

(Securities Code 8136)  
June 8, 2026  
(Commencement of Electronic Provision May 29, 2026)

**To Shareholders:**

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

**NOTICE OF  
THE 66TH ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

You are cordially invited to attend the 66th Ordinary General Meeting of Shareholders of Sanrio Company, Ltd. (the “Company”). The meeting will be held for the purposes as described below.

The Company adopted electronic provision measures for the Notice of Convocation of the 66th Ordinary General Meeting of Shareholders, which is posted on the following website.

This General Meeting of Shareholders will be held in a hybrid attendance-type virtual general meeting of shareholders so that shareholders who are unable to attend the venue on the day of the meeting may also attend the General Meeting of Shareholders by the methods described in “Instructions for Virtual Attendance” (page 5-6).

Website <https://corporate.sanrio.co.jp/en/ir/stock/meeting/>

In addition to the preceding, the information is also posted on the following Tokyo Stock Exchange website (Tokyo Stock Exchange Company Announcements Service). To view this information, enter or search for the stock name (company name) or securities code (8136) and select Basic Information or Documents for Public Inspection/PR Information.

Website <https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

1. In the event of any revisions to the matters subject to electronic provision, the revised content will be posted on each of the relevant websites.
2. Among the matters subject to electronic provision, those that can be made available via the internet in accordance with laws and Article 17 of the Articles of Incorporation are posted on our website (<https://corporate.sanrio.co.jp/en/ir/stock/meeting/>) and are therefore not included in the written documents delivered to shareholders who have requested written delivery.
3. Of the matters subject to electronic provision, the matters to be reported are not stated in this Notice of Convocation. Please refer to the Notice of Holding of the Continuation Meeting of the 66th Ordinary General Meeting of Shareholders.
4. When attending the meeting, please present the enclosed Voting Rights 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 Notice of Convocation 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.
5. As part of the initiatives for “Sanrio Materiality: Care for the global environment,” the Company adopted electronic access notices beginning in the current fiscal year to reduce paper usage.
6. 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.

If you are unable to attend the meeting, you can exercise your voting rights either in writing or via the Internet (Japanese only). 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 Rights Exercise Form and mail it so that it will reach us before 6 p.m. on Wednesday, June 24, 2026. Alternatively, you may exercise your voting rights at the website for the exercise of voting rights (<https://evote.tr.mufg.jp/>) (Japanese only) by the same deadline.

- 1. Date and Time:** Thursday, June 25, 2026 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 another conference hall on the same premises. 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 Audit and Supervisory Committee for the Consolidated Financial Statements for the Company's 66th Fiscal Year (April 1, 2025 - March 31, 2026)
  2. Non-Consolidated Financial Statements for the Company's 66th Fiscal Year (April 1, 2025 - March 31, 2026)
- \*With respect to the handling of matters to be reported, please refer to the section titled "Holding of the Continuation Meeting of the 66th Ordinary General Meeting of Shareholders" on page 3.
- Proposals to be resolved:**
- Proposal No. 1:** Election of Six (6) Directors (Excluding Directors serving as Audit and Supervisory Committee Members)
- Proposal No. 2:** Election of One (1) Director serving as Audit and Supervisory Committee Member
- Proposal No. 3:** Determination of Amount and Content of Performance Equity Compensation, etc. for Directors (excluding Directors serving as Audit and Supervisory Committee Members and Outside Directors)
- 4. Matters decided on in connection with the convening of the meeting:** Please see the [Instructions on the Exercise of Voting Rights] on page 4.

## **Holding of the Continuation Meeting of the 66th Ordinary General Meeting of Shareholders**

The Company had planned to report the matters set forth under “Matters to be Reported” in the “Meeting Agenda” to shareholders at the 66th Ordinary General Meeting of Shareholders (hereinafter, the “General Meeting”) to be held on June 25, 2026, namely, “The Business Report, Consolidated Financial Statements, and the results of audits conducted by the Accounting Auditor and the Audit and Supervisory Committee on the Consolidated Financial Statements for the Company’s 66th Fiscal Year (April 1, 2025 - March 31, 2026), as well as the Non-Consolidated Financial Statements for the Company’s 66th Fiscal Year (April 1, 2025 - March 31, 2026)” (hereinafter collectively referred to as the “Matters to be Reported”).

However, as described in “Notice Regarding Allegations of Improper Compensation Received by a Managing Director” dated April 16, 2026, the Company has been conducting an internal investigation on this matter together with external experts. In addition, as described in “Notice Regarding the Establishment of a Special Investigation Committee and Delay in Disclosure of the Financial Results for the Fiscal Year Ended March 2026 Beyond 50 Days After the Fiscal Year-End” dated May 1, 2026, said investigation and subsequent accounting closing procedures as well as audit procedures conducted by the Accounting Auditor on the Company’s consolidated financial results are expected to take considerable time. Therefore, the Company has decided to postpone the announcement of financial results for the fiscal year ended March 2026. Based on these conditions, the Business Report, Consolidated Financial Statements, Non-Consolidated Financial Statements, and the results of audits conducted by the Accounting Auditor and the Audit and Supervisory Committee for the Company’s 66th Fiscal Year, which are to be provided in connection with the convocation of the General Meeting, are not yet available and accordingly, the Company has determined that it is difficult to report the Matters to be Reported at the General Meeting.

Therefore, the Company intends to hold the continuation meeting of the General Meeting (hereinafter the “Continuation Meeting”) on another occasion, report the Matters to be Reported at the Continuation Meeting, and leave the determination of the date, time, and location of the Continuation Meeting to the Board of Directors (hereinafter collectively referred to as the “Proposal”). The Proposal is submitted to the General Meeting for shareholder approval.

The Company plans to report the Matters to be Reported at the Continuation Meeting after the Proposal is approved at the General Meeting. Therefore, the Business Report, Consolidated Financial Statements, Non-Consolidated Financial Statements, and the results of audits conducted by the Accounting Auditor and the Audit and Supervisory Committee for the Company’s 66th Fiscal Year relating to the Matters to be Reported are neither posted on the websites for electronic provision relating to the General Meeting, nor attached to the notice of convocation. The Company will take electronic provision measures for these materials after the accounting closing procedures are completed, and provide them to shareholders together with the notice of the Continuation Meeting.

As the Continuation Meeting forms part of the General Meeting, shareholders entitled to exercise voting rights at the General Meeting are entitled to attend the Continuation Meeting.


We sincerely apologize for the significant inconvenience and concern caused to our shareholders.

**Instructions on the Exercise of Voting Rights**

	Internet (please see below)	By mail	Attending the Meeting
Exercise method	Please access the Company's designated website (Japanese only) for the exercise of voting rights, and indicate your votes for or against the proposals.	Please detach and return the enclosed Voting Rights Exercise Form indicating your votes for or against the proposals.	Please refer to page 5-6 for virtual attendance, or submit the enclosed Voting Rights Exercise Form to the reception desk if attending the meeting in person.
Exercise deadline	<b>By 6 p.m. on Wednesday, June 24, 2026</b>	<b>To be received by 6 p.m. on Wednesday, June 24, 2026</b>	<b>To be held at 2 p.m. on Thursday, June 25, 2026</b>



**Method to scan the QR Code**



You may log in to the website for the exercise of voting rights without entering the login ID and password.

Scan the QR Code printed in the lower right corner of the Voting Rights Exercise Form.

You can access the website by clicking the button of “Website for the Exercise of Voting Rights (議決権行使サイト)” displayed on the screen after logging in to the Shareholder Website (page 5).

(QR Code is a registered trademark of DENSO WAVE Incorporated.)

Website for the exercise of voting rights <https://evote.tr.mufg.jp/> (Japanese only)

Institutional investors may use the electronic voting rights exercise platform operated by ICJ, Inc.

**Handling of the exercise of voting rights**

Until the day before the Meeting	Virtual attendance at the Meeting	Treatment of voting rights
Voting rights exercised in advance	Voting rights exercised	Voting rights exercised on the day of the General Meeting of Shareholders shall be treated as valid.
	Voting rights not exercised	Voting rights exercised in advance shall be treated as valid. (If you vote both via the Internet and in writing, only your vote placed via the Internet shall be treated as valid.) (If you exercise your voting rights multiple times via the Internet, only your last vote shall be treated as valid.)
Voting rights not exercised in advance	Voting rights exercised	Voting rights exercised on the day of the General Meeting of Shareholders shall be treated as valid.
	Voting rights not exercised	No exercise of voting rights

- If you lose the enclosed Voting Rights Exercise Form, you may request reissuance of the form through “Inquiries Regarding This Website.” However, please note that the Company may not be able to accept requests for reissuance depending on the timing, such as within approximately one week prior to the General Meeting of Shareholders.
- If you do not indicate your votes for or against the proposals on the Voting Rights Exercise Form, it shall be deemed that you voted in favor of the proposals.
- If you virtually attend the General Meeting of Shareholders and exercise your voting rights but do not select either agree or disagree for any of the proposals, including any voting rights exercised in advance, it shall be treated as an abstention for the relevant proposal.
- In the event that voting rights are exercised by proxy, only a shareholder with voting rights may attend the General Meeting of Shareholders as a proxy, subject to submission of a power of attorney or other written document evidencing the authority of the proxy to the Company.

**Inquiries Regarding the Website for the Exercise of Voting Rights**  
 Mitsubishi UFJ Trust and Banking Corporation Transfer Agency Department (Help Desk)  
 Telephone (toll free): 0120-173-027 (Between 9 a.m. and 9 p.m.)  
 (The Help Desk offers services in Japanese only.)

## Instructions on Virtual Attendance of the General Meeting of Shareholders, Questions in Advance, Post-Meeting Questionnaire

The Company will hold a “hybrid attendance-type virtual general meeting of shareholders” using the website as described below, so that our shareholders may attend the General Meeting of Shareholders from home or other locations on the day of the meeting. Attendance at the hybrid attendance-type virtual general meeting of shareholders is deemed “attendance” under the Companies Act.

Shareholders are able to view the proceedings of the General Meeting of Shareholders through live streaming, submit questions, and exercise their voting rights by attending the General Meeting of Shareholders via the Internet on the day of the meeting. However, please note that attendance via the Internet is not entirely the same as attendance at the venue due to system limitations.

Prior to the holding of the General Meeting of Shareholders, the Company will accept questions regarding the meeting agenda of the General Meeting of Shareholders in advance. Please see page 8 for details.

In addition, the Company is accepting responses to a post-meeting questionnaire through the live streaming screen until approximately one hour after the close of the General Meeting of Shareholders. Your participation is much appreciated.

Instructions for the Shareholder Website\* (Japanese only) \*Engagement Portal

Please enter the URL below or scan the QR code to access the Shareholder Website “Engagement Portal.” On this website, you may submit questions in advance and virtually attend the General Meeting of Shareholders on the day of the meeting (exercise voting rights, submit questions, answer the post-meeting questionnaire).

<https://engagement-portal.tr.mufg.jp/> (Japanese only)

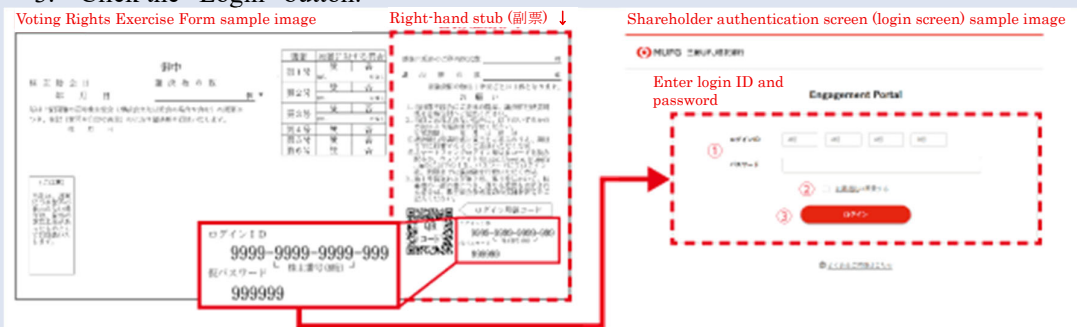
1. Please enter the following login ID and password on the shareholder authentication screen (login screen).

Login ID “Login ID (ログイン ID)” printed in the lower portion of the right-hand stub (副票) of the Voting Rights Exercise Form

Password “Provisional Password (仮パスワード)” printed in the lower portion of the right-hand stub (副票) of the Voting Rights Exercise Form



2. Check the box for “Agree to the Terms of Use (利用規約に同意する)” after confirming terms of use.
3. Click the “Login” button.



- The “Login ID” and “Password” are the same as the “Login ID (ログイン ID)” and “Provisional Password (仮パスワード)” for the website for the exercise of voting rights printed in the lower portion of the right-hand stub (副票) of the Voting Rights Exercise Form enclosed with this Notice of Convocation.
- Although shareholders are able to change the “Provisional Password (仮パスワード)” for the website for the exercise of voting rights to a password of their choice, the changed password will not be carried over to the shareholder website “Engagement Portal.” Accordingly, please continue to use the “Provisional Password (仮パスワード)” printed in the lower portion of the right-hand stub (副票) of the Voting Rights Exercise Form, and keep the right-hand stub (副票) of the Voting Rights Exercise Form at hand.

## Instructions for Virtual

**2 p.m. on Thursday, June 25, 2026**  
**Date and Time** The website will be accessible 30 minutes before the start time



- (1) Click “Live Viewing on the Day of Meeting (当日ライブ視聴).”
- (2) Check the box for “Agree to the Terms of Use (利用規約に同意する)” after confirming the terms of use.
- (3) Click “View the Live Stream (視聴する).” (Japanese only)

You may submit questions and exercise your voting rights while viewing the live stream. As with shareholders attending in person at the venue, shareholders attending virtually are treated as being “in attendance” at the General Meeting of Shareholders under the Companies Act.

## How to Submit Questions During Virtual Attendance

Shareholders can submit questions by sending text messages on the live viewing screen on the day of the meeting.

Please submit questions in Japanese during the time designated by the chair on the day of the General Meeting of Shareholders in accordance with the following procedures.



- (1) Click “Question Tab (質問タブ).”
- (2) Select a category.
- (3) Enter your question.
- (4) Confirm the content and click “Send (送信).”

- Only one question (up to 200 Japanese characters) may be submitted per person.
- Questions relating to the meeting agenda of the General Meeting of Shareholders that do not overlap with questions submitted in advance will be given priority. Please understand that we may not be able to answer all questions received and may respond to similar questions collectively as one question.

## How to Exercise Voting Rights During Virtual Attendance



- (1) Click “Voting Rights Exercise Tab (議決権行使タブ).”
- (2) Select the “Voting Rights Exercise (議決権行使)” category.
- (3) Select “Agree (賛成),” “Disagree (反対),” or “Agree to All Proposals (全議案賛成).”
- (4) Click “Complete Exercise of Voting Rights (議決権行使完了).”

## Regarding Motions

Please note that shareholders attending via the Internet are not able to submit motions and participate in voting on motions submitted. Specifically, motions from shareholders participating online cannot be accepted, including those concerning procedural matters relating to the General Meeting of Shareholders or substantive matters relating to the proposals. Shareholders who may wish to submit motions, and shareholders who wish to participate in voting on motions if any are submitted, are kindly requested to consider attending the venue on the day of the General Meeting of Shareholders.

## Notes:

- In holding the virtual General Meeting of Shareholders, the Company will take reasonable measures against communication failures. However, communication failures may hinder participation in the proceedings or the exercise of voting rights. The Company shall not be responsible for any disadvantage incurred by shareholders attending virtually due to such communication failures (shareholders with such concerns are advised to attend the meeting at the venue).
- The Company may change the operation of or suspend the hybrid attendance-type virtual general meeting of shareholders if the Company determines it to be unavoidable due to communication failures or other reasons. In such case, announcements will be made on the Company website.
- Secondary use of the live stream footage of the General Meeting of Shareholders, including posting to social media, is strictly prohibited.
- Attendance at the General Meeting of Shareholders via the Internet is limited to the shareholder personally. Please refrain from having a proxy or other person attend on your behalf.
- In consideration of the privacy of attending shareholders, filming at the venue on the day will be limited to the area around the chairperson’s seat and the officers’ seats. However, attending shareholders may unavoidably be captured on camera. We ask for your understanding in advance.

## Instructions for Submitting Questions in Advance

### Deadline

By 11:59 p.m. on Wednesday, June 17, 2026



- (1) Click “Questions in Advance (事前質問).”
- (2) Select a category.
- (3) Enter your question.
- (4) Check the box for “Agree to the Terms of Use (利用規約に同意する)” after confirming the terms of use and click “Go To Confirmation Screen (確認画面へ).” Confirm the content and click “Send (送信).”

### Notes:

- Only one question (up to 200 Japanese characters) may be submitted per person.
- Questions received that are believed to be of particular interest to the shareholders will be addressed at the General Meeting of Shareholders.
- Please understand that we may not be able to provide individual responses to questions submitted in advance.
- We will take into consideration the questions that were not addressed at the General Meeting of Shareholders for future reference.

### Single Sign-on to the Website for the Exercise of Voting Rights

- (1) Please click the “Website for the Exercise of Voting Rights (議決権行使サイト)” button displayed on the screen after logging in.
- (2) Check the box for “Website for Procedures Relating to the General Meeting of Shareholders: Terms of Use (「株主総会に関するお手続きサイト」利用規定)” after confirming the terms of use on the confirmation screen and then click the “Proceed (移動する)” button.



- Notes:
- This is a function to log in to the website for the exercise of voting rights without entering your login ID and password. Communication charges and other expenses incurred in using this function shall be borne by shareholders.
  - This is not a function to exercise voting rights in advance within the shareholder website “Engagement Portal.”
  - If shareholders change their initial password for the website for the exercise of voting rights or if their login ID for the website for the exercise of voting rights is locked, they may be unable to log in. In addition, they may be unable to log in outside the voting rights exercise period or during periods in which the website for the exercise of voting rights is suspended.
  - Shareholders may be unable to log in properly due to unstable network conditions or other factors.

### <<Recommended operating environment>>

The recommended operating environments for the shareholder website “Engagement Portal” are as follows.

	PC		Mobile		
	Windows	Macintosh	iPad	iPhone	Android
OS * Latest version	Windows	MacOS	iPadOS	iOS	Android
Browser * Latest version	Google Chrome Microsoft Edge (Chromium)	Safari Google Chrome	Safari	Safari	Google Chrome

### Inquiries Regarding Shareholder Website

Mitsubishi UFJ Trust and Banking Corporation Transfer Agency Department

Telephone (toll free): 0120-676-808 (Between 9 a.m. and 5 p.m. on business days excluding Saturdays, Sundays, and national holidays; however, on the day of the Meeting, inquiries will be accepted from 9 a.m. to the end of the General Meeting of Shareholders.) (Japanese only)

## Reference Documents for the General Meeting of Shareholders

### Proposal 1: Election of Six (6) Directors (Excluding Directors Serving as Audit and Supervisory Committee Members)


The terms of office of seven (7) Directors (excluding Directors serving as Audit and Supervisory Committee Members) (including three (3) Outside Directors) will expire at the conclusion of this year's Ordinary General Meeting of Shareholders. Accordingly, the Company proposes the reelection of six (6) Directors (excluding Directors serving as Audit and Supervisory Committee Members). This proposal has been determined following deliberation of the candidates by the Nomination and Remuneration Advisory Committee.

The candidates for Directors (excluding Directors serving as Audit and Supervisory Committee Members) are as follows.

No.	Name		Current Positions and Responsibilities in the Company	Board meeting attendance for the 66th fiscal year
1	Incumbent	Tomokuni Tsuji	President and Chief Executive Officer	100% Attended all the 18 meetings
2	Incumbent	Wataru Nakatsuka	Senior Managing Director Corporate Strategy Division, Global Business Division, Global Brand Management Division	100% Attended all the 18 meetings
3	Incumbent	Yasuyuki Otsuka	Senior Managing Director Sales Division, Global Product Sales Division	100% Attended all the 18 meetings
4	Incumbent Outside Independent	Yu Sasamoto	Director	88.9% Attended 16/18 meetings
5	Incumbent Outside Independent	Masae Yamanaka	Director	100% Attended all the 18 meetings
6	Incumbent Outside Independent	Shizuko Kamoda	Director	100% Attended all the 18 meetings

No.	Name (Date of birth)	Past experience, positions and responsibilities (Significant concurrent positions)	Number of shares of the Company held
1	 Tomokuni Tsuji (November 1, 1988)	January 2014    Joined the Company June 2015       Executive Officer, Responsible for Product Planning & Sales Division June 2016       Director, Deputy General Manager, Product Planning & Sales Division June 2017       Senior Managing Director, Responsible for Media Communications Department (currently Global Brand Management Division), Responsible for Character Creation Department April 2019       Responsible for Film Coordination Department July 2020       President and Chief Executive Officer (to present) November 2020    SANRIO SOUTHEAST ASIA PTE. LTD. Chairman June 2022       Chairman, Sanrio Entertainment Co., Ltd. (to present) Representative Director and Chairman of the Board, Kokoro Company Ltd. (to present)	2,488,141
Reasons for nomination as candidate for Director: Tomokuni Tsuji has been instrumental in the development of our medium-term management plan and the creation of our marketing department. In addition, we believe that as the grandson of the Company's founder, he is capable of carrying on the Company's corporate philosophy, corporate culture, and business model. Therefore, we have nominated him again as a candidate for Director.			

No.	Name (Date of birth)	Past experience, positions and responsibilities (Significant concurrent positions)	Number of shares of the Company held
2	 Wataru Nakatsuka (January 17, 1983)	April 2005    Joined Oriental Land Co., Ltd. January 2009    Joined A.T. Kearney October 2016    KOKOTEL (THAILAND) CO., LTD. COO January 2019    Joined Boston Consulting Group June 2021    Joined the Company Managing Executive Officer Responsible for Office to the President April 2022    Responsible for Business Strategy Division June 2022    Managing Director April 2024    Responsible for Corporate Management Division, Human Resources & General Affairs Division, Global Strategy Department June 2024    Senior Managing Director (to present) April 2025    Responsible for Office to the President (currently within Corporate Strategy Division), Global Sustainability Department (currently within Corporate Strategy Division), Corporate Strategy Division (to present), Human Resources Division, Global Brand Management Division (to present) April 2026    Responsible for Global Business Division (to present)	103,600
Reasons for nomination as candidate for Director: We nominated Wataru Nakatsuka as a candidate for Director due to his 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.			

No.	Name (Date of birth)	Past experience, positions and responsibilities (Significant concurrent positions)	Number of shares of the Company held
3	 <p data-bbox="250 793 456 856">Yasuyuki Otsuka (June 14, 1973)</p>	<p data-bbox="493 304 1258 336">April 1997      Joined The Daiei, Inc.</p> <p data-bbox="493 336 1258 399">June 2004      Joined Tohmatsu Consulting LLC (current Deloitte Tohmatsu Consulting LLC)</p> <p data-bbox="493 399 1258 430">October 2012    Seconded to Deloitte Consulting Ltd. (Thailand)</p> <p data-bbox="493 430 1258 493">June 2020      Appointed executive officer (partner) of Deloitte Tohmatsu Consulting LLC</p> <p data-bbox="493 493 1258 556">June 2021      Joined the Company Managing Executive Officer</p> <p data-bbox="493 556 1258 619">June 2022      Division General Manager, Product Sales Division Managing Director</p> <p data-bbox="493 619 1258 651">June 2022      Responsible for License Business Division</p> <p data-bbox="493 651 1258 682">April 2023      Responsible for Domestic Sales Division</p> <p data-bbox="493 682 1258 745">April 2024      Responsible for Asia Business Division (currently Sales Division) (to present)</p> <p data-bbox="493 745 1258 777">April 2024      CEO, Sanrio Taiwan Co., Ltd. (to present)</p> <p data-bbox="493 777 1258 808">April 2024      CEO, Sanrio (Hong Kong) Co., Ltd. (to present)</p> <p data-bbox="493 808 1258 840">April 2024      CEO, Sanrio Korea Co., Ltd. (to present)</p> <p data-bbox="493 840 1258 871">April 2024      CEO, Sanrio Shanghai International Trade Co., Ltd. (to present)</p> <p data-bbox="493 871 1258 934">April 2024      CEO, Sanrio Wave Hong Kong Co., Ltd. (to present)</p> <p data-bbox="493 934 1258 966">June 2024      Senior Managing Director (to present)</p> <p data-bbox="493 966 1258 1029">January 2026    SANRIO SOUTHEAST ASIA PTE. LTD. CEO (to present)</p> <p data-bbox="493 1029 1258 1087">April 2026      Responsible for Global Product Sales Division (to present)</p>	103,600
<p data-bbox="212 1087 1448 1119">Reasons for nomination as candidate for Director:</p> <p data-bbox="212 1119 1448 1249">We nominated Yasuyuki Otsuka as a candidate for Director due to his 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>			






**Proposal 2: Election of One (1) Director Serving as Audit and Supervisory Committee Member**

Director serving as Audit and Supervisory Committee Member Kazuo Ohashi will resign at the conclusion of this year’s Ordinary General Meeting of Shareholders.

Accordingly, the Company proposes the election of one (1) Director serving as Audit and Supervisory Committee Member as a substitute Director.

This proposal has been determined with the consent obtained from the Audit and Supervisory Committee following deliberation on the candidate by the Nomination and Remuneration Advisory Committee.

The candidate for Director serving as Audit and Supervisory Committee Member is as follows:

Name (Date of birth)	Past experience, positions and responsibilities (Significant concurrent positions)	Number of shares of the Company held
 Mayumi Umezawa (November 8, 1978)	October 2002 Joined Tokyo Office of Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC) May 2006 Registered as Certified Public Accountant July 2006 Representative, Umezawa CPA Office (currently Mayumi Umezawa CPA Office) (to present) May 2007 Joined McDonald's Company (Japan), Ltd. February 2012 Finance Manager, Disney Store business in Japan, The WALT DISNEY Company (Japan) Ltd. July 2016 Director, Accounting Labo (currently Accounting Labo. Co., Ltd.) (to present) July 2016 Representative Director, Accounting Labo (currently Accounting Labo. Co., Ltd.) July 2016 Outside Auditor, Retty Inc. December 2017 Outside Director (Audit and Supervisory Committee), Retty Inc. November 2019 Supervisory Director, Japan Hotel REIT Investment Corporation April 2021 Outside Director, Wellness Communications Corporation March 2022 Outside Director (Audit and Supervisory Committee Member), ROYAL HOLDINGS Co., Ltd. (to present) September 2024 Outside Director, Mercari, Inc. (to present)	0
<p>Reasons for nomination as candidate for Outside Director serving as Audit and Supervisory Committee Member:            As a certified public accountant, Mayumi Umezawa has audit experience and possesses specialized knowledge relating to finance, accounting, and IP business. Therefore we expect that she will properly perform duties as a Director serving as Audit and Supervisory Committee Member of the Company, and newly nominated her for a candidate for Outside Director serving as Audit and Supervisory Committee Member.</p>		

(Notes)

1. No material conflict of interest exists between the Company and the candidate.
2. Ms. Mayumi Umezawa is a candidate for Outside Director and the Company will register her as an independent director with the Tokyo Stock Exchange.
3. Conclusion of limited liability agreements with Directors serving as Audit and Supervisory Committee Members  
The Company has established a provision in Article 31 of the Articles of Incorporation enabling the Company to enter into an agreement with Directors (excluding those serving as Executive Directors, etc.) limiting their liability for damages arising from any neglect of their duties, for the purpose of allowing Directors serving as Audit and Supervisory Committee Members to fully perform their expected roles. The Company plans to enter into a limited liability agreement with the candidate if her election is approved. The agreement sets the maximum amount to the minimum liability limit stipulated by law and states that Directors serving as Audit and Supervisory Committee Members shall bear that level of responsibility.
4. Liability insurance agreement for directors and officers, etc.  
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 the candidate assumes the position of director, she will become an insured person under the relevant insurance policy and the policy will be renewed during her term of office.

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. If Proposal 1 and Proposal 2 are approved, the number of Directors will become nine (including Directors serving as Audit and Supervisory Committee Members), which the Company considers 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, marketing and compliance.

◎: Highly expected to demonstrate abilities from experience ○: Has experience in

\* Skills matrix of Directors (if Proposal 1 and Proposal 2 are approved)

This table is not exhaustive of all skills possessed by Directors.

Main Areas of Expertise and Experience of Candidates for Directors

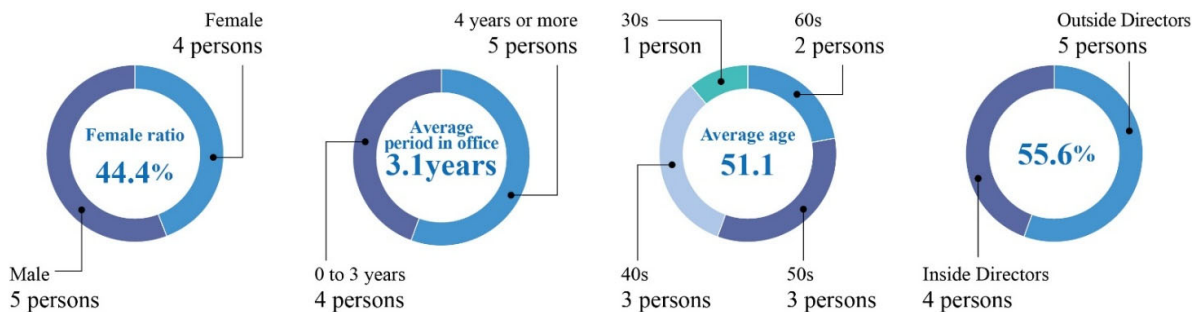
		Gender ● Male ☆ Female	Management experience	Globality	IP Business	Marketing	Digital Technology	Finance and Accounting	Human Resources	Legal and Risk	Sustainability
Directors	Tomokuni Tsuji	●	◎		◎	◎	○				◎
	Wataru Nakatsuka	●			○	◎	◎		◎		◎
	Yasuyuki Otsuka	●	○	◎	◎	○					
	Yu Sasamoto Outside Independent	●	◎	○		○	◎				
	Masae Yamanaka Outside Independent	☆	◎	○			◎				
	Shizuko Kamoda Outside Independent	☆								◎	
Directors (Audit and Supervisory Committee Members)	Shinichi Okumura	●		◎				○		○	
	Kiyo Morikawa Outside Independent	☆					◎			◎	
	Mayumi Umezawa Outside Independent	☆		○	○			◎		○	

Gender composition

Period in office

Age

Independence ratio



**Proposal 3: Determination of Amount and Content of Performance Equity Compensation, etc. for Directors (excluding Directors serving as Audit and Supervisory Committee Members and Outside Directors)**

1. Reasons for the proposal and the appropriateness of such compensation

Compensation for Directors of the Company (excluding Directors serving as Audit and Supervisory Committee Members and Outside Directors) consists of “base compensation,” “special bonuses,” and “restricted stock.” As a result of reviewing the compensation plan to clarify the link between the Directors’ compensation and the Company’s business performance and stock value as well as enhance awareness of contributions to the medium- to long-term improvement of business performance and corporate value, the Company has decided to revise its stock compensation plan.

Accordingly, in place of restricted stock, the Company proposes to introduce a new performance equity compensation plan utilizing a trust (hereinafter the “Plan”) under which the Company’s shares will be granted to Directors of the Company (excluding Directors serving as Audit and Supervisory Committee Members, Outside Directors, and Directors residing outside Japan; hereinafter “Eligible Directors”) as compensation.

This proposal seeks approval for the grant of stock compensation to Eligible Directors, in addition to the monetary amount for Directors (excluding Directors serving as Audit and Supervisory Committee Members) approved at the 65th Ordinary General Meeting of Shareholders held on June 26, 2025 (600 million yen per year, including 50 million yen for Outside Directors).

The purpose of this proposal is to clarify the link between Eligible Directors’ compensation and the Company’s business performance and stock value, thereby raising their awareness of contributions to the medium- to long-term enhancement of business performance and corporate value. This proposal has been determined by the Board of Directors after deliberation by the Nomination and Remuneration Advisory Committee, the majority of which consists of independent Outside Directors. Therefore, the Company believes the contents of this proposal are appropriate.

Subject to the approval and resolution of this proposal, the current “restricted stock” compensation will be abolished and no further restricted stock will be granted thereafter.

The number of Directors eligible for the Plan will be three (3), if Proposal 1 “Election of Six (6) Directors (Excluding Directors serving as Audit and Supervisory Committee Members)” is approved and resolved as originally proposed.

If this proposal is approved, the Company plans to revise the determination policy related to the content of individual compensation, etc. for Directors (excluding Directors serving as Audit and Supervisory Committee Members) to ensure consistency with the content of this proposal.

2. Amount and content of compensation in the Plan

(1) Outline of the Plan

The Plan, covering three consecutive fiscal years (hereinafter the “Covered Period;” the initial Covered Period is the three fiscal years from the fiscal year ending March 31, 2027 to the fiscal year ending March 31, 2029), is a stock compensation plan in which a trust acquires the Company’s shares using cash contributed by the Company in an amount equivalent to the compensation for Eligible Directors to sustainably enhance the corporate value for the realization of the long-term vision announced by the Company. Through this trust, the Eligible Directors will be granted or paid (hereinafter the “Grant, etc.”) the Company’s shares or cash equivalent to the proceeds from the sale of these shares (hereinafter the “Company Shares, etc.”) based on their position, the degree of achievement of business performance targets, and other factors (see (2) and the following sections for details).

(i) Persons eligible for the Grant, etc. of the Company Shares, etc. under this proposal	<ul style="list-style-type: none"> <li>• Directors of the Company (excluding Directors serving as Audit and Supervisory Committee Members, Outside Directors, and Directors residing outside Japan)</li> </ul>
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(ii) Impact that the Company's shares subject to this proposal will have on the total number of outstanding shares	
Upper limit of cash contributed by the Company (As described in (3) below)	<ul style="list-style-type: none"> <li>• 600 million yen for three consecutive fiscal years</li> </ul>
Upper limit of the Company Shares, etc. to be subject to Grant, etc. to Eligible Directors (As described in (4) below)	<ul style="list-style-type: none"> <li>• The Company shares corresponding to 894,000 points for three consecutive fiscal years</li> <li>• One point shall correspond to one share of the Company's common stock, and if a stock split or reverse stock split of the Company's shares held in the Trust occurs during the trust period, the number of the Company's shares per point shall be adjusted in accordance with the split ratio or reverse split ratio of the Company's shares.</li> <li>• The percentage of 298,000 shares corresponding to the number of points for one fiscal year in the above to the Company's total number of outstanding shares (as of March 31, 2026, excluding treasury shares) is approx. 0.03%.</li> </ul>
Method of acquisition of the Company's shares (As described in (3) below)	<ul style="list-style-type: none"> <li>• The Company's shares for the Plan will be acquired from the stock market or the Company (disposal of treasury shares).</li> </ul>

(iii) Contents of performance target achievement conditions (As described in (4) below)	<ul style="list-style-type: none"> <li>• Varies within a range of 50% to 150% according to the degree of achievement of performance targets and other factors for the Covered Period</li> <li>• For the initial Covered Period, the growth rate of operating profit, TSR, and non-financial indicators are planned to be used as business performance indicators.</li> </ul>
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(iv) Time of the Grant, etc. of the Company Shares, etc. to Eligible Directors (As described in (5) below)	<ul style="list-style-type: none"> <li>• Upon retiring as a Director of the Company, in principle</li> </ul>
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## (2) Trust period

The initial trust period shall be approximately three years from August 2026 (planned) to August 2029 (planned); provided, however, that the trust period may be extended upon expiration thereof as described in (3) below.

## (3) Upper limit of cash contributed by the Company

The Company will establish a trust (hereinafter the "Trust") for a period of three years, under which Eligible Directors will be beneficiaries, by contributing trust funds of up to 600 million yen for each Covered Period for the acquisition of the Company's shares to be delivered to Eligible Directors. The Trust, under the direction of the trust administrator, will acquire the Company's shares using the trust funds as a source of payment, either through the stock market or the Company (through the disposal of treasury shares). The Company will award points (as described in (4) below) to Eligible Directors during the Covered Period and provide from the Trust the Grant, etc. of the Company Shares, etc. equivalent to these points upon retirement as a Director of the Company.

In addition, upon expiration of the trust period of the Trust, the Trust may be continued through amendment of the trust agreement and additional trust contributions. In such case, the fiscal years corresponding to the medium-term target period established by the Company as of such expiration date shall constitute the new Covered Period and the trust period of the

Trust will be extended by the number of years corresponding to the new Covered Period.

For each extended period, the Company will make additional contributions up to the upper limit of the trust money contributed to the Trust approved at this General Meeting of Shareholders and will continue to award points to Eligible Directors during such extended trust period. The Trust will also continue to make Grants, etc. of the Company Shares, etc. However, if additional contributions are to be made and there remain, as of the last day of the trust period prior to the extension, the Company's shares (excluding the Company's shares corresponding to points awarded to Eligible Directors for which the Grant, etc. remains incomplete) or cash (hereinafter the "Remaining Shares, etc.") within the trust assets, the total amount of the Remaining Shares, etc. and the trust funds additionally contributed by the Company shall be within the amount approved at this General Meeting of Shareholders. The extension of the trust period may be repeated in the same manner thereafter and is not limited to a single extension.

If the trust agreement is not amended and no additional trust contributions are made upon the expiration of the trust period (upon the expiration of the extended trust period, if the trust period has been extended as described above), no further points will be awarded to Eligible Directors thereafter. However, until the Grant, etc. of the Company Shares, etc. to Eligible Directors who are expected to satisfy the beneficiary requirements is completed, the trust period of the Trust may be extended for a limited period of time.

(4) Calculation method and upper limit of the number of the Company Shares, etc. subject to Grant, etc. to Eligible Directors

The number of the Company Shares, etc. to be subject to Grant, etc. to Eligible Directors shall be determined based on points calculated as follows: points based on their position and responsibilities will be awarded and accumulated at a fixed time each year, and after the end of the Covered Period, such accumulated points shall be multiplied by a performance-based coefficient (varies within a range of 50% to 150%) determined according to the degree of achievement of performance targets and other factors\*.

One point shall correspond to one share of the Company's common stock. If a stock split or reverse stock split of the Company's shares held in the Trust occurs during the trust period, the number of the Company's shares per point and the upper limit of the Company's Shares, etc. subject to Grant, etc. from the Trust shall be adjusted in accordance with the split ratio or reverse split ratio of the Company's shares.

The upper limit of the number of points awarded to Eligible Directors related to the Covered Period of the Trust shall be 894,000 points. The upper limit of the number of the Company Shares, etc. subject to the Grant, etc. to Eligible Directors from the Trust related to the Covered Period of the Trust shall be the number of shares corresponding to such upper limit of the number of points (hereinafter, the "Upper Limit of the Number of Shares to be Granted"). Accordingly, the Upper Limit of the Number of Shares to be Granted corresponding to the initial Covered Period that covers three fiscal years will be 894,000 shares.

If the Trust is extended as described in (3) above, the Upper Limit of the Number of Shares to be Granted during the extended trust period shall be the number of shares corresponding to the upper limit for one fiscal year multiplied by the number of years of the extended trust period. This Upper Limit of the Number of Shares to be Granted is set based on the latest stock price, taking into account the upper limit of cash contributed by the Company as described in (3) above.

\*For the initial Covered Period, the growth rate of operating profit, TSR, and non-financial indicators such as evaluations by external rating agencies are planned to be used as business performance indicators.

(5) Method and timing of the Grant, etc. of the Company Shares, etc. to Eligible Directors

Eligible Directors who satisfy the beneficiary requirements shall, in principle, receive the Grant, etc. of the Company Shares, etc. equivalent to the accumulated number of points calculated in accordance with (4) upon retirement as a Director of the Company. At that time, such Eligible Directors will receive the Company's shares corresponding to a certain percentage of the points (shares less than one unit are rounded down) by conducting the prescribed beneficiary rights determination procedures. With respect to the Company's shares corresponding to the remaining points, such shares will be converted into cash within the Trust and Eligible Directors will receive a cash payment equivalent to the proceeds from such conversion.

In the event that an Eligible Director passes away during the trust period, in principle, all of the Company's shares corresponding to the accumulated number of points calculated in accordance with (4) awarded as of that time will be converted into cash within the Trust, and the heirs of such Eligible Director will receive a cash payment equivalent to the proceeds thereof.

(6) Voting rights for the Company's shares within the Trust

In order to maintain neutrality of the management, no voting rights shall be exercised on the Company's shares within the Trust during the trust period.

(7) Dividends for the Company's shares within the Trust

Dividends for the Company's shares within the Trust shall be received by the Trust and allocated to trust fees and expenses of the Trust.

(8) Other contents of the Plan

Other matters regarding the Plan shall be determined by the Board of Directors each time that the Trust is established, the trust agreement is amended, or additional contributions to the Trust are made.