July 30, 2026

Company Name: Sanrio Company, Ltd.
President and Chief Executive Officer: Tomokuni Tsuji
Securities Code: 8136, TSE Prime Market Section
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Notice Regarding Filing of a Lawsuit Against a Former Managing Director of the Company

Sanrio Company, Ltd. (the “Company”) hereby announces that, in connection with the case involving the improper receipt of compensation by a former Managing Director (“the relevant director”), the Company has filed a lawsuit seeking damages against him (hereinafter “this lawsuit”).

1. The court where this lawsuit was filed, and the date of filing
   i. Court: Tokyo District Court
   ii. Date of Filing: July 30, 2026

2. The party (Plaintiff) who filed this lawsuit
   i. Name: Sanrio Company, Ltd.
   ii. Address: 1-6-1 Osaki, Shinagawa-ku, Tokyo
   iii. Representative in the litigation: Shinichi Okumura, Director (Audit and Supervisory Committee Member)

3. The opposing party (Defendant) in this lawsuit
   The relevant director of Sanrio Company, Ltd. (Resigned May 29, 2026)

4. Details of this lawsuit and Amount Claimed
   Damages in the amount of 404,381,919 yen

(Note 1) The above amount represents damages claimed by the Company in connection with investigation costs arising from the case involving the improper receipt of compensation by the relevant director, costs for holding the continuation meeting of the 66th Ordinary General Meeting of Shareholders, costs incurred for additional work on the financial statements, and attorneys’ fees related to this lawsuit.
(Note 2) The details and amount of the claim are subject to change depending on future developments and other circumstances.
(Note 3) In addition to the above amount, the Company is seeking damages for statutory delay damages calculated from the day following the service of the complaint until the outstanding amount will be paid in full.

5. Background and Reasons for Filing this Lawsuit

According to the Investigation Report issued by the Special Investigation Committee concerning the improper compensation received by the Company's former Managing Director, which was released on May 29, 2026, it was found that the relevant director created circumstances that prevented the Company from becoming aware of the payment of economic benefits by the Company's U.S. subsidiary, including a Cost-of-Living Allowance (COLA), tuition expenses, housing expenses, and other financial benefits. The Investigation Report also states that such conduct may constitute a breach of his duty of care as a director of the Company and that, if the Company suffered damages as a result of such breach, there is a strong likelihood that the relevant director would be liable to the Company for damages pursuant to Article 423, Paragraph 1 of the Companies Act. Based on these findings, the Company has determined that the investigation costs arising from the case involving the improper receipt of compensation by the relevant director, costs for holding the continuation meeting of the 66th Ordinary General Meeting of Shareholders, costs incurred for additional work on the financial statements, and attorneys' fees related to this lawsuit are expenses that would not have been incurred had the relevant director not breached his duty of care. Accordingly, the Company has determined that it should seek damages from the relevant director for these expenses.

Furthermore, regarding the return of financial benefits—such as COLA, tuition, and housing expenses—improperly received by the relevant director from the U.S. subsidiary of the Company, the Company will continue to explore appropriate courses of action, including the selection of appropriate legal procedures.

6. Future Outlook

At this time, the Company believes the impact of this lawsuit on its business performance will be minimal; however, the Company will promptly disclose details should any matters requiring disclosure arise in the future. Furthermore, the Company will continue to consider appropriate actions to pursue the relevant director's liability for damages incurred by its U.S. subsidiary and will provide updates as necessary.

We would like to once again apologize for the concern this matter has caused to our shareholders, customers, business partners, and all other stakeholders.

As announced on May 29, 2026, the Company will strive to restore trust and further enhance corporate value by steadily implementing measures to prevent recurrence and strengthen Group governance.

End

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.