

First Quarter of FY ending 3/2026 Financial Results





Summary

- Consolidated net sales and operating profit for the first quarter of FY3/2026 exceeded initial forecasts and marked a record high for quarterly sales.
- Following the anniversary campaigns for Hello Kitty, a wide range of anniversary campaigns for Sanrio characters performed well, and supported continued strong performance.
- Revised full-year forecasts upward in light of strong Q1 results

Summary for 1Q of FY 3/2026

Sales: 43.0 billion yen (up 49.1% YoY) Operating profit: 20.1 billion yen (up 88.0% YoY)

- Compared with the initial forecast, net sales in the first quarter increased 49.1% year on year, exceeding initial expectations, mainly due to growth in Product Sales and Licensing in Japan. SG&A expenses fell below the initial forecast, resulting in an 88.0% year-on-year increase in operating profit to 20.1 billion yen.
- Collaborations with major licensees featuring multiple characters drove strong performance in the domestic Product Sales and Licensing businesses. The domestic Product Sales and Theme Park businesses saw a year-on-year increase in customer traffic and average spend per person, supported by an increase in domestic visitors and sustained strong inbound demand.
- Performance in the overseas Licensing Business remained strong, driven by increased character recognition through digital touchpoints, which supported broader use in apparel, toys, and other products. Growth in China was a key contributor.
- The 40th Sanrio character ranking (2025) attracted a record-high number of votes cast at more than 63.16 million votes, up 10.7% from the previous year, with the increase in overseas votes contributing to this result. This strong engagement further accelerated fan loyalty.
- Consolidation adjustments due to differences in accounting period had a positive impact of 2.0 billion yen on operating profit.

Forecasts for FY3/2026

Sales: 168.8 billion yen (up 16.5 % YoY) Operating profit: 67.3 billion yen (up 29.9 % YoY)

- Revised the full-year forecast upward based on the favorable trend in Q1 performance.
- Raised the annual dividend to 60 yen (Interim: 30 yen; year-end: 30 yen).
- Revised first-half earnings forecast after Q1 results exceeded initial expectations, including updated outlook for Q2
- Maintained initial second-half forecast due to uncertainty over U.S. tariff policies; reflected only upward revisions to first-half results in full-year forecast
- Consolidation adjustments due to differences in accounting period are expected to have a negative impact of 0.7 billion yen on operating profit FY3/2026.

Notes: Figures are rounded down to the nearest one million yen. Percentages are rounded to the nearest tenth of a percent.

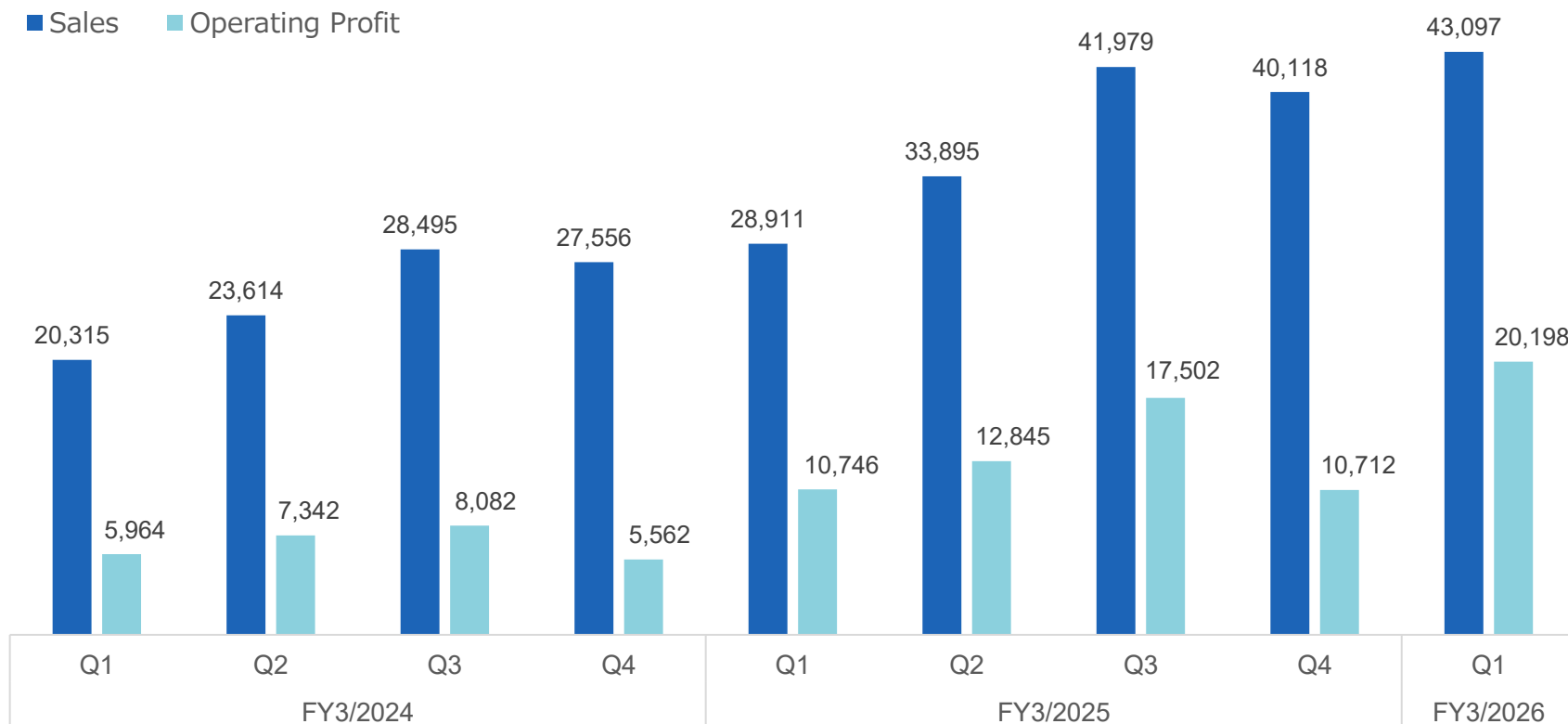
From the third quarter onward, the figures reflect adjustments based on changes to the assumed exchange rate and consolidated accounting assumptions, as announced on May 13, 2025.



Consolidated Financial Results Trend (Sales and OP)

Sales and operating profit both reaching record highs for quarterly performance

[JPY: Million]



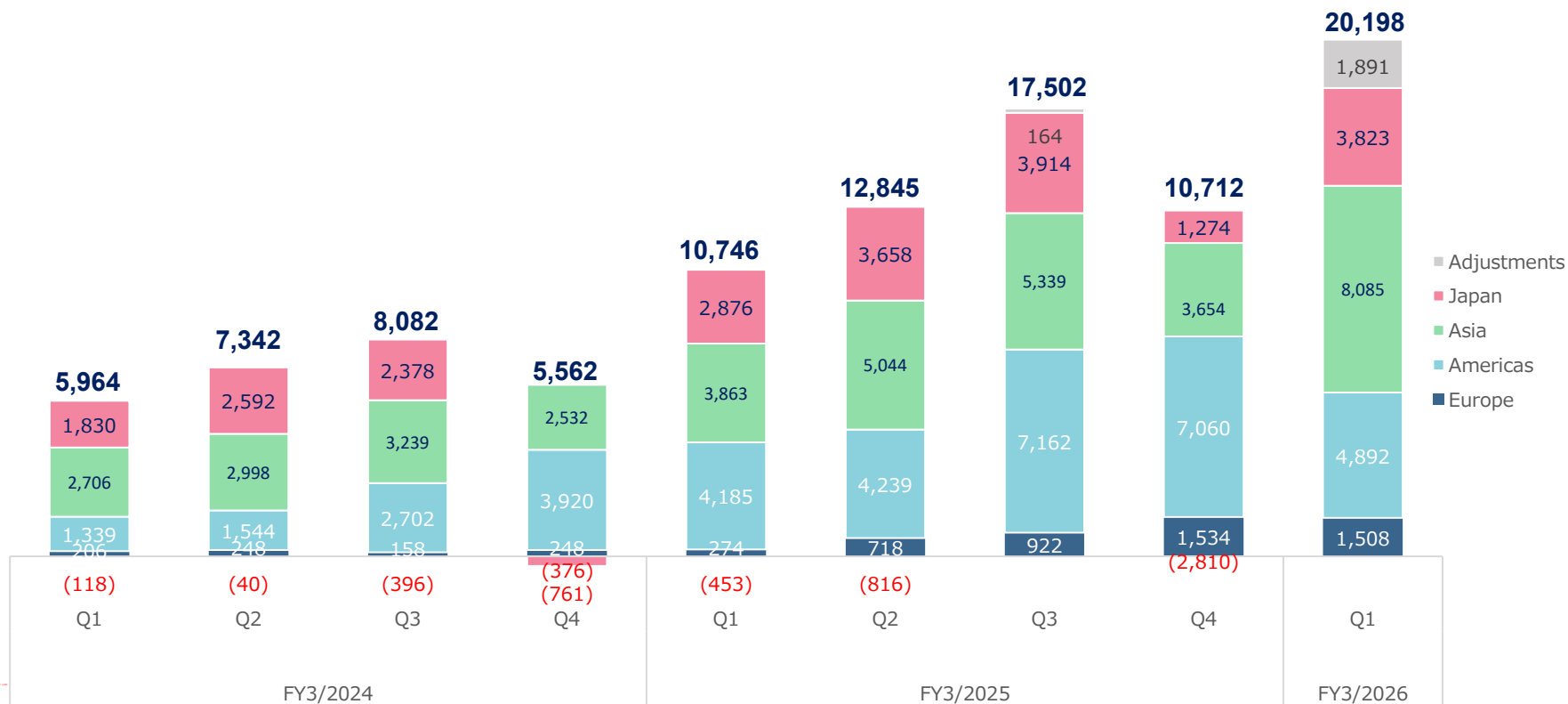
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Contribution profit trend in overseas regions

**Expansion in Chinese markets drove overall growth of the Group.
Growing popularity of Hello Kitty, Kuromi and other Sanrio characters drove the success of the wide-range characters strategies.**

[JPY: Million]



Notes: Figures are rounded down to the nearest one million yen. Percentages are rounded to the nearest tenth of a percent.

Overseas subsidiaries pay fees proportional to their royalty income to the Japanese parent company, the copyright holder, as cost of sales, which is recorded as sales by the parent company. In order to see the actual amount of value created by Overseas Business, Sanrio uses "contribution profit," which is calculated by adding the amount of royalty payments to the HQ to the operating profit of overseas subsidiaries, as an indicator unique to Sanrio.



Consolidated Financial Results for Full Year

(JPY: Million)	1Q FY3/2025	1Q FY3/2026	Increase Decrease	Change
Sales	28,911	43,097	14,186	49.1%
Gross Profit	22,153	34,765	12,612	56.9%
Gross Profit Margin	76.6%	80.7%	4.1pt	-
EBITDA	11,242	20,829	9,587	85.3%
EBITDA Margin	38.9%	48.3%	9.4pt	-
Operating Profit	10,746	20,198	9,451	88.0%
OP Margin	37.2%	46.9%	9.7pt	-
Ordinary Profit	11,704	20,205	8,500	72.6%
Net Profit attributable to owners of parent	10,296	14,190	3,893	37.8%

Notes: Figures are rounded down to the nearest one million yen. Percentages are rounded to the nearest tenth of a percent.



Breakdown by Reportable Segment

[JPY: Million]

Segment	1Q FY3/2025	1Q FY3/2026	Increase Decrease	Change
Sales	28,911	43,097	14,186	49.1%
Japan	23,079	31,600	8,521	36.9%
Europe	745	2,207	1,462	196.2%
Americas	5,090	6,493	1,402	27.6%
Asia	6,397	11,749	5,351	83.7%
Adjustment	(6,401)	(8,953)	(2,551)	-
Royalty	13,415	21,826	8,411	62.7%
Japan	9,253	12,856	3,603	38.9%
Europe	686	2,111	1,425	207.6%
Americas	4,532	5,767	1,235	27.3%
Asia	4,017	7,667	3,650	90.8%
Adjustment	(5,075)	(6,577)	(1,502)	-
Operating profit	10,746	20,198	9,451	88.0%
Japan	7,686	12,138	4,452	57.9%
Europe	98	616	518	528.9%
Americas	1,300	3,002	1,701	130.8%
Asia	2,488	5,794	3,305	132.8%
Adjustment	(826)	(1,352)	(526)	-
Contribution Profit	10,746	20,198	9,451	88.0%
Japan	2,876	3,822	946	32.9%
Europe	274	1,507	1,233	449.2%
Americas	4,185	4,891	706	16.9%
Asia	3,863	8,085	4,221	109.3%
Adjustment	(453)	1,890	2,343	-

Notes: Figures are rounded down to the nearest one million yen. Percentages are rounded to the nearest tenth of a percent.

Contribution profit = Operating profit + Royalty payment to the HQ, on the other hand, Japan calculates by deducting royalty income from overseas regions.

In Americas(North America), consolidation adjustments due to differences in accounting period had a positive impact of 0.6 billion yen on operating profit.

In Asia (China), consolidation adjustments due to differences in accounting period had a positive impact of 1.4 billion yen on operating profit.



Details by Segment: Japan (Sales and OP)

Sales and profit increased in Product Sales and Licensing in Japan, driven by success of collaboration initiatives with Expo 2025 Osaka Kansai and other high brand value partners

	Sales				Operating Profit				[JPY: Million]
	1Q FY3/2025	1Q FY3/2026	Increase (Decrease)	Change (%)	1Q FY3/2025	1Q FY3/2026	Increase (Decrease)	Change (%)	
Sanrio Company (HQ)	19,313	27,773	8,459	43.8%	6,267	10,190	3,922	62.6%	
Product Sales	10,014	14,765	4,750	47.4%	1,625	3,336	1,710	105.2%	
License Business	4,099	6,339	2,239	54.6%	3,468	5,645	2,176	62.8%	
Global Business	5,227	6,701	1,474	28.2%	5,017	6,471	1,454	29.0%	
Other	(28)	(33)	(5)	-	(744)	(1,182)	(438)	-	
Adjustment (HQ cost center expenses, etc.)	-	-	-	-	(3,099)	(4,080)	(980)	-	
Sanrio Entertainment	3,408	4,181	772	22.7%	544	789	245	45.0%	
Sanrio Puroland	2,777	3,374	596	21.5%	537	687	149	27.8%	
Harmonyland	631	807	176	27.9%	6	102	95	1412.7%	
Other	1,076	257	(819)	(76.1%)	149	(13)	(163)	(108.8%)	
Subtotal	23,799	32,212	8,412	35.3%	6,962	10,967	4,004	57.5%	
Adjustment (Intra-segment)	(720)	(611)	108	-	723	1,171	447	61.9%	
Total	23,079	31,600	8,521	36.9%	7,686	12,138	4,452	57.9%	
Adjustment (Inter-segment)	(5,366)	(7,132)	(1,765)	-					
Sales to customers	17,712	24,468	6,755	38.1%					

Sanrio Company

- The Product Sales business saw growth in domestic customer traffic at physical stores, as well as continued strong inbound demand. Both average spend per customer and total customer volume increased.
- A wide range of character products continued to perform well, supported by strong demand in Japan and overseas. A collaboration product line featuring Chiikawa, a popular character that originated on social media, also contributed significantly.
- The Licensing business saw a significant year-on-year increase in domestic performance. This result was mainly due to the collaboration between Hello Kitty, a special supporter of the Expo 2025 Osaka Kansai, and the official Expo character Myaku-Myaku generated a strong response. Strategies targeting high-value brand partners and a wide range of Sanrio characters also remained effective.
- Overseas operations were supported by increased royalty income, particularly from China. Character usage expanded across a broader lineup of characters, including Kuromi.
- Significant revenue growth in all businesses, including the Product Sales and Licensing, led to profitability, despite SG&A expenses increased stemming from personnel expansion and related expenses

Sanrio Entertainment

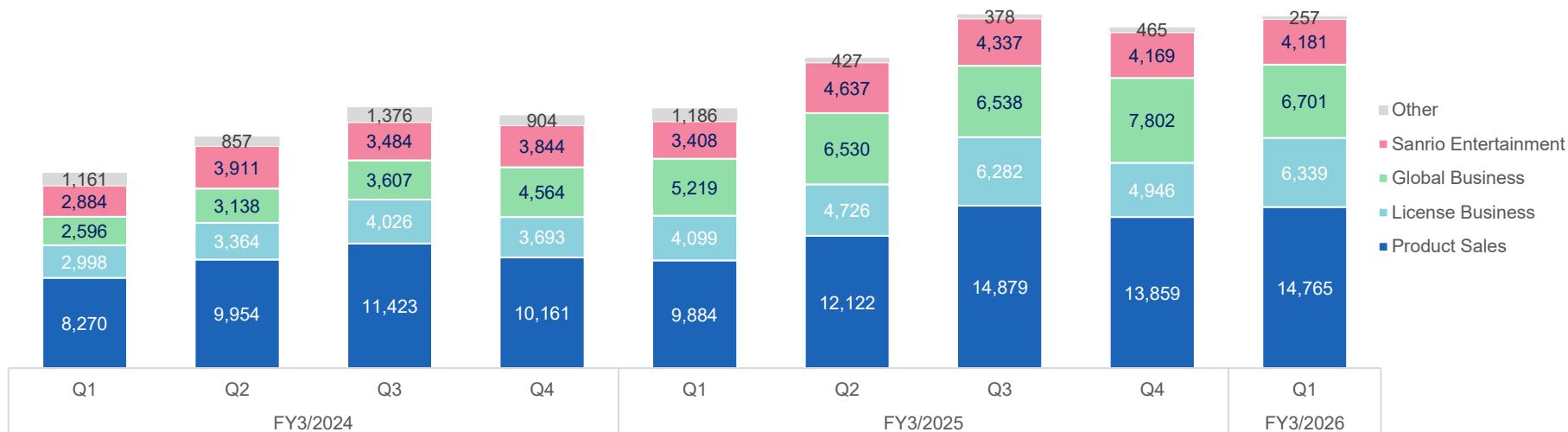
- Sanrio Puroland attracted visitors with various initiatives featuring anniversary characters and seasonal events. Limited-edition products and meal menus in the theme park also gained popularity, leading to an increase in park traffic and spend per customer.
- Harmonyland attracted attention for merchandise related to My Melody's 50th anniversary and Kuromi's 20th anniversary. Seasonal events and other initiatives were also effective. Favorable weather during the Golden Week holidays also supported a further rise in visitor numbers.
- Sales and profit increased year on year despite higher SG&A expenses stemming from personnel expansion and maintenance work. This result was driven by record-high ticket prices and average customer spend, including in-park dining.

Notes: Figures are rounded down to the nearest million yen. Percentages are rounded to the nearest tenth of a percent.

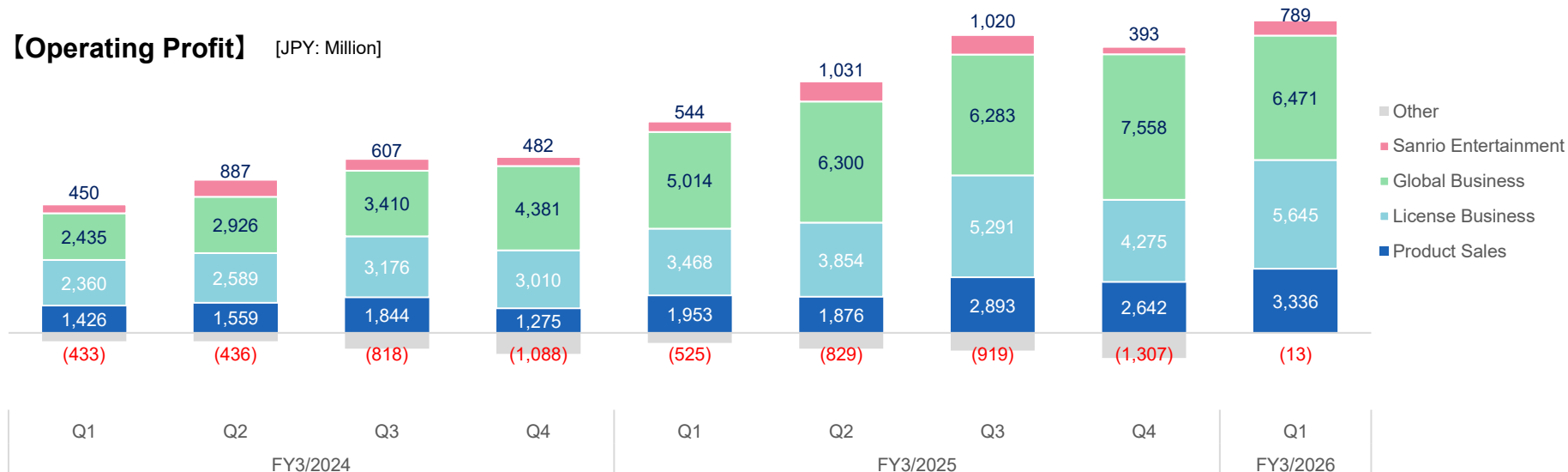


Quarterly Trend by Segment: Japan (Sales and OP)

【Sales】 [JPY: Million]



【Operating Profit】 [JPY: Million]



Notes: Figures are rounded down to the nearest one million yen.

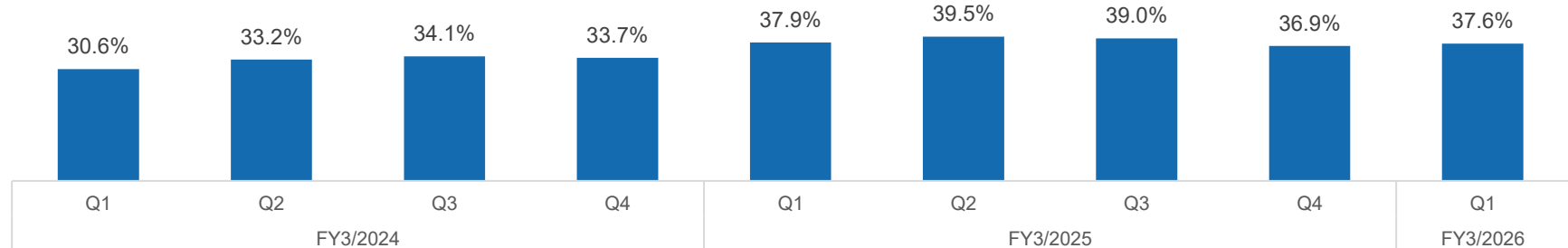
"Other" includes domestic subsidiaries and new businesses. Figures exclude adjustments.



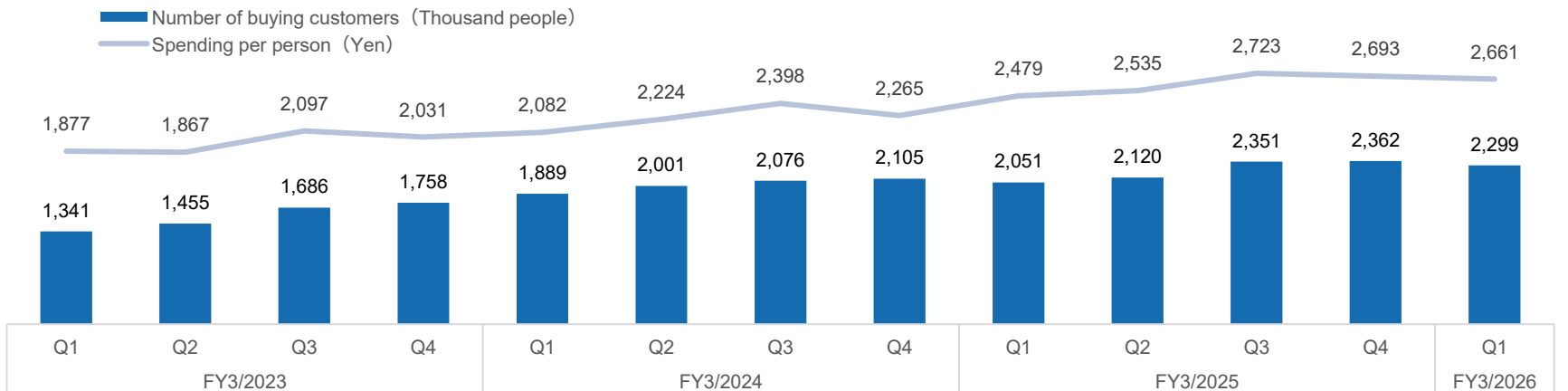
Details by Segment: Japan (Product sales)

In response to the expansion of fan bases overseas, inbound demand remains high, particularly in Asia

[Ratio of inbound sales to total sales (%)]



Increase in the number of purchasers and spending per person due to higher inbound demand.

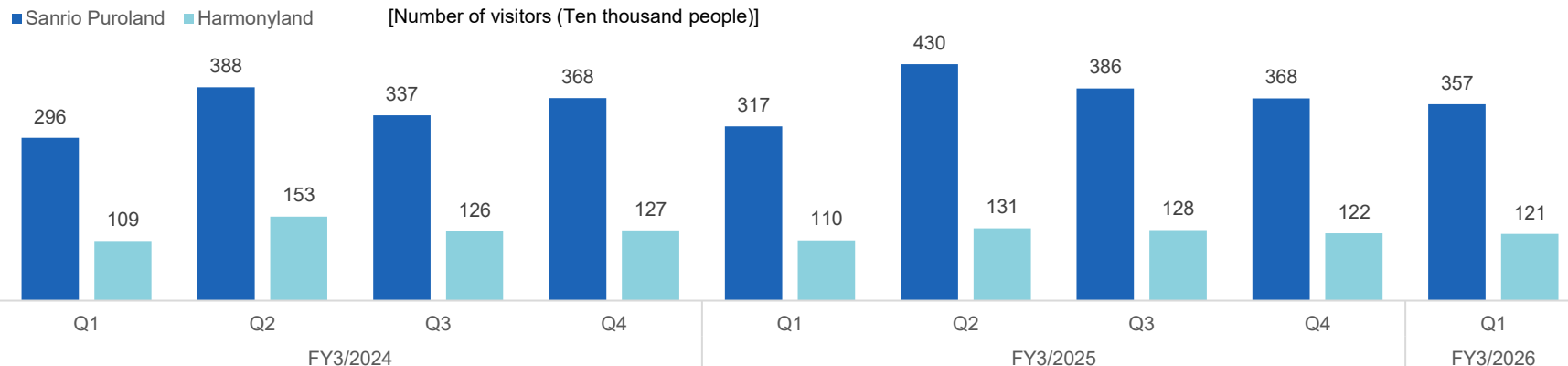


Notes: The inbound sales figures were counted from a total of existing stores (directly managed stores and consignment stores) out of stores in Japan (excluding directly managed stores in department stores, etc.) until FY3/2024. However, from FY3/2025 onward, the numbers of directly managed stores and consignment stores include all stores. The number of buying customers and spending per person were counted from all stores in Japan.
138 stores: 70 directly managed stores, 29 consignment stores, 39 directly managed stores in department stores

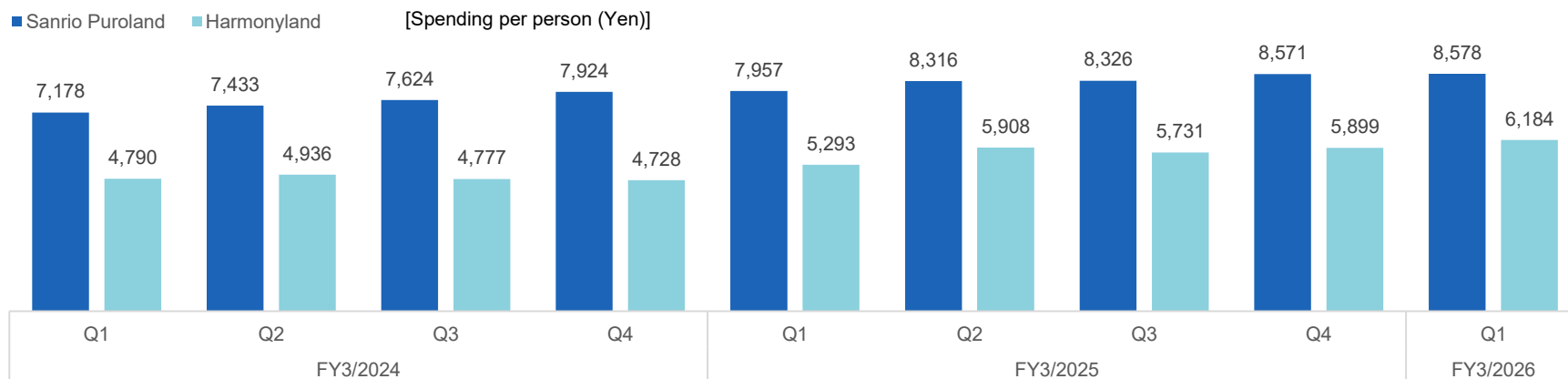


Details by Segment: Japan (Sanrio Entertainment Co., Ltd.)

Sanrio Puroland saw a year-on-year increase customer traffic to the park from Japan and overseas, driven by new attractions and various initiatives featuring anniversary character measures. Harmonyland also performed well, thanks to the good weather on Japan's public holidays in May. Both parks saw an increase in visitor numbers compared to the same period last year.



Achieved a record-high spending per person, driven by limited-edition products and higher ticket prices.





Details by Segment: Overseas (Sales and OP)

In China, the growing popularity of Hello Kitty, Kuromi and other Sanrio characters continued to drive performance, particularly in the Licensing business. Our multi-character strategy continued to perform well in Europe and the U.S., with particularly in the apparel and toy categories.

	Sales				Operating Profit				[JPY: Million]
	1Q FY3/2025	1Q FY3/2026	Increase (Decrease)	Change (%)	1Q FY3/2025	1Q FY3/2026	Increase (Decrease)	Change (%)	
Europe	745	2,207	1,462	196.2%					
Royalty	686	2,111	1,425	207.6%	98	616	518	528.9%	
Americas	5,090	6,493	1,402	27.6%					
Royalty	4,532	5,767	1,235	27.3%	1,300	3,002	1,701	130.8%	
North America	4,731	5,833	1,101	23.3%	1,178	2,750	1,572	133.4%	
Royalty	4,205	5,149	944	22.5%					
South America	359	660	301	83.8%	121	251	129	106.2%	
Royalty	326	618	291	89.1%					
Asia	6,397	11,749	5,351	83.7%					
Royalty	4,017	7,667	3,650	90.8%	2,488	5,794	3,305	132.8%	

Europe

The strategy of featuring a wide range of Sanrio characters proved successful, significantly increasing sales and operating profit, particularly in the apparel and toy categories.

Americas

- Increased sales in North America were driven primarily by the apparel and toy categories. The game called Hello Kitty Island Adventure also performed well, and the popularity increased for other Sanrio characters, including Kuromi and Cinnamoroll.
- In South America, the apparel category continued to perform well. The popularity of a My Melody limited-time menu at a Sanrio character-themed restaurant helped boost awareness of My Melody, Kuromi, and other characters, leading to broader product placement across categories

Asia

- In China, the Licensing business continued to perform well due to the growing popularity of Hello Kitty, Kuromi and other Sanrio characters. Expansion into Nanjing Road and other central locations in Shanghai further accelerated higher brand visibility.
- Sales and profit increased across other Asian markets due to the acquisition of new licensing deals, stemming from multi-region deployments and successful multi-character strategies through general merchandise licensees

Notes: Figures are rounded down to the nearest million yen. Percentages are rounded to the nearest tenth of a percent.

Sales by region includes the amount of internal trading between consolidated entities. Operating profit calculated after payment of master license fee to the HQ.

In Americas(North America), consolidation adjustments due to differences in accounting period had a positive impact of 0.6 billion yen on operating profit.

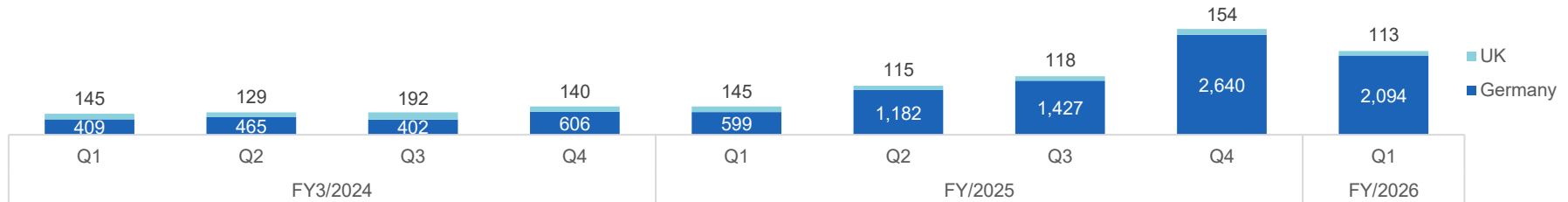
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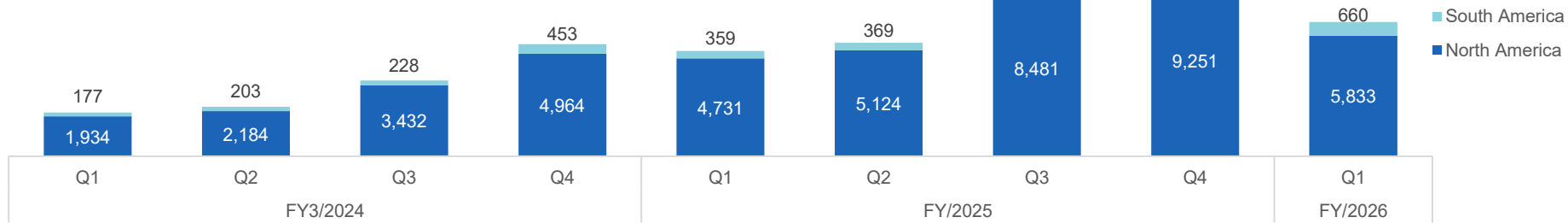
Quarterly Trend by Segment: Overseas (Sales)

[JPY: Million]

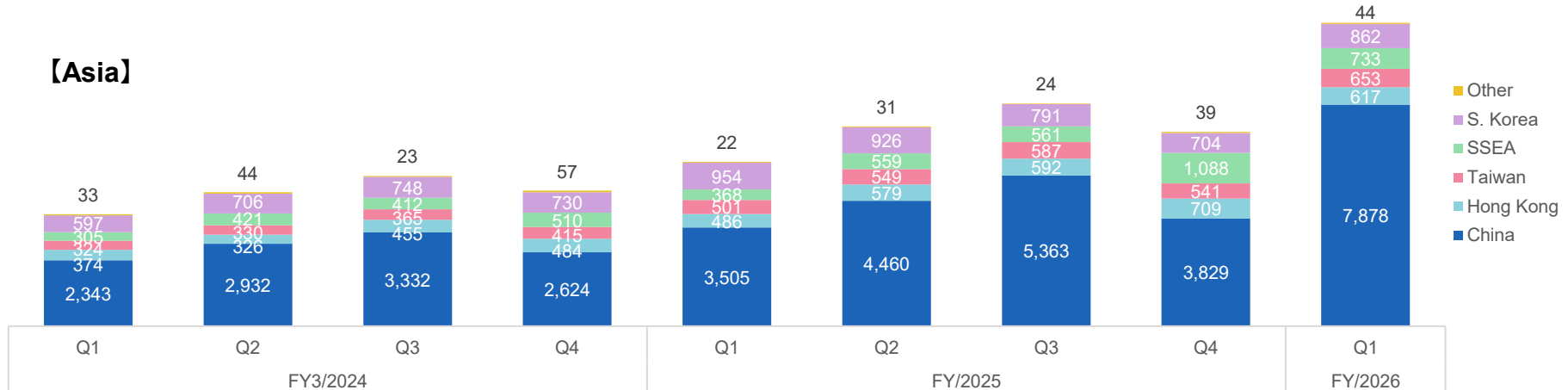
【Europe】



【Americas】



【Asia】



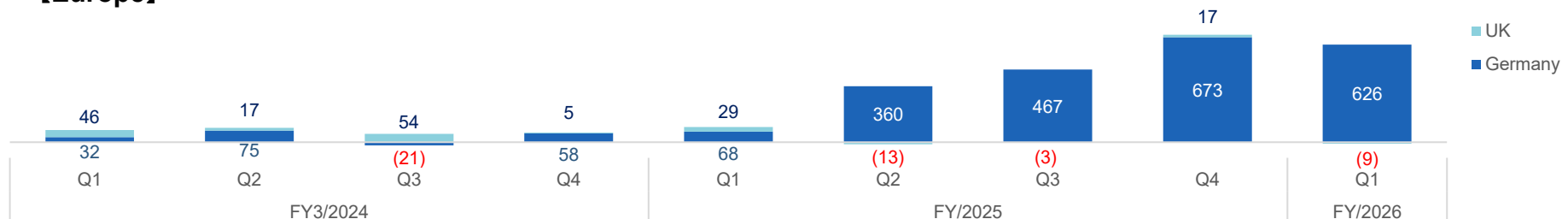
Notes: Figures are rounded down to the nearest one million yen. Sales by region includes the amount of internal trading between consolidated entities.



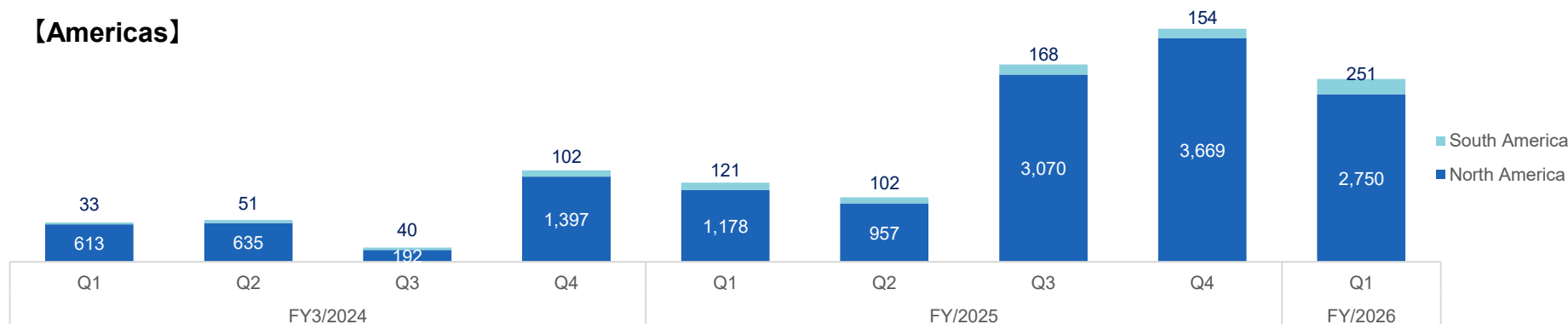
Quarterly Trend by Segment: Overseas (Operating Profit)

[JPY: Million]

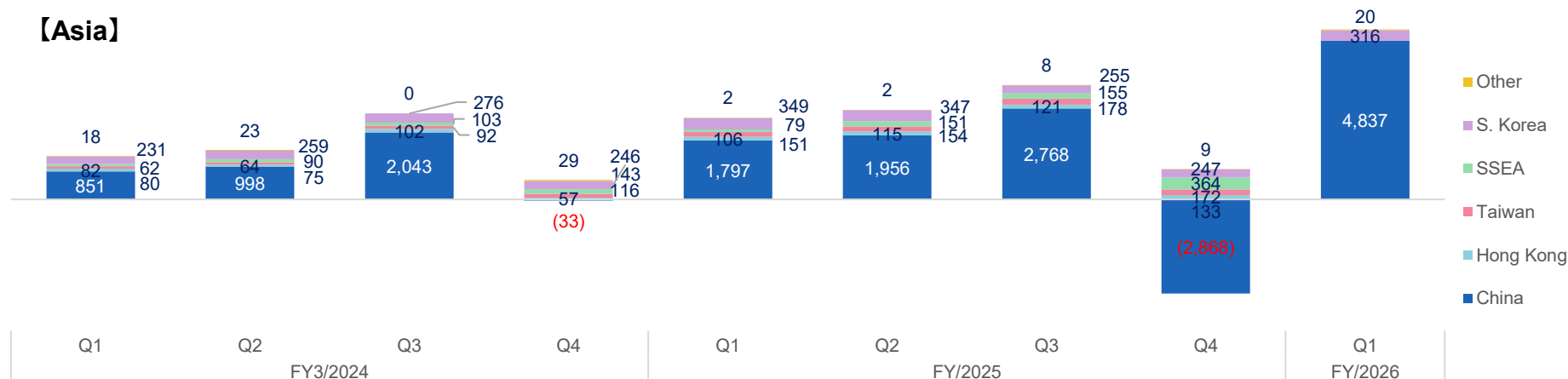
【Europe】



【Americas】



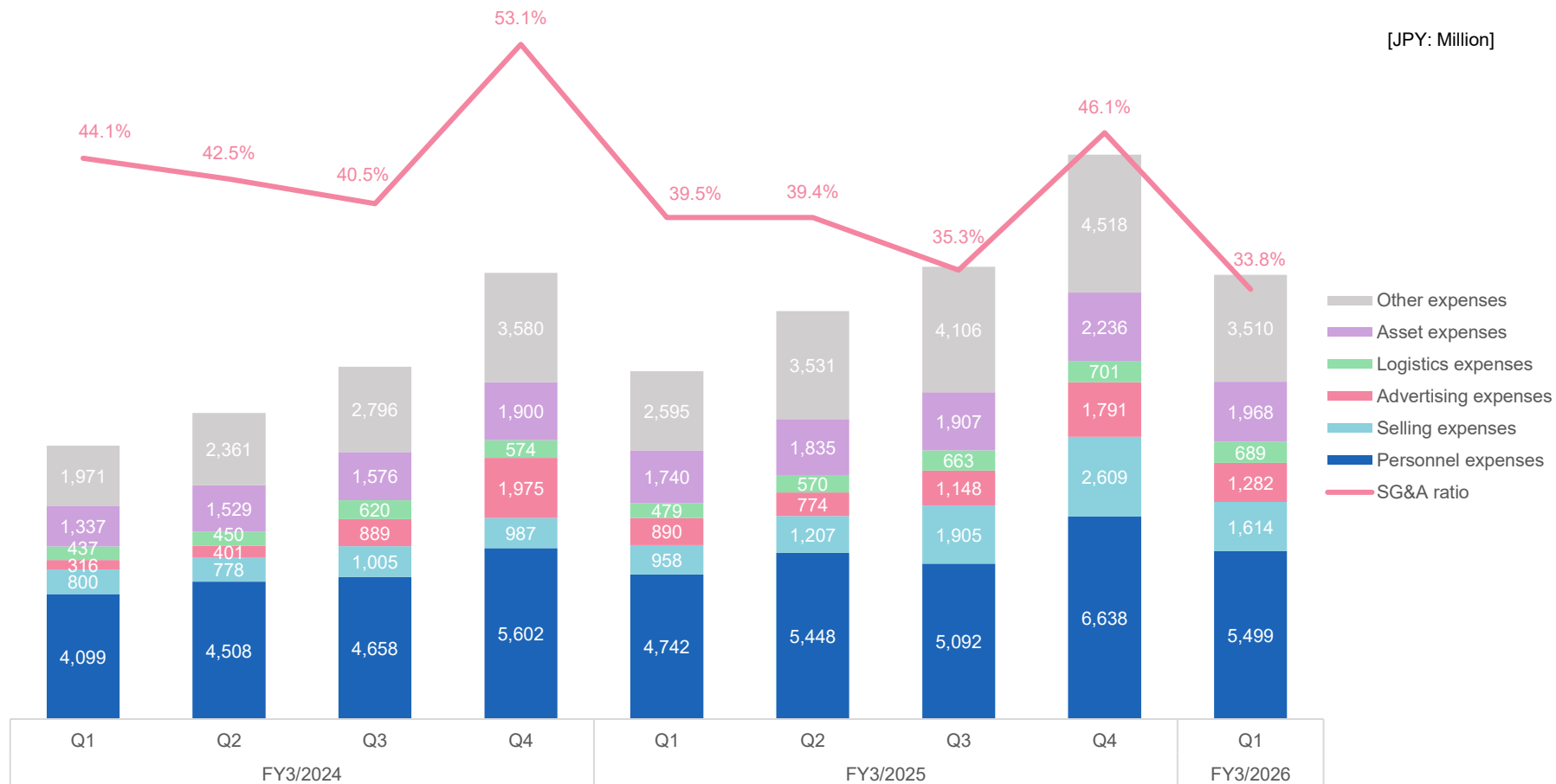
【Asia】



Notes: Figures are rounded down to the nearest one million yen. Operating profit calculated after payment of master license fee to the HQ.



Consolidated SG&A Expenses Trend



Notes: Figures are rounded down to the nearest one million yen. Percentages are rounded to the nearest tenth of a percent.



Consolidated SG&A Expenses by segment

[JPY: Million]

	FY3/2025 Results				FY3/2026	Increase/ Decrease	Change YoY	Increase/Decrease Factors
	Q1	Q2	Q3	Q4	Q1			
Consoliated	11,406	13,367	14,822	18,495	14,567	3,161	27.7%	
Japan	9,846	11,411	12,319	14,267	12,011	2,165	22.0%	
Sanrio Company(HQ)	7,704	8,997	10,123	11,603	9,658	1,953	25.4%	<ul style="list-style-type: none"> • Personnel cost: +0.5 billion yen • Marketing cost; +0.4 billion yen 0.2 billion yen increase in sales promotion for My Melody's 50th anniversary and Kuromi's 20th anniversary, other characters etc. 0.1 billion yen increase in sales fees, etc. to strengthen the business base. • Other: +0.9 billion yen Consulting fees for strengthening business foundations, etc.
Personnel cost	2,717	3,212	3,025	3,837	3,284	567	20.9%	
Marketing	1,456	1,435	1,936	2,311	1,864	407	28.0%	
Other	3,531	4,350	5,160	5,454	4,510	979	27.7%	
Other	2,141	2,413	2,195	2,663	2,353	211	9.9%	
Europe	462	589	604	1,081	507	181	55.6%	
Americas	682	1,050	1,439	2,302	1,300	618	90.5%	<ul style="list-style-type: none"> • 0.1 billion yen increase in personnel cost • 0.2 billion yen increase in sales fees
Asia	789	888	951	1,430	1,208	283	30.6%	
China	388	393	469	730	586	198	51.1%	
Other	400	494	482	699	621	84	15.8%	
Adjustment	(374)	(571)	(491)	(585)	(460)	(86)	-	

Notes: Figures are rounded down to the nearest one million yen. Percentages are rounded to the nearest tenth of a percent.
Marketing cost : Sales promotion cost
Other costs: Right-of-use-asset, shipping costs, etc.



Consolidated Financial Results (B/S)

[JPY: Million]

	FY3/2025	1Q FY3/2026	Increase/Decrease YoY	Change YoY(%)	Increase/Decrease Factors
Current assets	151,698	146,112	(5,585)	(3.7%)	Merchandise and finished goods(+1.1B JPY) Cash and deposits, etc.(-5.4B JPY) Accounts receivable-trade(-2.3B JPY)
Cash and deposits	118,976	113,493	(5,483)	(4.6%)	
Others	32,721	32,619	(102)	(0.3%)	
Non-current assets	50,707	50,695	(11)	(0.0%)	
Policy ownership	6,671	6,657	(14)	(0.2%)	
Total assets	202,406	196,808	(5,598)	(2.8%)	
Current liabilities	49,277	40,764	(8,513)	(17.3%)	Income taxes payable(-4.1B JPY) Long-term borrowings, and bonds payable, etc. (-3.3B JPY)
Non-current liabilities	45,521	44,430	(1,090)	(2.4%)	
Interest-bearing debt	40,291	36,901	(3,389)	(8.4%)	
Total liabilities	94,798	85,195	(9,603)	(10.1%)	
Net asset	107,608	111,613	4,005	3.7%	
Total liabilities and assets	202,406	196,808	(5,598)	(2.8%)	
Net cash	78,685	76,592	(2,093)	(2.7%)	
Equity ratio	52.9%	56.4%	3.5pt	-	
Policy ownership / Net assets	6.2%	6.0%	(0.2pt)	-	

Notes: Figures are rounded down to the nearest one million yen. Percentages are rounded to the nearest tenth of a percent.

Policy holdings include unlisted shares.

Interest-bearing debts include convertible bond-type bonds with stock acquisition rights.

Net cash = Cash and deposits - Interest-bearing debts



Revisions to Full-year Forecasts

- Revised the full-year forecast upward based on the favorable trend in Q1 performance.
- Revised first-half earnings forecast after Q1 results exceeded initial expectations, including updated outlook for Q2
- Maintained initial second-half forecast due to uncertainty over U.S. tariff policies; reflected only upward revisions to first-half results in full-year forecast

[JPY: Million]

	FY3/2025 (A)			FY3/2026 Forecasts announced on May 13, 2025 (B)			FY3/2026 Forecasts announced on Aug 8, 2025 (C)			Change (C)-(A)	Change (C)-(B)
	1H	2H	Full year	1H	2H	Full year	1H	2H	Full year	Full year	Full year
Sales	62,807	82,097	144,904	75,200	87,000	162,200	83,600	85,200	168,800	23,895	6,600
Gross profit	48,365	61,533	109,899	60,500	68,300	128,800	66,700	67,900	134,600	24,700	5,800
Gross Profit Margin	77.0%	75.0%	75.8%	80.5%	78.5%	79.4%	79.8%	79.7%	79.7%	3.9%	0.3%
Operating profit	23,591	28,214	51,806	27,500	32,500	60,000	35,000	32,300	67,300	15,493	7,300
OP Margin	37.6%	34.4%	35.8%	36.6%	37.4%	37.0%	41.9%	37.9%	39.9%	4.1%	2.9%
Ordinary profit	24,196	29,256	53,453	27,800	32,900	60,700	35,400	32,600	68,000	14,546	7,300
Net profit attributable to owners of parent	19,076	22,655	41,731	19,100	22,900	42,000	24,700	22,800	47,500	5,768	5,500

Notes: Figures are rounded down to the nearest one million yen. Percentages are rounded to the nearest tenth of a percent.

From the third quarter onward, the figures reflect adjustments based on changes to the assumed exchange rate and consolidated accounting assumptions, as announced on May 13, 2025.

Due to consolidation adjustments resulting from the shift in the fiscal year-end, operating profit is expected to show a loss of 0.7 billion yen.



Forecasts for FY3/2026: Consolidated P/L & by Reportable Segment

[JPY: Million]

Sales	FY3/2025 (A)			FY3/2026 Forecasts announced on May 13, 2025 (B)			FY3/2026 Forecasts announced on Aug 8, 2025 (C)			Change (C)-(A)	Change (C)-(B)
	1H	2H	Full year	1H	2H	Full year	1H	2H	Full year	Full year	Full year
Japan	50,788	62,221	113,009	56,978	65,606	122,584	64,077	66,012	130,090	17,080	7,505
(Royalty)	20,331	25,036	45,368	23,772	28,024	51,796	22,896	28,048	50,945	5,576	(851)
Europe	2,042	4,340	6,383	3,030	4,000	7,030	3,920	4,343	8,264	1,880	1,233
(Royalty)	1,912	4,197	6,110	2,978	3,931	6,909	3,795	4,267	8,063	1,952	1,154
Americas	10,584	18,877	29,461	12,908	21,544	34,452	12,689	20,957	33,646	4,185	(805)
(Royalty)	9,489	17,217	26,707	11,020	18,428	29,448	11,282	17,920	29,203	2,495	(244)
Asia	13,661	14,341	28,003	18,860	15,710	34,570	21,796	15,027	36,824	8,820	2,253
(Royalty)	9,145	8,932	18,077	12,339	9,563	21,902	14,029	9,328	23,358	5,280	1,456
Adjustment	(14,270)	(17,683)	(31,953)	(16,578)	(19,859)	(36,437)	(18,884)	(21,140)	(40,025)	(8,071)	(3,587)
(Royalty)	(11,435)	(14,089)	(25,525)	(13,190)	(16,083)	(29,273)	(13,691)	(16,106)	(29,798)	(4,273)	(524)
Total	62,807	82,097	144,904	75,200	87,000	162,200	83,600	85,200	168,800	23,895	6,600
(Royalty)	29,444	41,294	70,738	36,919	43,863	80,782	38,313	43,458	81,772	11,033	989

Operating profit	FY3/2025 (A)			FY3/2026 Forecasts announced on May 13, 2025 (B)			FY3/2026 Forecasts announced on Aug 8, 2025 (C)			Change (C)-(A)	Change (C)-(B)
	1H	2H	Full year	1H	2H	Full year	1H	2H	Full year	Full year	Full year
Japan	16,584	20,017	36,602	15,857	22,353	38,211	21,876	22,086	43,963	7,361	5,752
Europe	445	1,155	1,600	397	816	1,213	874	880	1,754	153	541
Americas	2,360	7,062	9,423	3,548	7,434	10,983	3,366	7,270	10,637	1,213	(345)
Asia	5,216	1,545	6,761	8,629	3,098	11,727	10,081	2,922	13,004	6,242	1,276
Adjustment	(1,015)	(1,566)	(2,581)	(932)	(1,203)	(2,135)	(1,200)	(859)	(2,059)	522	75
Total	23,591	28,214	51,806	27,500	32,499	60,000	35,000	32,300	67,300	15,493	7,300

Notes: Figures are rounded down to the nearest one million yen. Percentages are rounded to the nearest tenth of a percent.



Appendix



(Reference) Consolidated adjustments due to differences in accounting periods between the parent company and overseas subsidiaries

- Accounting periods: March for the parent company, December for overseas subsidiaries
- Overseas subsidiaries pay fees proportional to their royalty income to the Japanese parent company, the copyright holder, as cost of sales, which are recorded as sales in the parent company.
- Under Japanese accounting standards, a difference of up to three months is allowed between the accounting periods of the parent company and its subsidiaries. In the case of FY3/2025, the figures for the parent company (in Apr.–Mar.) and overseas subsidiaries (in Jan.–Dec.) are added together, and then consolidated eliminations are made based on the transaction volume on the parent company side.
- In such cases, adjustments must be made if material discrepancies exist in intercompany transaction amounts. The need to adjust for material discrepancies is determined by reviewing actual results and discussions with the audit firm
- The adjustment for Q4 (January–March 2025), recorded at the end of the previous fiscal year, was reflected in prior consolidated results. Since this adjustment appears in the current overseas subsidiary financial statements, we must reverse the amount during consolidation. We will record a new adjustment amount for the current quarter (April–June 2025) to reflect the fiscal period gap

[JPY: Billion]		FY3/2024		FY3/2025					FY3/2026	
		Q3	Q4	reversed	Q1	Q2	Q3	Q4	reversed	Q1
North America (License)	Royalty income to Japanese parent company	1.1	1.4	(1.4)	2.3	3.3	3.7	2.9	(2.9)	2.3
	Consolidated adjustment	(1.1)	(1.4)		(0.9)	(1.9)	(2.2)	(1.5)		0.6
China (License)	Royalty income to Japanese parent company	-	-	-	-	-	-	2.5	(2.5)	2.1
	Consolidated adjustment	-	-	-	-	-	-	(2.5)		0.4
China (Product sales)	Sales to Japanese parent company	0.7	0.3	(0.3)	0.8	1	1.7	0.6	(0.6)	1.5
	Consolidated adjustment	0.7	0.3		0.5	0.7	1.4	0.2		0.9
Total consolidated adjustment		(0.4)	(1.1)		(0.4)	(1.2)	(0.8)	(3.8)		2



(Reference) Consolidated adjustments due to differences in accounting periods between the parent company and overseas subsidiaries

Adjustment Method for Fiscal Period Differences

Processing Required to Align January–December Financials with April–March Fiscal Year

① If a material discrepancy required a prior-year consolidation adjustment:

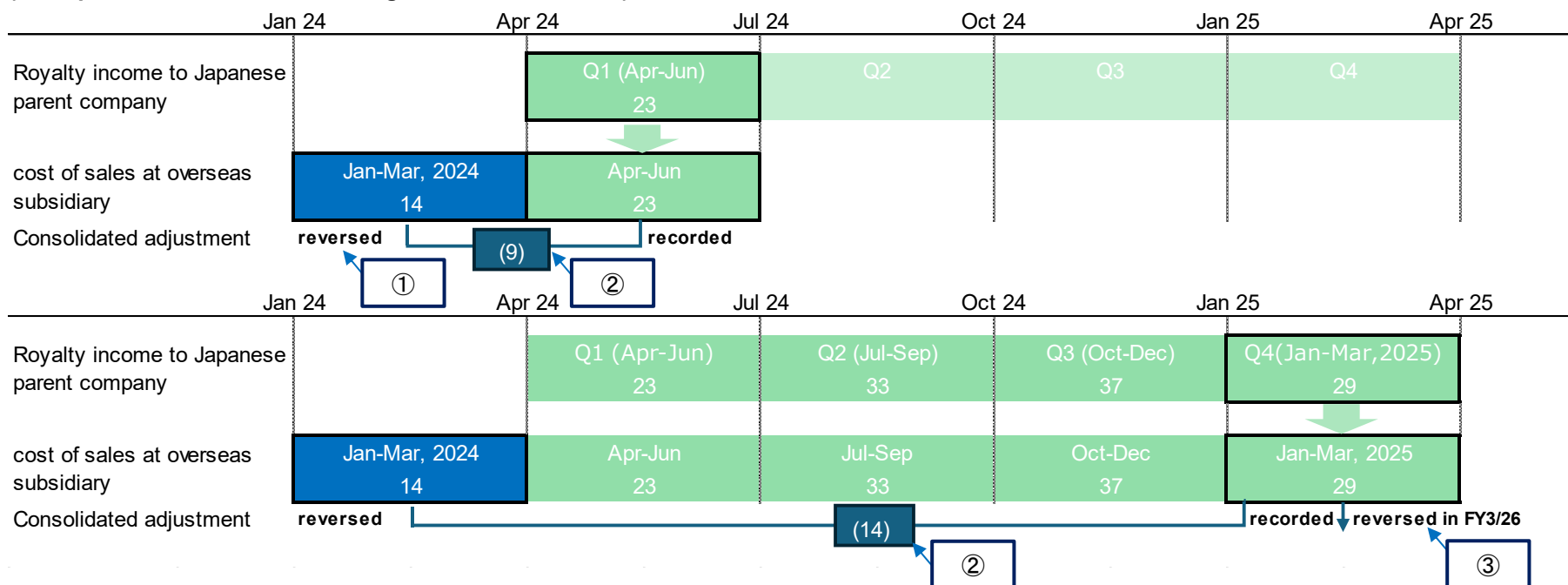
- For the Licensing business, reverse the amount recorded for January–March in the following fiscal year
- For the Product Sales business, record in the following fiscal year the amount that was reversed for January–March

② In each quarter, calculate the difference between the amount to be recorded for the period and the amount to be reversed or added back, and disclose it as the consolidation adjustment amount

③ Royalties received and purchases made by the parent company during January–March 2026 fall under the consolidation adjustment for the fiscal year ending March 2026.

(Example: North America Licensing Business in FY2025)

[JPY: Billion]





Initiatives for the fiscal year ending March 2025

April 11, 2025

Hello Kitty Night at Dodger Stadium

We presented the first 40,000 attendees to this year's Hello Kitty Night in Los Angeles with a Hello Kitty plush toy as a special giveaway



**April 13 –
October 13**

Expo 2025 Osaka

Hello Kitty appointed a special supporter

Hello Kitty was appointed as a Special Supporter for Expo 2025 Osaka Kansai and is taking part in various promotional activities targeting Japan and overseas. The Japan Pavilion at Expo 2025 Osaka features 32 unique versions of Hello Kitty, each transformed into a different form of algae. In addition, the United Nations, which collaborates with Hello Kitty on the #HelloGlobalGoals project, joined forces with more than 30 UN agencies to present the UN Pavilion.



**April 13 –
October 13**

Launched Oita Hello Kitty Airport

Oita Prefecture and Sanrio Entertainment jointly rebranded Oita Airport with the new nickname Oita Hello Kitty Airport as part of a tourism campaign timed with Expo 2025 Osaka (April 13 to October 13, 2025).

June 13

Released new Chiikawa x Sanrio characters products

A new product series featuring a collaborative design with Chiikawa, a popular character that originated on social media, was launched under the title Chiikawa x Sanrio characters. In response to high demand in Japan and abroad, we have decided to offer made-to-order sales.



June 17

Signed a Capital and Business Alliance Agreement with IG Port, Inc.

Sanrio acquired 1,008,000 shares, representing 4.98% of the total number of issued shares (approximately 1.76 billion yen), through a third-party allotment and a share transfer from President and CEO Ishikawa. We aim to create new content and accelerate global expansion by combining the strengths of Sanrio and IG port in IP development, IP cultivation, and video production capabilities.

June 29

Achieved record-high number of votes in the 2025 Sanrio character ranking

The 2025 Sanrio character ranking marked the 40th edition of the annual popularity vote. This year, the event recorded a record-high 63.16 million votes. Pompompurin, who placed fourth last year, won first place





Disclaimer on forward-looking statements and other matters

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All information in this material is based on data as of Aug 8, 2025