



January 16, 2026

Company Name: Sanrio Company, Ltd.
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Notice Regarding the Disposal of Treasury Shares as Restricted Stock Remuneration and the Partial Loss of Rights

Sanrio Company, Ltd. ("Company") has completed the payment procedure today for the disposal of treasury shares for restricted stock remuneration, which was resolved at the board of directors meeting held on August 20, 2025. The number of shares allotted differs from the initial plan due to the partial loss of rights. Details are as follows. For more information, please refer to the "Notice Regarding the Disposal of Treasury Shares for Restricted Stock Remuneration Plan", dated August 20, 2025.

1. Changes in the Overview of the Disposal of Treasury Shares (Changes Are Underlined)

| | After revision | Before revision |
|---|---|---|
| (1) Payment Date | January 16, 2026 | January 16, 2026 |
| (2) Class and number of shares to be disposed | Common Shares of the Company: <u>57,390</u> shares | Common Shares of the Company: 58,510 shares |
| (3) Disposal price of shares to be disposed | JPY 7,746 per share | JPY 7,746 per share |
| (4) Total disposal value | <u>JPY 444,542,940</u> | JPY 453,218,460 |
| (5) Recipients of disposal | Company's Managing Executive Officers 7 persons 10,500 shares | Company's Managing Executive Officers 7 persons 10,500 shares |
| | Company's Executive Officers 11 persons 2,090 shares | Company's Executive Officers 11 persons 2,090 shares |
| | Company's General Managers 42 persons 5,040 shares | Company's General Managers 42 persons 5,040 shares |
| | Company's Senior Managers <u>124 persons</u> <u>9,920 shares</u> | Company's Senior Managers 127 persons 10,160 shares |
| | Company's Staff <u>746 persons</u> <u>29,840 shares</u> | Company's Staff 768 persons 30,720 shares |

2. Reasons for the Changes

The differences between the planned and actual number of shares subjected to disposal, as well as parties involved, reflect the fact that a total of 25 individuals of the number scheduled originally for share disposal at the time of the resolution declined to accept their allotted shares, resulting in a forfeiture of rights.

3. Forecasts

There has been no alteration to the financial results forecasts for the fiscal year ending March 31, 2026, as a result of these changes.