	135.65	134.68	125.42	121.49	122.28	126.87	131.26	130.39	124.49	121.71
G B P	184.78	184.95	161.77	149.77	142.42	145.20	149.33	147.19	142.07	136.60
U S D	120.49	120.99	113.05	110.30	112.76	112.39	109.14	110.57	110.12	108.60
H K D	15.54	15.61	14.56	14.21	14.50	14.42	13.93	14.11	14.05	13.85
T W D	3.87	3.81	3.45	3.41	3.67	3.69	3.68	3.67	3.56	3.50
K R W	0.1098	0.1072	0.0961	0.0950	0.0986	0.0998	0.1014	0.1009	0.0966	0.0931
C N Y	19.36	19.21	17.22	16.56	16.42	16.64	17.05	16.69	16.22	15.72



Operating profit FY03/2016 – FY03/2020 forecast: Japan and Overseas

[JPY 100million]

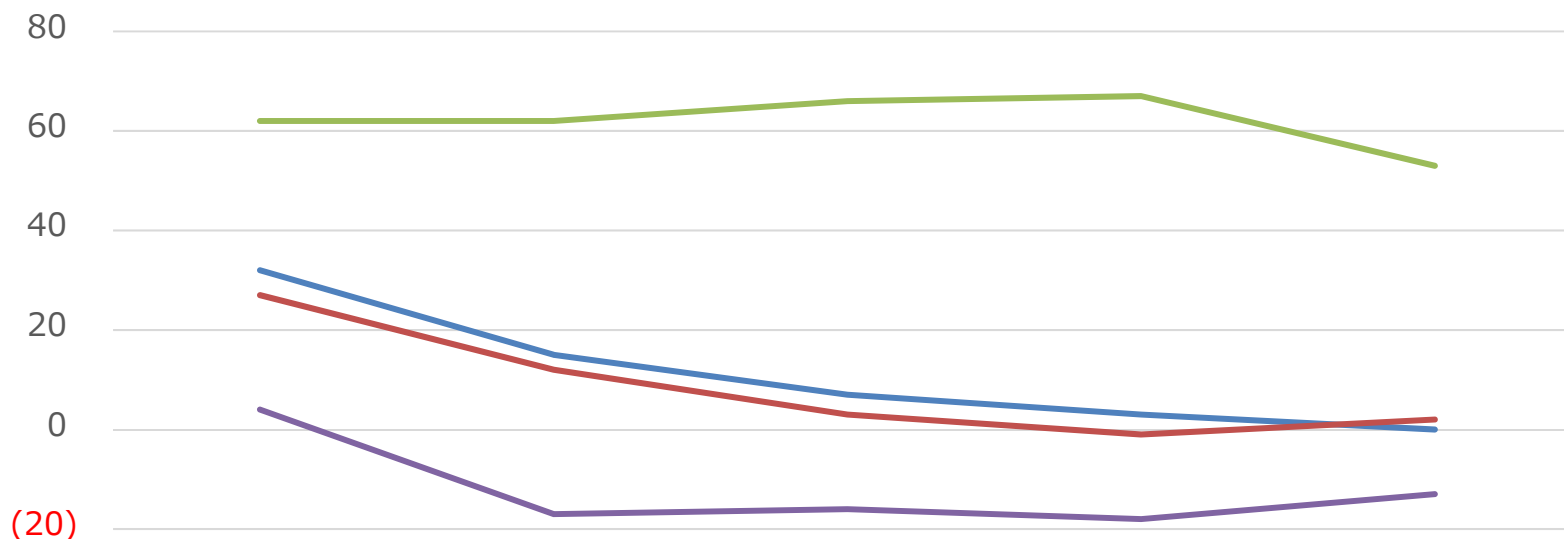


Note: Figures are rounded to the nearest 100 million yen.



Operating Profit Trend by Region (FY03/2016 – FY03/2020 forecast)

[JPY 100million]



(40)

	FY03/2016	FY03/2017	FY03/2018	FY03/2019	FY03/2020 Revised Forecast
— Europe	32	15	7	3	(0)
— Americas	27	12	3	(1)	2
— Asia	62	62	66	67	53
— Japan	4	(17)	(16)	(18)	(13)

In the operating profits stated above, licensing revenues, etc. received by the parent company from overseas subsidiaries are reallocated back to those companies, in order to more accurately reflect profits by region.

Note) UK (Mr. Men) is included in Europe.



Revised FY03/2020 Sales forecast by Segment

[JPY million]

		FY03/2020 2H forecast	Comparison y-o-y			Revised FY03/2020 Full-year forecast	Comparison y-o-y		
			FY03/2019 2H results	Increase (Decrease)	Change y-o-y(%)		FY03/2019 Full-year results	Increase (Decrease)	Change y-o-y(%)
Sales by segment	Overseas	10,178	11,079	(901)	(8.1)	19,124	21,528	(2,404)	(11.2)
	Domestic	24,584	24,784	(200)	(0.8)	47,659	47,290	369	0.8
	Licensing	5,037	4,975	62	1.2	9,486	9,633	(147)	(1.5)
	Retail & Wholesale	9,696	10,129	(433)	(4.3)	18,850	18,671	179	1.0
	Theme parks	4,954	4,832	122	2.5	10,473	9,777	696	7.1
	Other	4,897	4,848	49	1.0	8,850	9,209	(359)	(3.9)
Elimination, etc.		(4,723)	(5,016)	293	—	(9,083)	(9,698)	615	—
Consolidated net sales		30,039	30,847	(808)	(2.6)	57,700	59,120	(1,420)	(2.4)

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



Revised FY03/2020 Operating profit forecast by Segment

[JPY million]

		FY03/2020 2H forecast	Comparison y-o-y			FY03/2020 Revised Full-year forecast	Comparison y-o-y		
			FY03/2019 2H results	Increase (Decrease)	Change y-o-y(%)		FY03/2019 Full-year results	Increase (Decrease)	Change y-o-y(%)
(Direct) Operating Profit by Segment	Overseas	2,919	3,362	(443)	(13.2)	5,310	6,591	(1,281)	(19.4)
	Domestic	(293)	(734)	441	(60.1)	(1,310)	(1,804)	494	(27.4)
	Licensing	3,871	3,380	491	14.5	6,897	6,559	338	5.2
	Retail & Wholesale	937	659	278	42.2	1,572	890	682	76.6
	Theme parks	33	88	(55)	(62.5)	423	360	63	17.5
	Other	392	346	46	13.4	625	554	70	12.8
	HQ cost center expenses, etc.	(5,527)	(5,208)	(319)	—	(10,827)	(10,168)	(659)	—
Consolidated operating profit		2,625	2,627	(1)	(0.1)	4,000	4,786	(786)	(16.4)

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



Revised FY03/2020 Forecast:

Details of HQ cost center expenses

[JPY million]

		2H FY03/2020 Forecast	Comparison y-o-y			FY03/2020 Revised Full-year Forecast	Comparison y-o-y		
			Results	Increase (Decrease)	Change Y-O-Y (%)		FY03/2019 Full-year results	Increase (Decrease)	Change y-o-y(%)
HQ cost center expenses, etc.	Personal expenses	2,693	2,521	171	6.8	5,269	4,981	288	5.5
	Selling expenses	227	188	38	20.3	404	339	65	16.1
	Advertising expenses	512	443	69	15.6	1,024	838	185	18.1
	Logistics expenses	140	154	(13)	(8.9)	263	257	5	2.3
	Asset expenses	745	700	45	6.5	1,430	1,376	54	3.8
	Other expenses	1,207	1,200	7	0.7	2,433	2,374	58	2.4
Total		5,527	5,208	319	6.1	10,827	10,168	659	6.1

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



Revised FY03/2020 Forecast:

Overseas Sales by Region/Country [JPY million]

		FY03/2020 2H forecast	Comparison y-o-y			FY03/2020 Full-year forecast	Comparison y-o-y		
			FY03/2019 2H results	Increase (Decrease)	Change y-o-y(%)		FY03/2019 Full-year results	Increase (Decrease)	Change y-o-y
Europe	Germany	839	697	142	20.4	1,678	2,014	(336)	(16.7)
	UK (MR.MEN)	322	382	(60)	(15.7)	518	643	(125)	(19.4)
North America	USA	1,985	1,959	26	1.3	3,598	3,610	(12)	(0.3)
South America	Brazil	409	428	(19)	(4.4)	733	804	(71)	(8.8)
Asia	HK	1,913	2,248	(335)	(14.9)	3,773	4,385	(612)	(14.0)
	Taiwan	992	1,086	(94)	(8.7)	1,923	2,290	(367)	(16.0)
	S. Korea	470	570	(100)	(17.5)	978	1,148	(170)	(14.8)
	China	3,248	3,689	(441)	(12.0)	5,917	6,585	(668)	(10.1)
	Asia total	6,623	7,593	(970)	(12.8)	12,591	14,408	(1,817)	(12.6)
Other		—	20	(20)	—	6	49	(43)	(87.8)
Total		10,178	11,079	(901)	(8.1)	19,124	21,528	(2,404)	(11.2)

Note: In the sales figure of overseas, licensing revenues, etc. received by the parent company from overseas subsidiaries are reallocated back to those companies, in order to more accurately reflect profits by region.

Note: Amount classified as "Other" in FY03/2019 2H results include -21M yen, which cannot be allocated to a region/country.

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



Revised FY03/2020 Forecast:

Overseas Operating Profit by Region/Country

[JPY million]

		FY03/2020 2H forecast	Comparison y-o-y			FY03/2020 Full-year forecast	Comparison y-o-y		
			FY03/2019 2H results	Increase (Decrease)	Change y-o-y(%)		FY03/2019 Full-year results	Increase (Decrease)	Change y-o-y(%)
Europe	Germany	(17)	(61)	44	—	58	405	(347)	(85.7)
	UK (MR.MEN)	(3)	(17)	14	—	(104)	(94)	(10)	—
North America	USA	150	(169)	319	—	72	(371)	443	—
South America	Brazil	62	141	(79)	(56.0)	110	244	(134)	(54.9)
Asia	HK	687	1,003	(316)	(31.5)	1,455	1,933	(478)	(24.7)
	Taiwan	390	490	(100)	(20.4)	765	986	(221)	(22.4)
	S. Korea	157	225	(68)	(30.2)	326	445	(119)	(26.7)
	China	1,567	1,868	(301)	(16.1)	2,799	3,321	(522)	(15.7)
	Asia total	2,801	3,586	(785)	(21.9)	5,345	6,685	(1,340)	(20.0)
Other		(74)	(118)	44	—	(171)	(278)	107	—
Total		2,919	3,362	(443)	(13.2)	5,310	6,591	(1,281)	(19.4)

Note: In the sales figure of overseas, licensing revenues, etc. received by the parent company from overseas subsidiaries are reallocated back to those companies, in order to more accurately reflect profits by region.

Note: Amount classified as "Other" in FY03/2020 Full-year Forecast includes -1M yen, which cannot be allocated to a region/country.

Note: Figures are rounded down to the nearest 1 million yen. Percentages are rounded to the nearest tenth of a percent.



Revised Forecast:

Sales and Operating Profit of Overseas Subsidiaries (Local-currency based)

FY03/2020 [Jan-Dec. 2019]	Sales			Operating profit	O.P. Margin (%)
	Licensing	Retail & Wholesale	Total		
Germany 1,000EUR	9,684	40	9,725	(3,036)	—
(Change Y-O-Y)	(7.8)	(43.4)	(8.1)	—	
UK 1,000GBP	3,724	4	3,729	(764)	—
(Change Y-O-Y)	(10.2)	(86.5)	(10.9)	—	
North America 1,000USD	15,811	8,335	24,146	(6,034)	—
(Change Y-O-Y)	4.8	(8.0)	(0.0)	—	
Brazil 1,000BRL	16,560	335	16,895	(326)	—
(Change Y-O-Y)	(7.8)	(32.4)	(8.5)	—	
Hong Kong 1,000HKD	119,653	58,501	178,154	52,822	29.6
(Change Y-O-Y)	(13.2)	(18.1)	(14.9)	(29.8)	
Taiwan 1,000NTD	296,695	32,192	328,888	93,494	28.4
(Change Y-O-Y)	(11.7)	(47.4)	(17.2)	(22.9)	
Korea 1,000KRW	7,093,213	313,501	7,406,715	1,145,302	15.5
(Change Y-O-Y)	(10.6)	0.8	(10.1)	(30.9)	
China 1,000CNY	192,492	96,830	289,323	95,996	33.2
(Change Y-O-Y)	(10.3)	21.6	(1.7)	(9.2)	

Note: Operating profit and operating profit margin calculated after payment of master license fee to the HQ.

Note: Figures are rounded down to the nearest 1 thousand yen. Note: Overseas subsidiaries' fiscal year ends at the end of December.



Forecast: Currency Fluctuation Impacts

(On Overseas' Sales and Operating Profit)

FY03/2020 (Jan – Dec 2019)	EUR	GBP	USD	HKD	TWD	KRW	CNY	Total
Exchange rate in FY03/2019 (JPY)	121.71	136.60	108.60	13.85	3.50	0.0931	15.72	—
Exchange rate in FY03/2018 (JPY)	130.39	147.19	110.57	14.11	3.67	0.1009	16.69	—
Difference (JPY)	(8.68)	(10.59)	(1.97)	(0.26)	(0.17)	(0.0078)	(0.97)	—
Fluctuation rate	(6.7)	(7.2)	(1.8)	(1.8)	(4.6)	(7.7)	(5.8)	—

Sales denominated in local currency (Million)	9.7	3.7	28.5	178.2	328.9	7,406.7	289.3	—
Currency fluctuation impact (JPY million)	(84)	(39)	(56)	(46)	(55)	(57)	(280)	(620)

Operating profit denominated in local currency (Million)	(3.0)	(0.8)	(6.1)	52.8	93.5	1,145.3	96.0	—
Currency fluctuation impact (JPY million)	26	8	12	(13)	(15)	(8)	(93)	(85)

Currency exchange rate: Average rate during the relevant period (average of month-end TTM for 13 months from December of previous year to December of the relevant year) is used.

Amount pertaining to our subsidiary in Brazil, which is a consolidated subsidiary of our subsidiary in North America, is included in USD.

Currency fluctuation impact is difference between operating profit of overseas subsidiaries for the current year converted into JPY at the rate of previous FY and that of current FY.



Management Indicator & Return to Stockholders

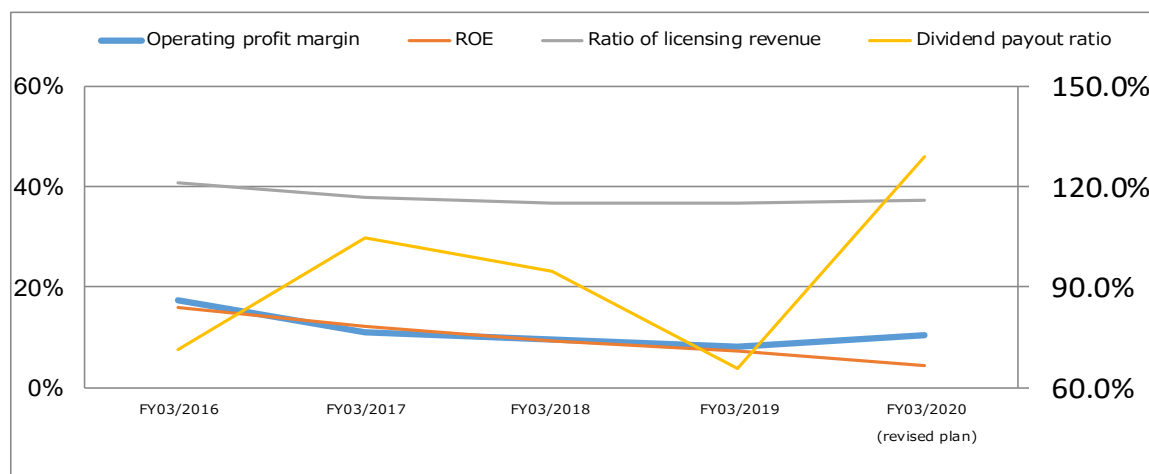


ROE and Ratio of Licensing Revenues (FY03/2016-FY03/2020)

Dividend for the current period : ¥ 35 / year (plan)

Dividend payout ratio: 129.1% ROE: 4.4%

	03/2016	03/2017	03/2018	03/2019	03/2020 (revised plan)
Operating profit margin	17.5	11.0	9.5	8.1	10.4
ROE	16.0	12.1	9.4	7.4	4.4
Ratio of licensing revenues	40.8	38.0	36.7	36.7	37.3
Dividend payout ratio	71.4	104.8	94.7	65.6	129.1
Corporate tax burden ratio	30.3	17.6	53.5	35.3	30.4
DOE	11.5	11.8	8.3	4.9	5.7

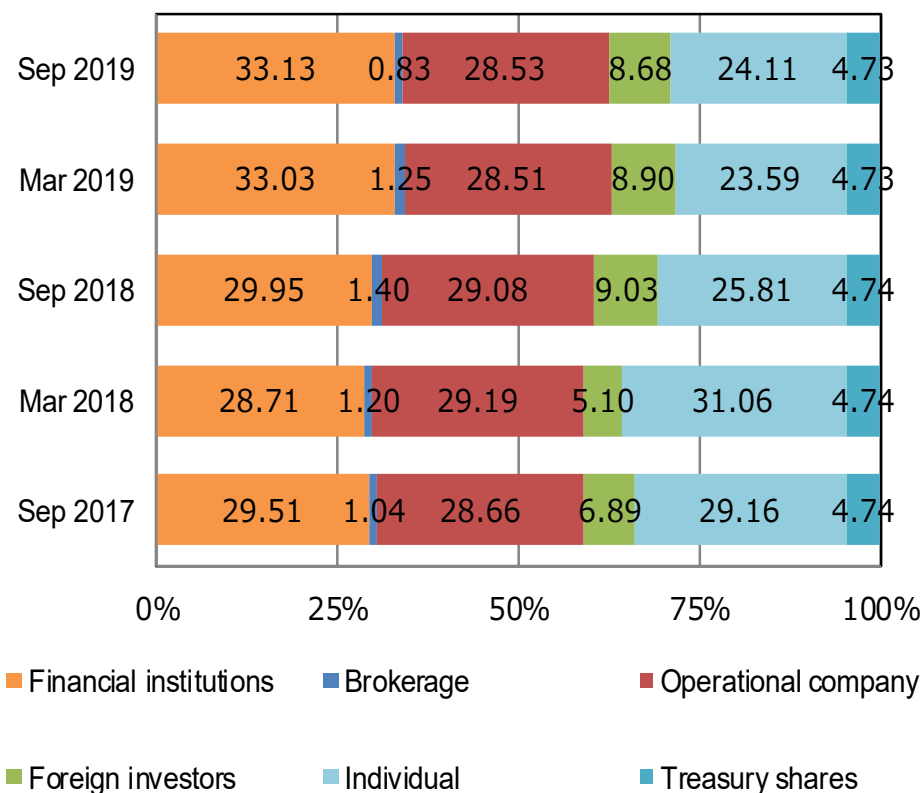


(Dividend) In FY03/2020, we plan to pay interim dividend of 15 yen and year-end dividend of 20 yen, totaling 35 yen.

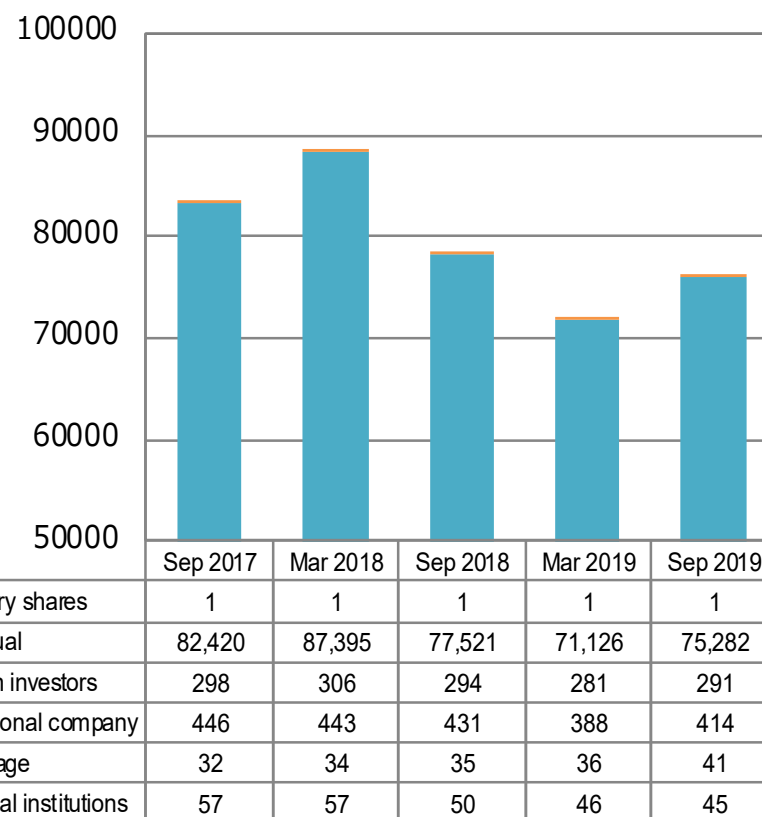


Shareholder Composition

Shareholder composition
by number of stocks held



Shareholder composition
by number of shareholders

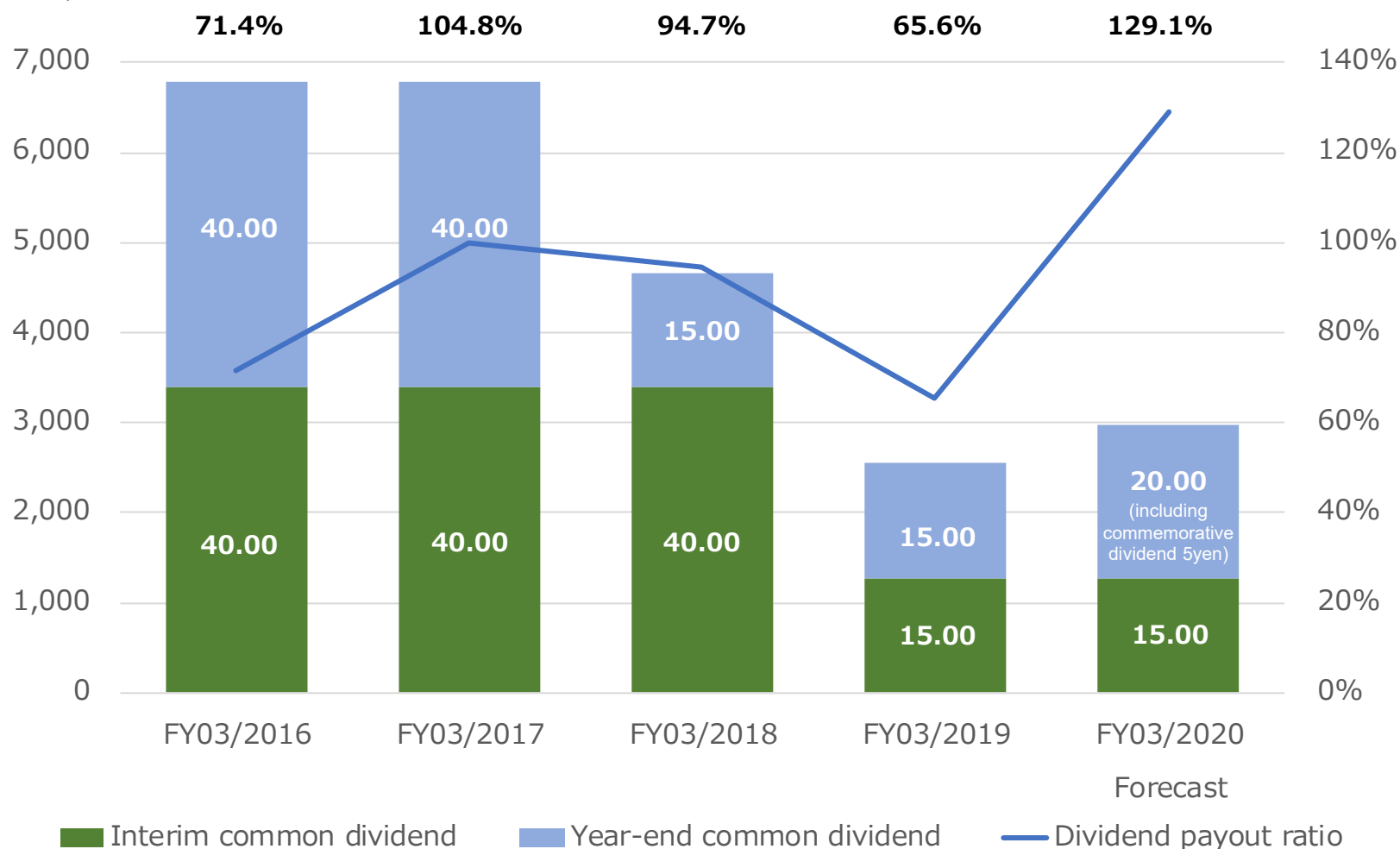


	Sep 2017	Mar 2018	Sep 2018	Mar 2019	Sep 2019
Treasury shares	1	1	1	1	1
Individual	82,420	87,395	77,521	71,126	75,282
Foreign investors	298	306	294	281	291
Operational company	446	443	431	388	414
Brokerage	32	34	35	36	41
Financial institutions	57	57	50	46	45



Total amount of dividend paid (FY03/2016 – FY03/2020 forecast)

[JPY Million]



Note) Figures in the chart are amount of dividend per share (JPY)



Disclaimer on forward-looking statements and other matters

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