



March 14, 2025

Company Name: Sanrio Company, Ltd.  
President and Chief Executive Officer: Tomokuni Tsuji  
Securities code: 8136, TSE Prime Market  
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## Notice Regarding Organizational Restructuring and Personnel Changes

At the meeting of the Board of Directors held today, Sanrio Company, Ltd. (the “Company”) resolved to transition to a Company with an Audit and Supervisory Committee (for details, please refer to the “Notice Regarding Transition to a Company with an Audit and Supervisory Committee,” also released today), subject to approval at the 65th Ordinary General Meeting of Shareholders scheduled to be held in June 2025, and decided to informally appoint officers. We would also like to inform you of our organizational structure for the fiscal year ending March 2026.

### 1. Officers after transition to a Company with an Audit and Supervisory Committee

(1) Seven Director (excluding Board Director serving as Audit and Supervisory Committee Member) candidates (after the ordinary general meeting of shareholders scheduled to be held in June 2025)

Name	Title
Tomokuni Tsuji	Representative Director
Wataru Nakatsuka	Director
Yasuyuki Otsuka	Director
Kiyoshi Saito	Director
Yu Sasamoto	Outside Director
Masae Yamanaka	Outside Director
Shizuko Kamoda	Outside Director

(2) Three candidates for Board Directors serving as Audit and Supervisory Committee Member (after the ordinary general meeting of shareholders scheduled to be held in June 2025)

Name	Title
Shinichi Okumura	Director, Audit and Supervisory Committee Member
Kazuo Ohashi	Outside Director, Audit and Supervisory Committee Member
Kiyo Morikawa	Outside Director, Audit and Supervisory Committee Member

2. Three retiring directors (after the ordinary general meeting of shareholders scheduled to be held in June 2025)

Name	Current Title
Jiro Kishimura	Senior Managing Director Internal Control Division
Yuko Akiyama	Director Global Brand Management Division
David Bennett	Outside Director

After retiring, Jiro Kishimura and Yuko Akiyama are scheduled to be appointed as Advisors.

3. Company structure FY3/2026

- (1) Establishment of new “Digital Business Division” to achieve profitability and deliver value at an early stage
  - The “Digital Business Development Department” and “Game Business Department” were spun off from the Business Strategy Division and combined as the “Digital Business Division,” with the aim of expanding IP portfolios and monetizing in multiple layers, one of the three approaches in our Mid-Term Management Plan (MTMP), by achieving profitability, delivering value, and expanding targets at an early stage.
- (2) Establishment of new “Design Division” to strengthen our creative team
  - Design functions were spun off from the Global Brand Management Division to establish the “Design Division,” with the aim of centralizing the management of creatives in Japan and abroad to strengthen our creative team.
- (3) Concentration of corporate management functions for overseas subsidiaries in the “Global Strategy Department”
  - The overseas corporate management functions of the Europe & Americas Business Division and the Asia Business Division were concentrated in the “Global Strategy Department,” with the aim of further enhancing the speed of global management.
- (4) Other
  - With the aim of promoting DX and leveraging functions globally, the IT procurement functions of the General Affairs Department were rolled into the DX Section of the Corporate Planning Department, which was relaunched as the independent “DX Department” in the Corporate Strategy Division.
  - To strengthen sales in Japan/Asia, the “Edutainment Department” was transferred from the Business Strategy Division to the Sales Division, with the aim of accelerating monetization in multiple layers, one of the three approaches in the MTMP, as well as value delivery and target expansion.
  - A new “Financial Planning Department” was established in the Corporate Management Division to expand the functions of formulating financial strategies, financial policies, and capital policies, as well as investment committee administration and M&A execution functions.

[Company structure FY3/2026]

: New  
 : Reorganized

Sales Division	Edutainment Department
	Distribution Center
	Planning Department
	Merchandise Department
	Product Planning & Sales Department (Cost)
	Product Planning & Sales Department (Profit)
	Global Product Sales Department
	Greeting Cards & Publications Sales Department
	2nd Distribution Accounts Department
	1st Distribution Accounts Department
	Direct-to-Consumer Sales Department
	EC Sales Department
	IP Sales Management Department
	Collaborative IP Sales Department
	4th Licensing Sales Department
	3rd Licensing Sales Department
	2nd Licensing Sales Department
	1st Licensing Sales Department
	Domestic Marketing Department
	Domestic Sales Management Department
	Domestic Sales Department
	Digital Media & Sports Licensing Division
Digital Business Division	Game Business Department
	Digital Business Development Department
	Digital Design Department
	2nd Licensing Design Department
	1st Licensing Design Department
	Character Product Design Department
	Design Management Department
	IP Development Department
	Character Management Department
	Brand Strategy & Operations Department
	Organizational Development Department
	Human Resources Planning Department
Human Resources Division	Compliance Department
	Internal Auditing Department
	Accounting Department
	Investor Relations Department
	Financial Planning Department
	General Affairs Department
	Corporate Planning Department
	Legal Affairs Department
	Corporate Branding Department
	Data & Technology Department
	DX Department
	Global Sustainability Department
	Global Strategy Department
	Office to the President

Division

Department

4. Personnel changes

(1) Changes to titles of officers (effective April 1, 2025)

New Title	Current Title	Name
Senior Managing Director <u>Corporate Strategy Division, Global Brand Management Division</u> <u>Human Resources Division, Office to the President, Global Strategy Department, Global Sustainability Department</u>	Senior Managing Director Business Strategy Division, Corporate Management Division, Human Resources & General Affairs Division	Wataru Nakatsuka
Senior Managing Director <u>Sales Division</u>	Senior Managing Director Asia Business Division	Yasuyuki Otsuka
Managing Director <u>Digital Media &amp; Sports Licensing Division</u>	Managing Director Europe & Americas Business Division, Digital Licensing Division	Kiyoshi Saito

(2) New Managing Executive Officer (effective April 1, 2025)

New Title	Current Title	Name
<u>Managing Executive Officer</u> <u>Office to the President, Digital Business Division, Character Management Department of Global Brand Management Division</u>	Executive Officer Office to the President, Digital Business Development Department, Game Business Department, Digital Design Department, and Human Resources Planning Department	Kosuke Hamasaki

[Biography]

- March 2014: Completed Master's Degree at School of Advanced Science and Engineering, Waseda University
- April 2014: Joined A.T. Kearney
- March 2020: Joined Recruit Co., Ltd.
- June 2021: Joined the Company: Office to the President
- April 2022: General Manager, Office to the President and IP Development Department
- April 2023: Executive Officer, Office to the President, Digital Business Development Department and Personnel Affairs Department
- April 2024: Executive Officer, Office to the President, Digital Business Development Department, Game Business Department, and Digital Design Department
- October 2024: Executive Officer, Office to the President, Digital Business Development Department, Game Business Department, Digital Design Department, and Human Resources Planning Department (to present)

[Reference] FY3/2026 personnel

Responsibilities of officers

Title	Name	Responsibilities
President and Chief Executive Officer	Tomokuni Tsuji	
Senior Managing Director	Wataru Nakatsuka	Corporate Strategy Division, Global Brand Management Division, Human Resources Division, Office to the President, Global Strategy Department, Global Sustainability Department
Senior Managing Director	Yasuyuki Otsuka	Sales Division
Managing Director	Kiyoshi Saito	Digital Media & Sports Licensing Division
Outside Director	Yu Sasamoto	
Outside Director	Masae Yamanaka	
Outside Director	Shizuko Kamoda	
Board Director, Audit and Supervisory Committee Member	Shinichi Okumura	
External Board Director, Audit and Supervisory Committee Member	Kazuo Ohashi	
External Board Director, Audit and Supervisory Committee Member	Kiyo Morikawa	

Responsibilities of Managing Executive Officers and Executive Officers

Title	Name	Responsibilities
Managing Executive Officer	Yuko Tsuji	Global Sustainability Department
Managing Executive Officer	Sadanori Shibata	Data & Technology Department / Corporate Branding Department of Corporate Strategy Division
Managing Executive Officer	Seiichiro Matsumoto	Corporate Management Division
Managing Executive Officer	Kanako Miyoshi	Human Resources Division, Internal Control Division
Managing	Eiji Fukuda	DX Department of Corporate Strategy Division, Corporate Planning

Executive Officer		Department / General Affairs Department of Corporate Management Division
Managing Executive Officer	Tatsuya Yamashita	Global Product Sales Department / Product Planning & Sales Department / Merchandise Department / Planning Department / Distribution Center / Edutainment Department of Sales Division
Managing Executive Officer	Kosuke Hamasaki	Digital Business Division, Character Management Department of Global Brand Management Division, Office to the President
Executive Officer	Hideki Morita	Accounting Department of Corporate Management Division
Executive Officer	Kazuomi Kagomi	Domestic Sales Department / Domestic Sales Management Department / Domestic Marketing Department of Sales Division
Executive Officer	Shuhei Yamada	Design Division
Executive Officer	Yoshinao Hiroki	EC Sales Department / Direct-to-Consumer Sales Department / 1st Distribution Accounts Department / 2nd Distribution Accounts Department / Greeting Cards & Publications Sales Department of Sales Division
Executive Officer	Takashi Honda	1st Licensing Sales Department / 4th Licensing Sales Department of Sales Division
Executive Officer	Hideyuki Saito	2nd Licensing Sales Department / 3rd Licensing Sales Department / Collaborative IP Sales Department / IP Sales Development Department of Sales Division
Executive Officer	Taro Yamamoto	Digital Media & Sports Licensing Department of Digital Media & Sports Licensing Division, Global Strategy Department (Global Customer Relations and Interregional Coordination Officer)
Executive Officer	Kazumi Fujita	Office to the President (LBE Officer)
Executive Officer	Aya Kurata	Global Strategy Department
Executive Officer	Shinya Arita	Office to the President (Investment Strategy Officer)
Executive Officer	Naomi Fujito	Character Product Design Department of Design Division