

(Securities Code 8136)

June 6, 2022

To Shareholders:

Tomokuni Tsuji
President and CEO
Sanrio Company, Ltd.
1-6-1, Osaki, Shinagawa-ku, Tokyo

**NOTICE OF
THE 62ND ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

You are cordially invited to attend the 62nd Ordinary General Meeting of Shareholders of Sanrio Company, Ltd. (the “Company”). The meeting will be held for the purposes as described below.

If you are unable to attend the meeting, you can exercise your voting rights either in writing or via the Internet. Please review the Reference Documents for the General Meeting of Shareholders that follow this notice. You may indicate your approval or objection to each of the proposals in the enclosed Voting Right Exercise Form and mail it so that it will reach us before 6 p.m. on Wednesday, June 22, 2022. Alternatively, you may exercise your voting rights at the website for the exercise of voting rights (<http://www.evotet.tr.mufg.jp/>) by the same deadline.

- 1. Date and Time:** Thursday, June 23, 2022 at 2 p.m.
(The reception desk will open at 1 p.m.. Please arrive early as it becomes very crowded just before the meeting begins.)
- 2. Place:** Grand Prince Hotel Takanawa (Prince Room)
3-13-1, Takanawa, Minato-ku Tokyo,
(In the event that the hall is filled, you will be shown to the adjacent second conference hall. We ask for your understanding.)
- 3. Meeting Agenda:
Matters to be reported:**
1. The Business Report, Consolidated Financial Statements and the results of audits conducted by the Accounting Auditor and the Board of Executive Auditors of the Consolidated Financial Statements for the Company’s 62nd Fiscal Year (April 1, 2021 - March 31, 2022)
 2. Non-Consolidated Financial Statements for the Company’s 62nd Fiscal Year (April 1, 2021 - March 31, 2022)
- Proposals to be resolved:**
- Proposal No.1:** Partial Amendments of the Articles of Incorporation
- Proposal No.2:** Election of Nine (9) Directors
- Proposal No.3:** Presentation of a Special Service Award to Retiring Directors

Please review the attached documents for the matters to be reported, and the Reference Documents for the General Meeting of Shareholders regarding the description of proposals.

4. Matters decided on in connection with the convening of the meeting:

Please see the [Instructions on the Exercise of Voting Rights] on the following page.

A notice concerning COVID-19 can be found on the following page.
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• To prevent the spread of COVID-19, while the General Meeting of Shareholders will be held with appropriate preventive measures in place, we strongly urge shareholders to exercise their voting rights in advance in writing or via the Internet if at all possible and to avoid attending the meeting. Once attendance reaches the capacity of the meeting site, subsequently arriving shareholders may be refused entry.

• Persons attending the meeting will have their temperature checked near the entrance, and anyone who has a fever, appears to be ill, or is not wearing a mask may be refused entry.

• The proceedings of the General Meeting of Shareholders will be streamed live on the Internet. Live streaming will take place on June 23, 2022 from 2:00 p.m. until the conclusion of the meeting.

How to watch the meeting: When you access the live streaming site, a confirmation window will be displayed.

Enter “sanrio” as the user name and “soukai” as the password.

General Meeting of Shareholders live streaming site:

<https://www.sanrio.co.jp/special/shareholders/>

• Please note that gifts including Lucky Draw prizes will not be provided and a “Character Meet ‘n’ Greet” will not be conducted.

• We will make an announcement via our corporate website in the event of any major changes in the schedule for the holding and operation of the general meeting of shareholders due to circumstances occurring in the future.

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1. In the event a revision is made to the Reference Documents for the General Meeting of Shareholders, business reports, non-consolidated financial statements or consolidated financial statements, the revised contents will be posted on the Company's website (<https://www.sanrio.co.jp/english/corporate/ir/stock/>).
 2. When attending the meeting, please present the enclosed Voting Right Exercise Form at the reception desk at the meeting hall. In the interest of conserving resources and saving time, please make sure to bring this shareholders' convention notice to the meeting. Should you fail to bring the form with you, you may experience some delay at the reception desk before gaining admission to the meeting.
 3. The company's head office functions have been relocated to 1-11-1, Osaki, Shinagawa-ku, Tokyo, but there is no change to the registered head office address.

[Instructions on the Exercise of Voting Rights]

1. Duplicate exercise of voting rights in writing and via the Internet

If you vote both in writing and via the Internet, only your vote placed via the Internet will count as valid.

2. Duplicate exercise of voting rights via the Internet

If you exercise your voting right multiple times via the Internet, only your last vote will count as valid. Similarly, if you vote at the website designated for personal computers and again at the website designated for mobile phones, only your last vote will count as valid.

3. Exercise of voting rights via the Internet

If you choose to vote via the Internet, please read the following before voting.

If you are attending the meeting in person, you do not need to take any steps for voting in writing or via the Internet.

(1) Website for the exercise of voting rights

- (i) Your voting rights can be exercised via the Internet only by accessing the website designated by the Company for the exercise of voting rights (<http://www.evotetr.mufg.jp/>) from a personal computer, smartphone or mobile phone.

(Please note that processing is halted between 2 a.m. and 5 a.m. daily.)

- (ii) Certain Internet environments may not allow you to exercise your voting rights from a personal computer or a smartphone. This may occur if you use a firewall for Internet connections, have anti-virus software installed, use a proxy server, or if you do not permit Encrypted transmission supported by TLS.
- (iii) To ensure security, exercise of voting rights is not possible using mobile phone models that do not support TLS-encrypted transmission and transmission of terminal ID information.
- (iv) Voting via the Internet is accepted until 6 p.m. on Wednesday, June 22, 2022. However, we encourage you to vote early so that you may contact the Help Desk in case you encounter any problems.

- (2) Instructions for exercising voting rights via the Internet
- (i) Exercise of voting rights using a personal computer or mobile phone
- Please visit the Company's designated website for the exercise of voting rights (<https://evote.tr.mufg.jp>) and use the log-in ID and temporary password provided on the Voting Right Exercise Form. Vote for or against the proposals by following the on-screen instructions.
 - Please note that shareholders using this website will be asked to change their temporary passwords while at the website to prevent unauthorized access and alteration of votes by third parties who are not our shareholders.
 - You will be issued a new log-in ID and a temporary password each time a general meeting of shareholders is convened.
- (ii) Exercise of voting rights using a smartphone
- You can use a smartphone to scan the login QR Code indicated on the Voting Rights Exercise Form to connect automatically to the website for the exercise of voting rights and exercise your voting rights on that site (it is not necessary to input a login ID or temporary password).
 - For security reasons, the QR Code can be used to log in only one time. If you scan the QR Code a second or subsequent time, it will be necessary to input a login ID and temporary password.
 - If you are unable to log in using the QR Code with your model of smartphone, please exercise your voting rights using the personal computer or mobile phone voting method indicated in (2)(i) above.
- ※ QR Code is a registered trademark of DENSO WAVE Incorporated.
- (3) Costs of accessing the website for the exercise of voting rights
- Shareholders are solely responsible for all costs incidental to accessing the website for the exercise of voting rights, including Internet connection fees and telephone charges. Use of a mobile phone entails payment for packet transmission and other fees related to mobile phone use. Shareholders are responsible for these costs.
- (4) Methods of receiving notice of meeting
- Shareholders wishing to receive notice of the next and subsequent general meetings of shareholders by e-mail may opt to do so by accessing the website for the exercise of voting rights from a personal computer or a smartphone and indicating their choice. (This option cannot be activated from a mobile phone. Furthermore, mobile phone mail addresses cannot be designated for receiving notices.)



The website for the exercise of voting rights
<https://evote.tr.mufg.jp/>

Inquiries Regarding Systems, etc.

Mitsubishi UFJ Trust and Banking Corporation Transfer Agency Department (Help Desk)
Telephone: 0120-173-027 (Between 9 a.m. and 9 p.m., toll free)

• Please note that gifts including Lucky Draw prizes will not be provided and a “Character Meet ‘n’ Greet” will not be conducted.

Reference Documents for the General Meeting of Shareholders

Proposal 1: Partial Amendments of the Articles of Incorporation

1. Reason for Amendments of the Articles of Incorporation

- (1) To add an objective to Article 2 (Purpose) to respond to the diversification of Company businesses.
- (2) The amendment stipulated in the proviso of Article 1 of the *Supplementary Provisions of the Act for Partially Amending the Companies Act (Act No. 70, 2019)* will come into effect on September 1, 2022. The Company intends to change Article 17 (Disclosure via the Internet of Reference Documents for the General Meeting of Shareholders, etc. and Deemed Provision of Information) of the Articles of Incorporation to prepare for the introduction of a system for the electronic provision of materials for General Meetings of Shareholders.
- (i) Article 17, Paragraph 1 of the proposed amendment provides that the Company shall take measures for the electronic provision of information related to the content of reference documents, etc., for General Meetings of Shareholders.
- (ii) Article 17, Paragraph 2 of the proposed amendment will establish provisions to limit the scope of matters to be included in the documents to be delivered to shareholders who have requested the delivery of such documents.
- (iii) The provisions related to internet disclosure and deemed provision of reference documents for General Meetings of Shareholders, etc., (Article 17 of the current Articles of Incorporation) shall be deleted as they are no longer necessary.
- (iv) In accordance with the new provisions and deletions above, the Company shall establish supplementary provisions regarding effective date, etc.

2. Details of Amendment

The following provides details of the proposed amendments to the articles of incorporation.

Current Article	Amended Article
(Purpose) Article 2 The purpose of the Company shall be to engage in the following businesses (new provision)	(Underlines indicate text to be amended) (as currently constituted) <u>22. Services related to planning, production/development, sales, and design of educational services and educational materials</u>
<u>22. Business incidental or related to each of the preceding items</u> (Disclosure via the Internet of Reference Documents for the General Meeting of Shareholders, etc. and Deemed Provision of Information) <u>Article 17</u> <u>The Company shall be deemed to have provided shareholders with the necessary information with respect to the matters to be stated or indicated in the reference documents for the general meeting of shareholders, the business reports, the statutory reports and the consolidated statutory reports, by disclosing such information via the Internet in accordance with the Ordinance of the Ministry of Justice.</u>	<u>23. Business incidental or related to each of the preceding items</u> (deleted)

Current Article	Amended Article
(new provision)	<p><u>(Measures for Electronic Provision, Etc.)</u> <u>Article 17 When convening a General Meeting of Shareholders, the Company shall take measures to provide the information contained in reference documents for the General Meeting of Shareholders, etc., via electronic means.</u> <u>2. The Company may elect to omit all or part of the matters related to the electronic provision of information in documents to shareholders who have made a written request by the record date for voting rights as provided for in the applicable Ordinance of the Ministry of Justice.</u></p>
(new provision)	<p><u>(Supplementary Provisions)</u> <u>1. The deletion of Article 17 (Deemed provision of reference documents for general meeting of shareholders via online disclosure) of the Articles of Incorporation before amendment and the establishment of Article 17 (Measures for Electronic Provision, Etc.) of the Articles of Incorporation after amendment shall become effective as of September 1, 2022.</u> <u>2. Notwithstanding the provisions of the preceding paragraph, Article 17 (Deemed provision of reference documents for general meeting of shareholders via online disclosure) of the Articles of Incorporation before amendment shall remain in force with respect to general meetings of shareholders held through the end of February 2023.</u> <u>3. These Supplementary Provisions shall be deleted on March 1, 2023 or after three months have elapsed from the date of the general meeting of shareholders set forth in the preceding paragraph, whichever is later.</u></p>

Proposal 2: Election of Nine (9) Directors

The term of office of all eight (8) directors will expire at the conclusion of this year's Ordinary General Meeting of Shareholders. Therefore, the Company proposes the election of nine directors, six of whom are to be reappointed and three of whom are to be newly elected.

The candidates for Directors are as follows.

No.	Name		Current Positions and Responsibilities in the Company	Board meeting attendance for 62nd fiscal year
1	Incumbent	Tomokuni Tsuji	President and Chief Executive Officer Division General Manager, Global Digital & Marketing Division Responsible for Video & Film Development Department	100% Attended all the 21 meetings
2	Incumbent	Kosho Nomura	Managing Director Responsible for General Affairs Division	100% Attended all the 21 meetings
3	Incumbent	Jiro Kishimura	Managing Director Responsible for Corporate Planning Department, Investor Relations Department, and Legal Affairs Department	100% Attended all the 21 meetings
4	New appointment	Yasuyuki Otsuka	Managing Executive Officer Division General Manager, Product Sales Division	-
5	New appointment	Wataru Nakatsuka	Managing Executive Officer Responsible for Business Strategy Division	-
6	New appointment	Kiyoshi Saito	Managing Executive Officer Responsible for Global Business Division	-
7	Incumbent <u>Independent</u> <u>Outside</u>	Yu Sasamoto	Director	100% Attended all the 15 meetings
8	Incumbent <u>Independent</u> <u>Outside</u>	Masae Yamanaka	Director	100% Attended all the 15 meetings
9	Incumbent <u>Independent</u> <u>Outside</u>	David Bennett	Director	93.3% Attended 14/15 meetings



*Candidate No. 7, Mr. Yu Sasamoto, Candidate No. 8, Ms. Masae Yamanaka, and Candidate No. 9, Mr. David Bennett, were appointed at the ordinary general meeting of shareholders held on June 24, 2021. The Company's board of directors has convened 15 times their respective appointments.



The Company's board of directors considers the size and election of directors in light of the Company's ability to respond to diversifying and expanding business, both domestically and overseas, business functions, accurate and prompt decision-making, appropriate risk management, etc., as well as board independence and objectivity. The Company believes nine directors to be an appropriate number of directors in light of the Company's diversifying and expanding business, both domestically and overseas, business functions, accurate and prompt decision-making, appropriate risk management, etc., as well as board independence and objectivity.

The Company elects outside directors to represent a wide range of expertise such as corporate management, international business, and marketing.

Main Areas of Expertise and Experience of Candidates for Directors

	Gender ● Male ☆ Female	Outside	Independence	Management experience	Finance and accounting	Globality	IP License	Marketing	Product sales and store operations	DX	Human Resources
Tomokuni Tsuji	●			●				●		●	
Kosho Nomura	●					●					●
Jiro Kishimura	●				●	●					
Yasuyuki Otsuka	●							●	●		
Wataru Nakatsuka	●						●	●			
Kiyoshi Saito	●			●		●	●	●			
Yu Sasamoto	●	●	●	●		●		●		●	
Masae Yamanaka	☆	●	●	●		●				●	
David Bennett	●	●	●	●		●					

No.	Name (Date of birth)	Past experience, positions and responsibilities (Significant concurrent positions)	Number of shares of the Company held
3	 <p>Jiro Kishimura (August 1, 1959)</p>	<p>April 1984 Joined The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.)</p> <p>June 2011 Executive Officer & General Manager of The Bank of Tokyo-Mitsubishi, Ltd. (currently MUFG Bank, Ltd.)</p> <p>June 2014 Joined the Company Director Deputy General Manager, Management Strategy Division Deputy General Manager, Corporate Planning Department Deputy General Manager, Internal Auditing Department</p> <p>June 2015 General Manager, Management Strategy Division Responsible for Overseas Business Department, and Executive Management Supervisory Department</p> <p>November 2015 CEO, Sanrio GmbH CEO, Sanrio Global Ltd. President & CEO, Sanrio UK Finance Ltd. President & CEO, Mr. Men Ltd. President & CEO, THOIP CEO, Sanrio Global Asia Ltd.</p> <p>June 2016 Managing Director (to present)</p> <p>August 2020 Responsible for Business Planning Department (to present), Investor Relations Department (to present), and Legal Affairs Department (to present)</p>	1,278
<p>Reasons for nomination as candidate for Director: Jiro Kishimura also has experience in the financial industry overseas. Since joining the Company, this individual has served in several capacities, including the head of the Corporate Planning Department and the Overseas Business Division.</p>			
4	 <p>Yasuyuki Otsuka (June 14, 1973)</p>	<p>April 1997 Joined The Daiei, Inc.</p> <p>June 2004 Joined Tohmatsu Consulting LLC (current Deloitte Tohmatsu Consulting LLC)</p> <p>October 2012 Seconded to Deloitte Consulting Ltd. (Thailand)</p> <p>June 2020 Appointed executive officer (partner) of Deloitte Tohmatsu Consulting LLC</p> <p>June 2021 Joined the Company Managing Executive Officer (to present) Division General Manager, Product Sales Division (to present)</p>	10,000
<p>Reasons for nomination as candidate for Director: We nominated Yasuyuki Otsuka as a candidate for director due to their extensive consulting experience in the retail/consumer goods and apparel industries, as well as in the IP industry. Since joining the Company, he has served in several capacities, including head of the Product Sales Division. In addition, he possesses expertise in general management.</p>			

No.	Name (Date of birth)	Past experience, positions and responsibilities (Significant concurrent positions)	Number of shares of the Company held
5	 Wataru Nakatsuka (January 17, 1983)	April 2005 Joined Oriental Land Co., Ltd. January 2009 Joined A.T. Kearney October 2016 COO, KOKOTEL (THAILAND) CO., LTD. January 2019 Joined Boston Consulting Group June 2021 Joined the Company Managing Executive Officer (to present) Responsible for Office to the President April 2022 Responsible for Business Strategy Division (to present)	10,000
Reasons for nomination as candidate for Director: We nominated Wataru Nakatsuka as a candidate for director due to their extensive consulting experience, mainly in the consumer goods and services industries. Since joining the Company, he has served in various capacities, including head of the Office to the President. In addition, he possesses expertise in general management.			
6	 Kiyoshi Saito (May 30, 1966)	April 1990 Joined Sony Corporation April 2018 Appointed representative director, president, and CEO, NAMCO USA, Inc. March 2021 Joined the Company Responsible for Global Business Division (to present) CEO, Sanrio Inc (to present) Executive Managing Officer (to present) June 2021 CEO, Sanrio GmbH (to present) CEO, Sanrio Global Ltd. (to present) CEO, Sanrio UK Finance Ltd. (to present) CEO, Mr. Men Ltd. (to present) CEO, Mister Films Ltd. (to present) CEO, THOIP (to present) CEO, Sanrio Global Asia Ltd. (to present) CEO, Sanrio Shanghai International Trade Co., Ltd. (to present) CEO, Sanrio (Hong Kong) Co., Ltd. (to present) CEO, Sanrio Wave Hong Kong., Ltd. (to present) CEO, Sanrio Taiwan Co., Ltd. (to present) CEO Sanrio Korea, Co., Ltd. (to present)	0
Reasons for nomination as candidate for Director: We nominated Kiyoshi Saito as a candidate for director due to their experience in domestic and international management in the IT, mobile, and entertainment industries, including stints in the U.S., Europe, and Asia. In addition, he possesses expertise in general management.			

No.	Name (Date of birth)	Past experience, positions and responsibilities (Significant concurrent positions)	Number of shares of the Company held
7	 Yu Sasamoto (September 4, 1964)	April 1967 Joined Recruit Co., Ltd. January 2002 Representative director, president and CEO, MTV Japan Inc. (currently Viacom Networks Japan, K.K.) January 2007 Executive officer, Microsoft Corporation February 2009 Managing executive officer, Microsoft Corporation February 2014 General Manager, Twitter, Japan K.K. (to present) January 2017 Vice President of JPKR, Client Solutions, Twitter, Inc. May 2021 Vice President of JAPAC, Twitter Client Solutions, Twitter, Inc. (to present) June 2021 Outside Director (to present)	0
Reasons for nomination as candidate for Outside Director: Yu Sasamoto currently serves as representative director of Twitter Japan and vice president of Twitter, Inc. They also have experience in management at Microsoft Corporation and other entities. We have nominated him as a candidate for director due to their management experience and knowledge of e-commerce and online business models, which we expect them to use for the benefit of Company management. As of the conclusion of this ordinary general meeting of shareholders, he will have served in the position of Company outside director for one year.			
8	 Masae Yamanaka (September 30, 1963)	April 1987 Joined IBM Japan, Ltd. July 2009 Executive Officer, Microsoft Japan Co., Ltd. July 2014 Joined LIXIL Corporation April 2015 Executive Officer, LIXIL Corporation July 2017 Managing Director, Connected Solutions Company, Panasonic Corporation (to present) October 2017 Director and Vice President, Panasonic System Solutions Japan Co., Ltd., (to present) June 2021 Outside Director (to present)	0
Reasons for nomination as candidate for Outside Director: Masae Yamanaka currently serves as vice president of Panasonic System Solutions Japan Co., Ltd., They also have experience as an executive officer at Microsoft Japan and LIXIL Corporation. We have nominated her as a candidate for director due to their management experience and knowledge of solutions businesses and perspective on gender, which we expect them to use for the benefit of Company management. As of the conclusion of this ordinary general meeting of shareholders, she will have served in the position of Company outside director for one year.			
9	 David Bennett (November 9, 1979) (Nationality: Canadian)	November 2006 Joined Wall Street Associates, Inc. (currently en world Japan K.K.) November 2007 Joined Advanced Micro Devices, Inc. May 2018 Joined the Lenovo Japan LLC, President and CEO NEC Personal Computers, Ltd. President and CEO December 2018 Visiting professor, Yamagata University June 2021 Outside Director (to present)	0
Reasons for nomination as candidate for Outside Director: David Bennett has experience serving as president of Lenovo Japan G.K. and NEC Personal Computer, Ltd. We have nominated him as a candidate for director due to their international perspective and experience in the management of IT companies, which we expect them to use for the benefit of Company management. As of the conclusion of this ordinary general meeting of shareholders, he will have served in the position of Company outside director for one year.			

(Notes)

1. No material conflict of interest exists between the Company and any of the above candidates for Directors.
2. Unless otherwise noted, the above describes the past experience, positions and responsibilities (significant concurrent positions) of each candidate as they pertain to the Company.
3. Mr. Yu Sasamoto, Ms. Masae Yamanaka, and Mr. David Bennett are candidates for Outside Directors.
4. Conclusion of limited liability agreements with outside directors

The company has established a provision in Article 34 of the existing Articles of Incorporation enabling the Company to enter into an agreement with Outside Directors limiting their liability for damages arising from any neglect of their duties, for the purpose of allowing Outside Directors to fully perform their expected roles. Under this provision, limited liability agreements will be agreed with Mr. Yu Sasamoto, Ms. Masae Yamanaka, and Mr. David Bennett should they be appointed as Outside Directors. The agreement sets the minimum liability limit stipulated by law, and states that the directors shall bear that level of responsibility.

5. Liability insurance agreement for directors and members of the Audit & Supervisory Board

The Company has entered into a liability insurance agreement for all directors, naming all directors as insured parties. This agreement covers damages arising as a result of the insured's liability for the execution of their duties as directors or claims arising in pursuit of said liability. The Company bears the cost for insurance premiums, except for insurance premiums that are equivalent to the loss in a shareholder lawsuit. In the event that each candidate assumes the position of director, he or she will become an insured person under the relevant insurance policy and the policy will be renewed during their term of office.

Proposal 3: Presentation of a Special Service Award to Retiring Directors

Mr. Shintaro Tsuji, Company Founder, Chairman and Representative Director, will retire as a Company director upon the conclusion of this ordinary general meeting of shareholders.

Mr. Shintaro Tsuji has held the position of director for many years since the founding of the Company in 1960. During his tenure, he has worked tirelessly in the management of the Sanrio Group, building the foundation upon which the Sanrio Group stands currently. We believe Mr. Tsuji's service to the Company merits the following recognition.

Accordingly, to reward Mr. Tsuji's considerable contribution to the development of the Company and his labors during his term of service, the Company proposes to present 300 million yen as a special service award in addition to the accumulated retirement benefits for directors and corporate auditors under the retirement benefits system for directors and members of the Audit & Supervisory Board (abolished in June 2015).

We propose to leave the timing and method of the presentation of the special service award to the discretion of the Company's board of directors.

The following is a brief personal biography of Mr. Shintaro Tsuji.

Name (Date of birth)	Past experience, positions and responsibilities (Significant concurrent positions)
Shintaro Tsuji (December 7, 1927)	August 1960 President and Chief Executive Officer of Yamanashi Silk Center Co., Ltd. (currently Sanrio Company, Ltd.)
	February 1984 Chairman and Chief Executive Officer of Kokoro Co., Ltd. (to present)
	February 1991 President and Chief Executive Officer of Sanrio Communication World Co., Ltd. (currently Sanrio Entertainment Co., Ltd.)
	February 1991 President, Chairman and Chief Executive Officer of Harmonyland Co., Ltd. (currently Sanrio Entertainment Co., Ltd.)
	April 2010 Chairman and Chief Executive Officer of Sanrio Entertainment Co., Ltd. (to present)
	June 2014 President and Chief Executive Officer of Sanrio Entertainment Co., Ltd.
	July 2020 Founder and Chairman (to present)