



August 8, 2025

## Summary of Financial Results for the First Quarter of Fiscal Year Ending March 31, 2026 (FY2025) (Three Months Ended June 30, 2025) [Japanese GAAP]

Company name: Sanrio Company, Ltd. Listed Stock Exchange: Tokyo Stock Exchange  
 Stock code: 8136 URL: <https://www.sanrio.co.jp/english/corporate/ir/>  
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 Starting date of dividend payment: -  
 Preparation of supplementary materials for financial results: Yes  
 Holding of financial results meeting: Yes (for institutional investors and analysts)  
 (All amounts are rounded down to the nearest million yen)

### 1. Consolidated Financial Results for the First Quarter of FY2025 (April 1, 2025 – June 30, 2025)

(1) Consolidated results of operations (Percentages represent year-on-year changes)

	Net Sales		Operating Profit		Ordinary Profit		Profit Attributable to Owners of Parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Three months ended Jun. 30, 2025	43,097	49.1	20,198	88.0	20,205	72.6	14,190	37.8
Three months ended Jun. 30, 2024	28,911	42.3	10,746	80.2	11,704	83.6	10,296	109.4

Note: Comprehensive income (millions of yen) Three months ended Jun. 30, 2025: 11,755 (down 8.5%)  
 Three months ended Jun. 30, 2024: 12,852 (up 185.9%)

	Basic Earnings per Share	Diluted Earnings per Share
	Yen	Yen
Three months ended Jun. 30, 2025	59.80	58.96
Three months ended Jun. 30, 2024	43.60	42.91

(2) Consolidated financial position

	Total Assets	Net Assets	Equity Ratio
	Millions of yen	Millions of yen	%
As of Jun. 30, 2025	196,808	111,613	56.4
As of Mar. 31, 2025	202,406	107,608	52.9

Reference: Shareholders' equity (millions of yen) As of Jun. 30, 2025: 110,996 As of Mar. 31, 2025: 107,031

### 2. Dividends

	Dividend per Share				
	1Q-end	2Q-end	3Q-end	Year-end	Total
	Yen	Yen	Yen	Yen	Yen
FY2024	-	20.00	-	33.00	53.00
FY2025	-	-	-	-	-
FY2025 (forecast)	-	30.00	-	30.00	60.00

Note: Revisions to the most recently announced dividend forecast: Yes

### 3. Consolidated Forecast for FY2025 (April 1, 2025 – March 31, 2026)

(Percentages represent year-on-year changes)

	Net Sales		Operating Profit		Ordinary Profit		Profit Attributable to Owners of Parent		Basic Earnings per Share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	83,600	33.1	35,000	48.4	35,400	46.3	24,700	29.5	103.86
Full year	168,800	16.5	67,300	29.9	68,000	27.2	47,500	13.8	199.38

Note: Revisions to the most recently announced consolidated forecasts: Yes

**\* Notes**

(1) Significant changes in scope of consolidation during the period: None

Newly added: -

Excluded: -

(2) Application of special accounting methods for presenting quarterly consolidated financial statements: None

(3) Changes in accounting policies and accounting-based estimates, and restatements

1) Changes in accounting policies due to revisions in accounting standards, others: None

2) Changes in accounting policies other than 1) above: None

3) Changes in accounting-based estimates: None

4) Restatements: None

(4) Number of outstanding shares (common stock)

1) Number of outstanding shares at the end of the period (including treasury shares)

As of Jun. 30, 2025:	255,408,303 shares	As of Mar. 31, 2025:	255,408,303 shares
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2) Number of treasury shares at the end of the period

As of Jun. 30, 2025:	18,082,539 shares	As of Mar. 31, 2025:	18,121,226 shares
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3) Average number of shares outstanding during the period

Three months ended Jun. 30, 2025:	237,316,288 shares	Three months ended Jun. 30, 2024:	236,163,403 shares
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Note 1: Review of the attached quarterly financial statements by a certified public accountant or an auditing firm: None

Note 2: Cautionary statement with respect to forward-looking statements and other special items

Forecasts regarding future performance in these materials are based on assumptions judged to be valid and information currently available to the Company. These materials are not promises by the Company regarding future performance. Actual results may differ significantly from these forecasts for a number of factors. Please refer to “1. Qualitative Information on Quarterly Consolidated Financial Performance, (3) Explanation of Consolidated Forecasts and Other Forward-looking Statements” on page 5 of the attachments for forecast assumptions and notes of caution for usage.

## Contents of Attachments

1. Qualitative Information on Quarterly Consolidated Financial Performance	2
(1) Explanation of Results of Operations	2
(2) Explanation of Financial Position	5
(3) Explanation of Consolidated Forecasts and Other Forward-looking Statements	5
(4) Basic Policy Regarding Profit Distribution and Dividends for FY2025	6
2. Quarterly Consolidated Financial Statements and Notes	7
(1) Consolidated Balance Sheet	7
(2) Consolidated Statements of Income and Comprehensive Income	9
Consolidated Statement of Income	
For the Three-month Period	9
Consolidated Statement of Comprehensive Income	
For the Three-month Period	10
(3) Notes to Quarterly Consolidated Financial Statements	11
Going Concern Assumption	11
Significant Changes in Shareholders' Equity	11
Segment and Other Information	11
Notes on Consolidated Statement of Cash Flows	12
Subsequent Events	12

## 1. Qualitative Information on Quarterly Consolidated Financial Performance

### (1) Explanation of Results of Operations

During the first quarter of the fiscal year under review, the Japanese economy showed signs of a moderate recovery, including an upturn in personal consumption amid continued improvement in the employment and income environment. However, the outlook remains uncertain due to ongoing risks, including a potential economic downturn stemming from the impact of U.S. trade policy and continued price rises putting downward pressure on the Japanese economy.

Against this backdrop, the Sanrio Group is implementing a three-year medium-term management plan, “From Uncertain Growth to Stable and Perpetual Growth,” covering the fiscal year ended March 31, 2025 through the fiscal year ending March 31, 2027. We are progressing with each of three approaches: reviewing marketing and sales strategies to make Evergreen global IP; developing a foundation for global growth; and expanding IP portfolios and monetizing in multiple layers. In addition to various initiatives for Hello Kitty’s 50th anniversary in 2024, which boosted global recognition of Sanrio characters overall, the Group is continuing its strategy for a wide range of Sanrio characters in 2025 by strengthening marketing efforts focused on Kuromi, celebrating her 20th anniversary, and My Melody, marking her 50th anniversary, while working to further expand its market presence.

Domestic stores and theme parks saw an increase in the number of foreign tourists and domestic customers, contributing to higher sales, amid the growing popularity of Sanrio characters globally and the success of various initiatives. The licensing business, both in Japan and overseas, also grew substantially across all regions, particularly in North America and China, due to the continued strong performance of the strategy for a wide range of Sanrio characters. In addition, the popularity voting event 2025 Sanrio Character Awards (April 10–May 25) set a new record with 63.16 million votes cast. At the 2025 Japan International Exposition (Expo 2025 in Osaka), where Hello Kitty serves as a special supporter, collaborative products featuring the official Expo mascot Myaku-Myaku proved to be popular. Moreover, the number of members of Sanrio+, a membership service for all Sanrio Group members, reached around 2.76 million as of the end of June 2025.

As a result of these factors, net sales rose by 49.1% year-on-year to 43.0 billion yen. Operating profit increased 88.0% year-on-year to 20.1 billion yen, ordinary profit increased 72.6% year-on-year to 20.2 billion yen, and profit attributable to owners of parent increased 37.8% year-on-year to 14.1 billion yen.

Since the accounting period for all overseas consolidated subsidiaries runs from January to December, the first quarter under review for these subsidiaries covers the period from January to March 2025.

## Reportable Segment

(100 millions of yen)

	First three months of	Sales				Segment profit (operating profit)			
		FY2024	FY2025	Increase/ decrease	Change (%)	FY2024	FY2025	Increase/ decrease	Change (%)
Japan	Product sales/others	135	181	46	34.4	76	121	44	57.9
	Royalties	41	62	21	50.3				
	Total	177	244	67	38.1				
Europe	Product sales/others	0	0	0	23.1	0	6	5	528.9
	Royalties	6	21	14	207.5				
	Total	7	21	14	199.8				
North America	Product sales/others	4	6	1	28.4	11	27	15	133.4
	Royalties	42	51	9	22.5				
	Total	47	57	10	23.1				
Latin America	Product sales/others	0	0	0	95.7	1	2	1	106.2
	Royalties	3	6	2	89.1				
	Total	3	6	2	89.2				
Asia	Product sales/others	14	23	9	67.7	24	57	33	132.8
	Royalties	40	76	36	90.8				
	Total	54	100	46	84.8				
Adjustment		-	-	-	-	(8)	(13)	(5)	-
Consolidated	Product sales/others	154	212	57	37.3	107	201	94	88.0
	Royalties	134	218	84	62.7				
	Total	289	430	141	49.1				

Note: Regional subsidiaries overseas pay the amount of royalties commensurate as the cost of sales while the Japanese parent company (the copyright holder) calculates this income as sales. Because consolidated transactions are eliminated, however, these are not included in Japan's sales figures stated above (although included in segment profit (operating profit)).

Further, the above sales figures are "sales to customers," and the inter-segment sales, which are not limited to the above-mentioned royalties, are eliminated as internal transaction sales.

**i. Japan:** Net sales rose 38.1% year-on-year to 24.4 billion yen and operating profit rose 57.9% to 12.1 billion yen.

1. Product sales business/Licensing business

In the product sales business, Hello Kitty maintained its strong momentum, and the popularity of other characters increased as well, contributing to higher sales. These characters include Kuromi, celebrating her 20th anniversary; My Melody, marking her 50th anniversary; and Pompompurin, who won first place in the popularity voting event 2025 Sanrio Character Awards (April 10–May 25). At retail stores, the share of sales from foreign tourists remained high, at around 40%, while domestic customer numbers also rose. Both the average spending per customer and the total number of customers increased. Moreover, our efforts in recent years to improve store operations, including strengthening the supply system through automated ordering of standard products and increasing the number of checkout counters, have proved effective.

In the licensing business, the continued popularity of a wide range of Sanrio characters led to significant sales growth, driven by an increase in the number of products offered by major existing licensees and an extension of licensing agreements. Breaking it down by product category, items in high demand among inbound tourists, including souvenirs, traditional Japanese-pattern goods, and capsule toys, performed well, as did collaborative products linked to the 2025 Japan International Exposition (Expo 25 in Osaka). The Hello Kitty exhibition now touring Japan, titled "As I change, so does she" —held at the Okinawa Prefectural Museum & Art Museum (March 7–May 11) and the Fukuoka Art Museum (June 24–August 31)—has also contributed to raising brand awareness.

Operating profit rose due to an increase in sales.

2. Theme park business

Sanrio Puroland in Tama City, Tokyo, saw increased attendance thanks to a variety of seasonal events, including its first-ever workshop-style attraction CHALLENGE PURO (opened March 20), various initiatives featuring anniversary characters, and the Tanabata-themed Mignon fuwafuwa matsuri (June 6–July 8). Limited-edition products and themed food menus linked to these events also proved popular, leading to both higher visitor numbers and increased spending per guest, which contributed to overall sales growth.

Harmonyland in Oita Prefecture enjoyed an increase in visitor numbers, supported by the success of seasonal events such as “HARMONYLAND Flower Fantasy” (March 20–July 1), various initiatives celebrating character anniversaries, and favorable weather during the Golden Week holidays. In addition, products related to Kuromi’s 20th anniversary and My Melody’s 50th drew significant attention.

Operating profit reached a new record-high as a result of the significant rise in sales, despite an increase in SG&A expenses due to the strengthening of the staffing system and costs for repairs.

**ii. Europe:** Net sales rose 199.8% year-on-year to 2.1 billion yen and operating profit rose 528.9% year-on-year to 0.6 billion yen.

In the licensing business, sales rose significantly, driven by the continued strategy of featuring a wide range of Sanrio characters and successful initiatives with global brands. In particular, growth was led by the apparel category, which benefited from partnerships with major fast fashion brands in various European countries, and the toy category, which also featured a wide range of Sanrio characters.

Operating profit increased due to sales growth.

**iii. North America:** Net sales rose 23.1% year-on-year to 5.7 billion yen and operating profit rose 133.4% year-on-year to 2.7 billion yen.

The licensing business saw significant sales growth in the toy, apparel, and digital categories. In the toy category, plush toys and other products developed through collaborations with major toy manufacturers and popular American characters performed strongly. The apparel category expanded its product lineup for the mass market (such as large retail chains) through initiatives with existing licensees. Meanwhile the digital category helped enhance brand awareness for a wide range of Sanrio characters through game content on major platforms.

Additionally, as part of its initiatives to enhance brand value, the Group conducted collaborative projects with high-end brands. To expand customer touchpoints, it held events in partnership with professional sports leagues, including MLB (baseball), NHL (hockey), and NBA (basketball).

Operating profit rose due to an increase in sales, despite a higher marketing expenses.

**iv. Latin America:** Net sales rose 89.2% year-on-year to 0.6 billion yen and operating profit rose 106.2% year-on-year to 0.2 billion yen.

In Latin America as a whole, the licensing business performed well in the categories of apparel, health & beauty, stationery, accessories and corporate special sales. Moreover, characters other than Hello Kitty grew in popularity, including Kuromi, which is celebrating its 20th anniversary, and My Melody, which is marking its 50th.

In Mexico, the stationery category, which includes desk supplies for children and teenagers, performed well, as did the corporate special sales category, which featured marathon events for women and children. In Brazil, the health & beauty category performed strongly, driven by the success of a lip balm developed in collaboration with the country’s largest pharmaceutical company. Additionally, a restaurant themed around Sanrio characters attracted attention with its exclusive My Melody menu. In Chile, both the stationery and apparel categories showed robust growth. In Peru, sales were driven by the accessories and apparel categories.

Operating profit increased due to sales growth.

**v. Asia:** Net sales rose 84.8% year-on-year to 10.0 billion yen and operating profit rose 132.8% to 5.7 billion yen.

In China, licensing business sales in the toys & hobby, apparel and accessories and household product categories were strong. The popularity of Hello Kitty, which celebrated its 50th anniversary with various initiatives in the previous fiscal year, remained strong. Meanwhile, characters such as Kuromi and Cinnamoroll also saw increased popularity. Growing attention to other characters, including Hangyodon and My Sweet Piano, further contributed to the success of the strategy for a wide range of Sanrio characters. In the product sales business, strong performances at existing stores and the opening of new locations led to a significant increase in sales.

In South Korea, the health & beauty category in the licensing business performed well; however, overall sales declined due to an economic slowdown caused by political instability and the bankruptcy of a major general merchandise supermarket.

In Taiwan, the licensing business performed well in the toy and apparel categories. In addition, the strategic deployment of a wide range of Sanrio characters proved successful. Notably, the popularity of Kuromi has surged, leading to significant sales growth.

In the Hong Kong and Macau region, the licensing business saw growth in sales, driven by the success of the corporate special sales category, which implemented initiatives in collaboration with financial institutions and local governments.

In Southeast Asia, sales of the licensing business were driven by multi-regional expansion through toy licensees. By category, in addition to a strong performance in the toys category, the corporate special sales category also performed well, contributing to sales growth. While Hello Kitty maintained its strong momentum, the popularity of other characters, including Kuromi, My Melody, and Cinnamoroll, also grew.

Operating profit increased due to sales growth across Asia.

## **(2) Explanation of Financial Position**

At the end of the first quarter of the current fiscal year, total assets stood at 196.8 billion yen, a decrease of 5.5 billion yen from the end of the previous fiscal year. The main increases were 1.1 billion yen in merchandise and finished goods and 0.9 billion yen in other current assets. The main decreases were 5.4 billion yen in cash and deposits and 2.3 billion yen in accounts receivable-trade.

Liabilities decreased 9.6 billion yen from the end of the previous fiscal year to 85.1 billion yen. The main increases were 0.7 billion yen in notes and accounts payable-trade and 0.6 billion yen in provision for bonuses. The main decreases were 4.1 billion yen in income taxes payable, 3.3 billion yen in long- and short-term borrowings, bonds payable (including current portion of bonds payable) and convertible-bond-type bonds with share acquisition rights and 3.6 billion yen in other current liabilities.

Net assets increased 4.0 billion yen from the end of the previous fiscal year to 111.6 billion yen. The main increase was 6.3 billion yen in retained earnings. The main decrease was 2.2 billion yen in foreign currency translation adjustment.

As a result, the equity ratio was 56.4%, up 3.5 percentage points from the end of the previous fiscal year.

## **(3) Explanation of Consolidated Forecasts and Other Forward-looking Statements**

In the first quarter of the current fiscal year, domestic stores and theme parks saw an increase in the number of foreign tourists and domestic customers, contributing to higher sales, amid the growing popularity of Sanrio characters globally and the success of various initiatives. The licensing business, both in Japan and overseas, also grew substantially across all regions, particularly in North America and China, due to the continued strong performance of the strategy for a wide range of Sanrio characters. As a result of these factors, operating profit rose significantly and profit attributable to owners of parent was above the initial plan.

In the second quarter of the fiscal year, sales are expected to continue growing and profits to remain strong. Accordingly, we have revised the consolidated earnings forecast for the first half announced on May 13, 2025.

We have incorporated the upwards revision of the first-half forecast into the full-year forecast and have revised the full-year consolidated earnings forecast. From the third quarter onward, the forecast is based on the figures announced on May 13, 2025, taking into account revisions to exchange rates and consolidated accounting.

Please refer to the “Notice Regarding Revisions to Forecasts for First Half and Full Year for the Fiscal Year Ending March 31, 2026” announced today.

We will continue to closely monitor the economic environment and market trends while striving to appropriately disclose our earnings forecasts.

**(4) Basic Policy Regarding Profit Distribution and Dividends for FY2025**

The Company considers distributing earnings to shareholders to be one of the Sanrio Group's highest priorities. As a result of the upward revision of the earnings forecast based on recent business trends, profit attributable to owners of parent amounting to 24.7 billion yen for the first half and 47.5 billion yen for the full year are now expected to be recorded. The Company has adjusted the dividends payable at the end of the second quarter and at year-end to 30 yen per share, up 3 yen from the previous forecast of 27 yen per share. Accordingly, the annual dividend will be 60 yen per share, up 6 yen from the previous forecast of 54 yen per share.

We will continue striving to improve business performance in order to consistently return profits to our shareholders, and we ask for your continued support.



**2. Quarterly Consolidated Financial Statements and Notes****(1) Consolidated Balance Sheet**

(Millions of yen)

	FY2024 (As of Mar. 31, 2025)	First quarter of FY2025 (As of Jun. 30, 2025)
<b>Assets</b>		
Current assets		
Cash and deposits	118,976	113,493
Notes receivable-trade	253	351
Accounts receivable-trade	22,361	20,031
Merchandise and finished goods	7,250	8,403
Work in process	29	5
Raw materials and supplies	460	411
Other accounts receivable	351	417
Other	2,211	3,140
Allowance for doubtful accounts	(196)	(142)
Total current assets	151,698	146,112
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	3,971	4,118
Land	6,300	6,296
Other, net	6,546	6,557
Total property, plant and equipment	16,818	16,972
Intangible assets	3,595	4,040
Investments and other assets		
Investment securities	7,558	7,552
Retirement benefit asset	16,192	16,335
Deferred tax assets	2,617	1,754
Other	4,077	4,215
Allowance for doubtful accounts	(152)	(176)
Total investments and other assets	30,293	29,682
Total non-current assets	50,707	50,695
Deferred assets	0	-
Total assets	202,406	196,808
<b>Liabilities</b>		
Current liabilities		
Notes and accounts payable-trade	5,420	6,121
Short-term borrowings	6,916	4,875
Income taxes payable	9,547	5,386
Contract liabilities	6,170	6,291
Provision for bonuses	1,267	1,900
Provision for shareholder benefit program	106	29
Provision for point card certificates	15	14
Other	19,833	16,144
Total current liabilities	49,277	40,764
Non-current liabilities		
Convertible-bond-type bonds with share acquisition rights	28,312	28,156
Long-term borrowings	5,023	3,831
Retirement benefit liability	1,027	1,019
Other	11,157	11,423
Total non-current liabilities	45,521	44,430
Total liabilities	94,798	85,195

	(Millions of yen)	
	FY2024	First quarter of FY2025
	(As of Mar. 31, 2025)	(As of Jun. 30, 2025)
Net assets		
Shareholders' equity		
Share capital	10,261	10,261
Capital surplus	4,638	4,700
Retained earnings	93,238	99,598
Treasury shares	(17,630)	(17,592)
Total shareholders' equity	90,508	96,968
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	785	766
Foreign currency translation adjustment	8,154	5,947
Remeasurements of defined benefit plans	7,583	7,314
Total accumulated other comprehensive income	16,522	14,028
Non-controlling interests	576	616
Total net assets	107,608	111,613
Total liabilities and net assets	202,406	196,808

**(2) Consolidated Statements of Income and Comprehensive Income****Consolidated Statement of Income  
(For the Three-month Period)**

	(Millions of yen)	
	First three months of FY2024 (Apr. 1, 2024 – Jun. 30, 2024)	First three months of FY2025 (Apr. 1, 2025 – Jun. 30, 2025)
Net sales	28,911	43,097
Cost of sales	6,758	8,331
Gross profit	22,153	34,765
Selling, general and administrative expenses	11,406	14,567
Operating profit	10,746	20,198
Non-operating income		
Interest income	344	223
Interest on securities	56	56
Dividend income	6	28
Foreign exchange gains	376	-
Gain on investments in investment partnerships	161	20
Other	104	49
Total non-operating income	1,049	378
Non-operating expenses		
Interest expenses	43	42
Foreign exchange losses	-	170
Commission expenses	41	47
Settlement expenses	-	97
Other	7	12
Total non-operating expenses	91	370
Ordinary profit	11,704	20,205
Extraordinary income		
Gain on sale of non-current assets	0	0
Total extraordinary income	0	0
Extraordinary losses		
Loss on disposal of non-current assets	6	33
Total extraordinary losses	6	33
Profit before income taxes	11,698	20,171
Income taxes-current	4,139	4,618
Income taxes-deferred	(2,776)	1,277
Total income taxes	1,363	5,896
Profit	10,335	14,275
Profit attributable to non-controlling interests	38	85
Profit attributable to owners of parent	10,296	14,190

**Consolidated Statement of Comprehensive Income**  
**(For the Three-month Period)**

	(Millions of yen)	
	First three months of FY2024 (Apr. 1, 2024 – Jun. 30, 2024)	First three months of FY2025 (Apr. 1, 2025 – Jun. 30, 2025)
Profit	10,335	14,275
Other comprehensive income		
Valuation difference on available-for-sale securities	408	(19)
Foreign currency translation adjustment	2,279	(2,231)
Remeasurements of defined benefit plans	(170)	(268)
Total other comprehensive income	2,517	(2,519)
Comprehensive income	12,852	11,755
Total comprehensive income attributable to:		
Owners of parent	12,798	11,695
Non-controlling interests	54	59

**(3) Notes to Quarterly Consolidated Financial Statements****Going Concern Assumption**

Not applicable.

**Significant Changes in Shareholders' Equity**

Not applicable.

**Segment and Other Information****I. First three months of FY2024 (Apr. 1, 2024 – Jun. 30, 2024)****1. Information related to sales and profit or loss for each reportable segment** (Millions of yen)

	Reportable segment						Adjustment (Note 1)	Amounts shown on consolidated statement of income (Note 2)
	Japan	Europe	North America	Latin America	Asia	Total		
Sales								
Customers	17,712	715	4,702	333	5,447	28,911	-	28,911
(Royalty income)	( 4,179)	( 685)	( 4,205)	( 326)	( 4,017)	( 13,415)	( -)	( 13,415)
Inter-segment	5,366	29	28	25	950	6,401	(6,401)	-
(Royalty income)	( 5,074)	( 0)	( -)	( -)	( -)	( 5,075)	( 5,075)	( -)
Total	23,079	745	4,731	359	6,397	35,312	(6,401)	28,911
Segment profit	7,686	98	1,178	121	2,488	11,572	(826)	10,746

Notes: 1. The minus 826 million yen adjustment to segment profit is the sum of eliminations for inter-segment transactions and unallocated operating expenses that are mostly general and administrative expenses that cannot be assigned to any particular segment.

2. Segment profit is adjusted to be consistent with operating profit shown on the consolidated statement of income.

**2. Information related to impairment losses on non-current assets, goodwill, etc. for each reportable segment**

Not applicable.

**II. First three months of FY2025 (Apr. 1, 2025 – Jun. 30, 2025)****1. Information related to sales and profit or loss for each reportable segment** (Millions of yen)

	Reportable segment						Adjustment (Note 1)	Amounts shown on consolidated statement of income (Note 2)
	Japan	Europe	North America	Latin America	Asia	Total		
Sales								
Customers	24,468	2,145	5,788	631	10,065	43,097	-	43,097
(Royalty income)	( 6,282)	( 2,108)	( 5,149)	( 618)	( 7,667)	( 21,826)	( -)	( 21,826)
Inter-segment	7,132	62	44	29	1,684	8,953	(8,953)	-
(Royalty income)	( 6,574)	( 3)	( -)	( -)	( -)	( 6,577)	( 6,577)	( -)
Total	31,600	2,207	5,833	660	11,749	52,051	(8,953)	43,097
Segment profit	12,138	616	2,750	251	5,794	21,551	(1,352)	20,198

Notes: 1. The minus 1,352 million yen adjustment to segment profit is the sum of eliminations for inter-segment transactions and unallocated operating expenses that are mostly general and administrative expenses that cannot be assigned to any particular segment.

2. Segment profit is adjusted to be consistent with operating profit shown on the consolidated statement of income.

**2. Information related to impairment losses on non-current assets, goodwill, etc. for each reportable segment**

Not applicable.

**Notes on Consolidated Statement of Cash Flows**

The Consolidated Statement of Cash Flows for the first three months of FY2025 has not been prepared. Depreciation (includes amortization expenses related to intangible assets) for the first three months of each fiscal year are as follows.

	(Millions of yen)	
	First three months of FY2024 (Apr. 1, 2024 – Jun. 30, 2024)	First three months of FY2025 (Apr. 1, 2025 – Jun. 30, 2025)
Depreciation	495	631

**Subsequent Events****Disposal of Treasury Shares as Restricted Stock Remuneration**

The Company approved the disposal of treasury shares as restricted stock remuneration at the Board of Directors meeting held on July 18, 2025,

## 1. Overview of the Disposal

(1)	Disposal date	August 8, 2025
(2)	Class and number of shares to be disposed of	Common shares of the Company: 16,900 shares
(3)	Disposal price	6,249 yen per share
(4)	Total disposal amount	105,608,100 yen
(5)	Planned share recipients	Sanrio Directors (excluding Directors serving as Audit and Supervisory Committee members, and Outside Directors): 3 individuals, 16,900 shares
(6)	Other	The Company has submitted an extraordinary report on the disposal of treasury shares in accordance with the Financial Instruments and Exchange Act.

## 2. Purpose and Reasons for the Disposal

The Company decided at the Board of Directors meeting held on May 19, 2021, to introduce a restricted stock remuneration plan (“the Plan”) as a new remuneration program for its Directors (excluding Outside Directors) to provide them with incentives to achieve sustainable increases in Sanrio’s corporate value and to encourage Sanrio’s Directors and shareholders to further share values. This plan was approved at the 61st Ordinary General Meeting of Shareholders held on June 24, 2021, with approval granted for an annual maximum of 150 million yen in claims for monetary remuneration paid as monetary remuneration to Sanrio Directors to serve as capital funds for the acquisition of restricted stock based on this Plan. Shareholders also approved a transfer restriction period for the restricted stock as the period from the date of allotment to the date on which Sanrio Director in question resigns or retires from their position as a Director of the Company. At the 64th Ordinary General Meeting of Shareholders held on June 27, 2024, in order to grant restricted stock based on this plan, approval was given to revisions allowing up to 200 million yen per year to be paid in total claims for monetary remuneration and a total of up to 100,000 common shares annually to be issued or disposed of by the Company.

At the 65th Ordinary General Meeting of Shareholders held on June 26, 2025, following approval to transition to a company with an Audit and Supervisory Committee, shareholders also approved the establishment of a new framework under the Plan, separate from the existing compensation limits. Under this framework, Sanrio’s Directors (excluding Directors serving as Audit and Supervisory Committee members and Outside Directors; hereinafter, “Eligible Directors”) may be granted shares of Sanrio common stock through issuance or disposal by the Company. Shareholders approved that the total number of shares of Sanrio common stock to be issued or disposed of under this framework shall be no more than 100,000 shares per year, and the total amount of monetary compensation claims shall be no more than 200 million yen per year. In connection with such issuance or disposal, the Company and each Eligible Director are required to enter into a restricted stock allotment agreement

*This financial report is solely a translation of “Kessan Tanshin” (in Japanese, including attachments), which has been prepared in accordance with accounting principles and practices generally accepted in Japan, for the convenience of readers who prefer an English translation.*