November 20, 2025

Company Name: Sanrio Company, Ltd.
President and CEO: Tomokuni Tsuji
Securities Code: 8136; Prime Section of Tokyo Stock Exchange
Contact: Seiichiro Matsumoto, Managing Executive Officer
Phone: +81-3-3779-8058

Notice Regarding Repurchase of Own Shares
(Repurchase of own shares under the provisions of the Articles of Incorporation pursuant to Article 459, Paragraph 1, of the Companies Act)

The Board of Directors of Sanrio Company, Ltd. ("Company") at its meeting held on November 20, 2025, resolved that Company will repurchase its own shares pursuant to Article 7 of the Articles of Incorporation, which applies pursuant to Article 459, Paragraph 1, of the Companies Act.

1. Reasons for repurchase of our own shares

Sanrio Group's long-term vision, 'Lightning the Way to Bring Smiles to All - Roadmap to a World of Smiles.-', advances initiatives to achieve sustainable growth in corporate and shareholder value. This is under our unchanging corporate philosophy of 'Minna Nakayoku' (Getting Along Together), we strive to realize our vision of 'Creating as many smiles as possible and extending the circle of happiness even further afield'.

As outlined in our capital allocation policy, we are prioritizing strategic investments for growth with the goal of achieving a market capitalization of 5 trillion yen by the end of the fiscal year ending March 2035. Meanwhile, The Company considers distributing earnings to shareholders to be one of the Sanrio Group's highest priorities. While maintaining a basic dividend payout ratio of 30% or higher, we have indicated that if attractive M&A opportunities or minority investments are not realized by the end of the fiscal year ending March 2027, we will consider additional shareholder returns of up to 30 billion yen, taking into account surplus funds and our financial position.

This resolution is based on several factors that collectively support the feasibility of implementing a share buyback program to enhance capital efficiency. Our company's performance has been consistently exceeding the targets initially set in the medium-term management plan. At the same time, surplus funds have been accumulating, while multiple investment projects remain under review. In addition, consideration has been given to the current net asset level, which reflects that the conversion of issued convertible bonds is progressing more rapidly than anticipated. Taking all these elements into consideration, we have determined that a share buyback program is both financially viable and strategically appropriate.

To address the possibility that future performance may not be fully reflected in the share price during the period up to February 10, 2026, we establish a purchase limit of 15 billion yen.

We believe that implementing share buybacks at times when the stock price is deemed undervalued relative to its intrinsic value enhances corporate value. While we had not previously considered share buybacks at this time, we consider the current share price is below the appropriate level we deem appropriate and have therefore decided to proceed.

Moving forward, our fundamental stance of prioritizing growth investment remains unchanged. We will continue to emphasize robust financial conditions, including a net cash position enabling investment and adequate net asset levels. However, provided these conditions are met, we will consider implementing flexible shareholder returns for surplus funds, monitoring share price levels.

Furthermore, we continue to explore M&A and minority investments. Separately from this share buyback, we will also consider a policy of returning up to 30 billion yen to shareholders should no attractive opportunities materialize.

2. Details of matters relating to the repurchase

(1) Type of shares to be repurchased	Shares of common stock
(2) Total number of shares to be repurchased	Up to 3,300,000 shares (Ratio to the issued shares excluding treasury stock: 1.34%)
(3) Total amount of repurchase price	Up to 15 billion yen
(4) Repurchase period	From November 21, 2025 to February 10, 2026
(5) Repurchase method	Market purchases through the Tokyo Stock Exchange

Please note that depending on market conditions and other factors, some or all of the acquisitions may not be completed.

(For reference) Status of treasury stock holdings as of September 30, 2025
Total number of issued shares excluding treasury stock: 245,305,912 shares
Number of treasury shares: 10,102,391 shares