

Sanrio



# Message from the President



We would like to express our heartfelt appreciation for your continued understanding of and generous support for Sanrio's activities over the years. Our corporate philosophy, "Minna Nakayoku (Getting Along Together)," is brought to life through characters such as Hello Kitty, delivering smiles and moments of joy to people around the world. For Sanrio, our characters and designs are irreplaceable treasures that embody this philosophy and gently connect people's hearts. We believe that protecting these treasures and passing their value on to future generations is one of our most important responsibilities.

It is regrettable that, despite the global popularity of Sanrio's characters, infringing products and unauthorized use continue to persist. In response, we are working in close collaboration with law enforcement agencies in Japan and overseas, and are steadily implementing comprehensive measures both online and offline. We have introduced a system powered by the latest AI technology to detect and remove infringing products, enabling more efficient and effective countermeasures. These initiatives have been positioned as a key component of our medium- to long-term management plan, and we will continue to strengthen these efforts going forward. We believe these efforts are vital in ensuring that fans can enjoy the Sanrio world with peace of mind.

In addition, our approach to IP protection goes beyond simply combating infringing products; we also regard communication initiatives as an important pillar. By actively sharing the stories behind our characters and communicating the appeal of the quality and design inherent in authentic products, we seek to deepen engagement with our fans. I am convinced that fostering understanding of and empathy with the Sanrio brand is one of the most effective ways to protect IP.

Sanrio remains committed to cherishing and nurturing the characters we regard as our most precious treasures, while continuing to bring even more smiles and joy to people around the world. We sincerely ask for your continued support and cooperation.

Sanrio President and CEO

  
Tomokuni Tsuji

# Sanrio's IP Protection Initiatives

## Initiatives to Date

### **1. Foundation for Global Business Expansion: Building an IP Portfolio**

As a key foundation for Sanrio's global business expansion, we have consistently focused on securing and maintaining a broad range of trademark rights across key markets, thereby building a strategic IP portfolio.

### **2. Protecting IP Together with Our Fans: IP Awareness and Communication Initiatives**

In key markets, we continue to implement IP awareness and communication initiatives and communicate with fan communities to promote these efforts, with the aim of enhancing understanding of IP protection.

### **3. Revolution of Countermeasures Against Online Infringing Products Through AI Technology**

By introducing AI-powered systems, we have established an efficient framework for detecting and removing infringing products across e-commerce platforms and social media. This framework enables us to respond to increasingly sophisticated infringement tactics and has significantly improved both detection and enforcement efficiency compared with conventional approaches.

### **4. Enforcing Our Rights Through Public-Private Cooperation**

We work in close collaboration with customs authorities and law enforcement agencies across countries and regions worldwide, implementing measures that range from border enforcement to raid actions. We are committed to addressing the supply sources of infringing products and removing them from the market.

### **5. Combating Character Hijacking: Measures Against Bad Faith Filings and Results**

To prevent third parties from improperly obtaining rights through registration, we have established a robust monitoring system and make full use of legal procedures—such as oppositions, invalidation actions, and cancellation actions—to invalidate improperly registered trademarks.

### **6. Reinforcing Our Top-Tier Brand Position: Recognition as Famous Marks**

In key markets, a substantial number of our registered trademarks have been recognized as famous trademarks. This recognition provides broader protection than that afforded under ordinary trademark rights, enabling more robust enforcement of our rights.

### **7. Results of Our IP Initiatives: External Recognition and Awards**

Our IP management framework and global strategy for the effective use of trademark rights and IP protection have received external recognition and earned multiple awards. Building on this external recognition, we will continue to further advance our IP initiatives.

## Future Outlook

Since the 1970s, Sanrio has positioned the protection and utilization of IP as a cornerstone of its business and has consistently pursued steady efforts over more than half a century. Going forward, we will remain firmly committed to this fundamental policy while continuing to drive strategic evolution in response to a rapidly changing business environment. In particular, through the further application of AI technologies, we will be able to respond more swiftly and effectively to increasingly sophisticated infringement tactics. In terms of global expansion, we do not pursue simple geographic expansion. Instead, we comprehensively assess factors such as business growth potential, the risks of bad-faith filings and infringing products, and the legal frameworks of relevant jurisdictions, and build robust IP portfolios in priority markets. At the same time, we will deepen collaboration with law enforcement authorities and strengthen public-private frameworks for IP enforcement. In addition, by utilizing both quantitative and qualitative indicators to visualize enforcement outcomes against infringing products, the status of rights acquisition, and their economic impact, we will clearly demonstrate the role that IP activities play in enhancing corporate value. Guided by our corporate philosophy of "Minna Nakayoku (Getting Along Together)," Sanrio will continue to devote itself fully to IP protection in order to deliver authentic value to our customers on an ongoing basis.

# 01

## The Foundation for Global Business Expansion

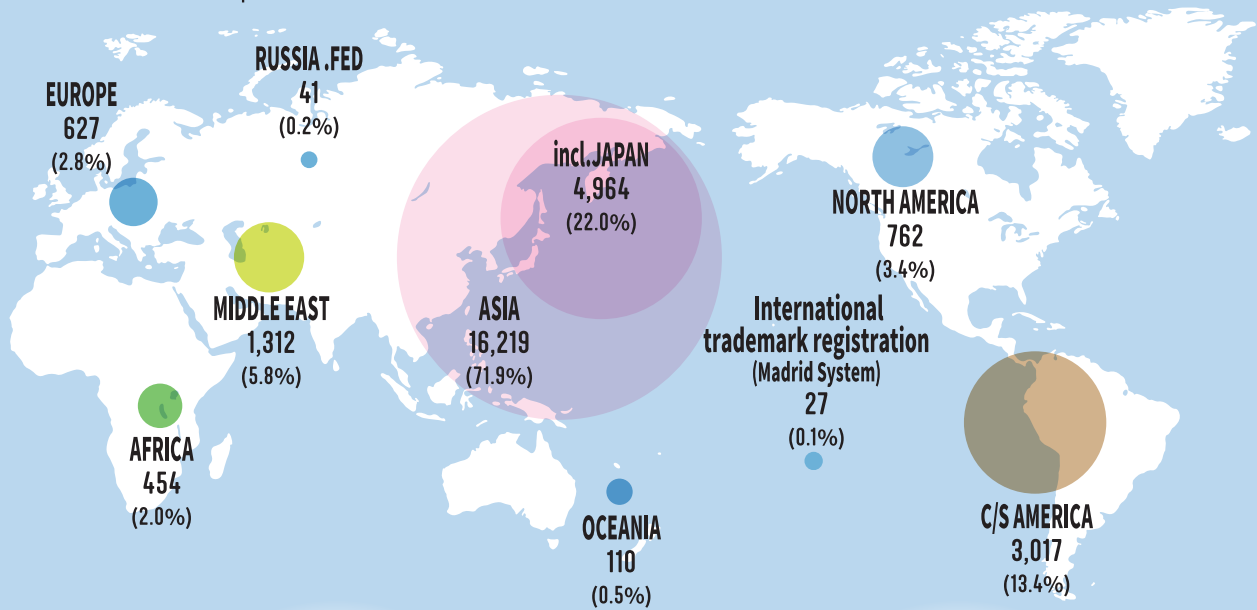
# Building an IP Portfolio

Sanrio has independently developed **more than 450** characters, including Hello Kitty. In addition to exporting and selling character merchandise worldwide, Sanrio also licenses its characters to numerous companies for use in merchandising, services such as advertising, spatial facilities, and content.



### A Global Protection Network of Unparalleled Scale

Sanrio proactively acquires and manages IP rights, including trademark rights, in advance of business expansion. Through this forward-looking strategy, we have enabled rapid entry into new markets, facilitated the smooth development of merchandising activities, and created an environment in which fans around the world can enjoy products and services with peace of mind.



Number of countries and regions with trademark registrations

# Over 150

Total number of registered trademarks held worldwide

# 23,114

Data as of December 1, 2025

# IP Awareness and Communication Initiatives

Sanrio's characters are precious presences that gently connect people's hearts. In order to protect this world and ensure that fans can enjoy it with peace of mind, we will continue to work closely with law enforcement authorities and seek the understanding and empathy of the public, while remaining committed to protecting our IP.



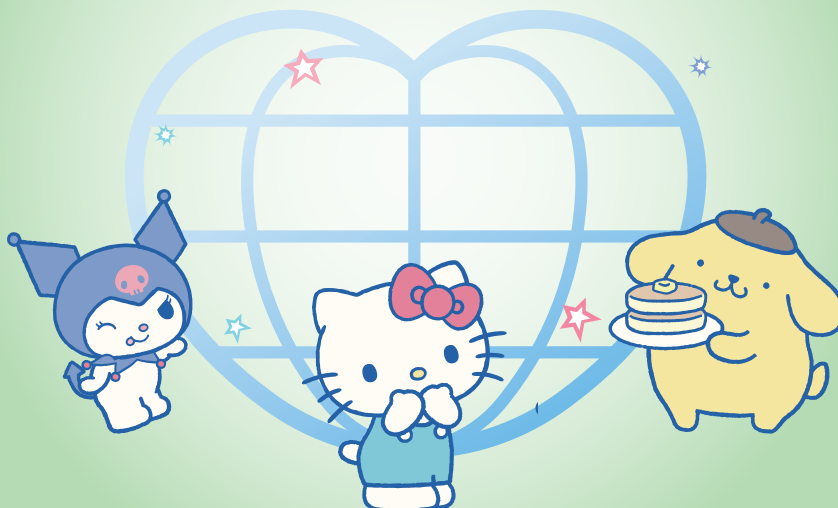
## Our Approach — Proactive IP Protection Strategy

### Why IP Awareness Is a Proactive Strategy

Our “proactive IP protection strategy” is not merely an enforcement-focused approach aimed at eliminating infringing products and addressing infringers. We believe that expanding the reach of IP awareness and actively broadening understanding among a wider audience are, in themselves, a distinctive approach unique to Sanrio, rooted in our corporate philosophy of “Minna Nakayoku (Getting Along Together).”

### We position IP protection as a form of communication.

Our IP protection communications focus on two key audiences: fans and law enforcement authorities. By communicating the appeal of our characters, we seek to foster fans' voluntary awareness of protecting our characters. At the same time, by sharing information on infringement activities with law enforcement authorities in a timely manner to strengthen cooperation, we aim to build an efficient public-private brand protection framework and achieve effective deterrence against infringement.



# 02 Protecting IP Together with Our Fans

## IP Awareness and Communication Initiatives

Sanrio positions IP protection as a key initiative for safeguarding the company’s “KAWAII” value. It is not merely a response to infringing products, but also a core effort to sustain emotional connections with fans and provide comfort and a sense of healing. This initiative is grounded in our corporate philosophy of “Minna Nakayoku (Getting Along Together)” and our vision, “One World, Connecting Smiles.” It is also positioned as a form of social contribution.

### Communication Concept

Protecting everyone and every character connected to Sanrio

## Protection, Support and the Future

**Sanrio values authenticity**  
Protecting the smiles of our characters and fans

Dear friends, express your love for your favourite Sanrio characters by choosing authentic products! We are committed to protecting our brand through intellectual property rights protection. This will ensure Sanrio characters keep spreading joy for generations to come! Every choice made safeguards our community, builds trust, nurtures happiness, and fosters heartfelt connections.

English

**三丽鸥用行动守护正版  
让微笑在守护中绽放**

选择正版，是对未来的粉丝群体及角色的一种爱的表现。为了让各位亲爱的三丽鸥小伙伴们能受到大家长久的喜爱，我们将通过知识产权保护措施来守护市场上的正版。您的每一次选择，都将成为今后推动微笑及信任的力量。

Chinese

**ซานริโอชวนสนับสนุน  
สินค้าลิขสิทธิ์**  
รักษารอยยิ้มของเหล่าตัวละครและแฟน ๆ

สวัสดีค่ะทุกคน! ขอร่วมสนับสนุนเหล่าตัวละครโปรดของคุณด้วยการเลือกซื้อสินค้าลิขสิทธิ์ และเราขอขอบคุณที่เลือกซื้อสินค้าลิขสิทธิ์ของเรา เพราะการเลือกซื้อสินค้าลิขสิทธิ์ของเราจะช่วยปกป้องและคุ้มครองสิทธิ์ในทรัพย์สินทางปัญญา เพื่อให้ความน่ารักของตัวละครซานริโอสามารถอยู่คู่กับทุกคนได้ตลอดไป! การเลือกซื้อสินค้าลิขสิทธิ์ คือการปกป้องตัวละครของเรา สร้างความเชื่อมั่น ความสุข และสายสัมพันธ์ที่ยั่งยืนจากใจ!

Thai

**Sanrio menghargai nilai-nilai autentisitas**  
Menjaga keceriaan senyuman para karakter dan penggemar kami

Dear teman-teman, tunjukkan rasa cinta kepada karakter Sanrio favoritmu dengan memilih produk asli dari Sanrio! Kami berkomitmen untuk melindungi brand kami melalui perlindungan hak kekayaan intelektual. Komitmen ini memastikan agar karakter Sanrio dapat terus menyebarkan kebahagiaan dari generasi ke generasi! Setiap pilihan yang diambil turut membantu menjaga komunitas kita, membangun kepercayaan, menumbuhkan kebahagiaan, dan mendorong terciptanya ikatan tulus yang penuh makna.

Indonesian

# IP Awareness and Communication Initiatives



## Launching an Unprecedented Large-Scale Campaign

From 2024 to 2025, Sanrio conducted large-scale IP awareness campaigns in China and Southeast Asia, on a scale rarely seen in these regions. This initiative represents a transformative approach, repositioning IP protection as strategic communication to enhance brand value.

### High-level Collaboration with Leading National Media (China)

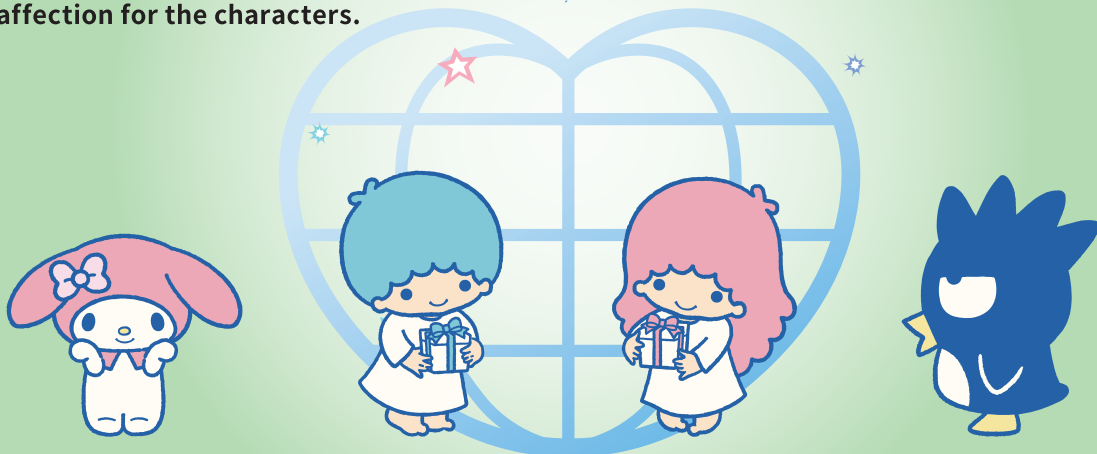
In China, we went beyond advertising by collaborating with government-affiliated media outlets such as CCTV (China Central Television) and Xinhua Net to carry out promotional initiatives.

These are among the most influential media organizations in China. It is extremely rare for a Japanese company to undertake IP awareness initiatives at this level. Through these highly influential national media platforms, Sanrio's genuine commitment to IP protection has been communicated directly to consumers.

### Large-Scale Visual Campaigns Across Urban Spaces (Southeast Asia)

In Southeast Asia, Sanrio deployed IP protection messages across a wide range of highly visible locations, including airports, stations, train interiors, and large digital signage throughout city streets.

**This campaign was designed not merely to warn against infringing products, but also to foster broad awareness and empathy among fans and consumers through the positive message that choosing authentic Sanrio products is a way of expressing affection for the characters.**



# 02 Protecting IP Together with Our Fans

## IP Awareness and Communication Initiatives



### Transit and Outdoor Advertising (Southeast Asia)

#### Campaign Overview

In Southeast Asia—where infringing products have had a significant impact and which is a priority market for business expansion—we conducted a large-scale campaign using highly visible transit and outdoor (OOH) advertising.

#### Transit Advertising (Singapore)

Campaign Period: March 2025



Cumulative Traffic: **12.2million**

#### Outdoor Advertising (Indonesia)

Campaign Period: March 2025



Cumulative Traffic: **7.231million**

## 02 Protecting IP Together with Our Fans

# IP Awareness and Communication Initiatives



### CCTV Broadcast (China / Program Segment)

An interview feature on Sanrio's IP protection initiatives was broadcast on CCTV, China's national television broadcaster. This conveyed a strong message to the market that these initiatives had been publicly recognized, thereby strengthening their deterrent effect against infringing products.

**Broadcast Dates :** March 22, 2025 (CCTV-2, First Time)  
March 24, 2025 (CCTV-4, China News)



Source: CCTV.com

Cumulative Impressions: **25.24million**

## 02 Protecting IP Together with Our Fans

# IP Awareness and Communication Initiatives

## Xinhua Net (China / Forum, Livestream, Roundtable, and Interview)

### Campaign Overview

At an online forum hosted by Xinhua Net, one of China's leading central news websites, an exchange event was held under the theme of "Brand IP Protection for Chinese and Foreign Enterprises." At the forum, Sanrio delivered a keynote speech presenting its practical experience in IP protection in the Chinese market, as well as its brand protection strategy and achievements.

In addition, through its participation in Xinhua Net's IP roundtable and its appearance in an interview program for overseas companies, Sanrio widely communicated its distinctive philosophy and protection policy regarding IP, clearly demonstrating its firm commitment.

Start Date: February 20, 2025



Source: Xinhua Net

Cumulative Impressions: **4.352million**

# 02 Protecting IP Together with Our Fans

## IP Awareness and Communication Initiatives

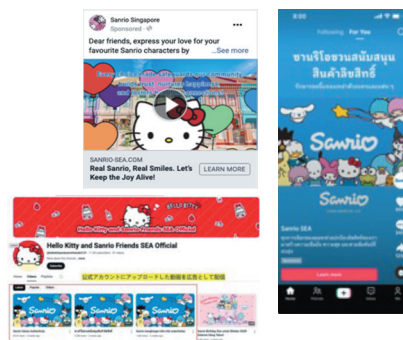
To build long-term trust, Sanrio continues to carry out public awareness activities through familiar, everyday media channels. These initiatives provide an important foundation for raising IP awareness across the market.

### Rights Declaration Advertisements (China)



Rights declaration published in 2025 in China Trademark Magazine and China Market Regulation News.

### Social Media Advertisements (Southeast Asia and China)



Cumulative Impressions: **Approximately 240 million**

### Executive Interview Coverage and Syndication (China)

General Manager of Sanrio's Legal Affairs Department gave interviews with government-affiliated media outlets to enhance the brand's image. Interviews published by four media outlets—Huanqiu.com, Guangming Online, China.com.cn, and Xinmin Weekly—were syndicated across

**113 media outlets.**



Main Syndicating Media Outlets			
Guangming Online	Zhongxun.com	Dayue Daily	Finance Report Network
Sina App	Huasheng Online	Guangdong Express Network	City Online
Sina.com	China.com.cn	Shenzhen Info Network	Shanghai News Hotline
Guangming Cloud Media App	China.com	Hot News Network	Legal Online
Corporate Observer	Xinhua Online	Huanqiu.com	First Legal Network
Business Daily Online	Business Observer Online	Huanqiu App	Zhongcai.com
Xinxun Online	Southcn.com	NetEase	Xinmin Weekly
Business Headlines Online	Huaxia Report Network	Sina App	Daxiang News Network
Dazhong Focus Network	Enterprise Finance News Network	NetEase Hao App	Hunan Business Daily Online
Huaxia Express Online	Oriental Morning Post Online	Ximalaya App	Chengdu Online
Huasheng Morning Post	China Law & Business Network	Chengdu Metropolitan Area	Huaxia Evening News
Info China	Tencent	Hangzhou News Times	Finance and Industry Online
Shanghai Window	Sina Kandian	Ningbo Metropolitan Area	Zhejiang Today Online
Business Economy Online	Shanghai Finance Online	Toutiao	Jinbao Online
Cover News Online	GF Securities YiTaoJin App	Guangzhou Business Daily	Bailu.com
News Perspective Network	Yidian Zixun	Guangdong News Times	Shanghai Info Network
Zhonghua Business Network	Global Times App	Business China Online	Legal Headlines
Focus Horizon Network	iFeng.com Shenzhen	Finance News Network	China Legal Network
Hunan Evening News	News Flash Network	China Business Online	China Business Report
Changsha Daily	Southern Enterprise News Network	Finance China	Huaxia Enterprise Information Network
Upstream News Sichuan	China City News Network	Shanghai News Times	China Frontier Observer Online
Zhejiang Convergence Media	Hot Search China Network	Shanghai Times	Brand Info Network
Zhejiang Times	Finance Express Online		

## Revolution of Countermeasures Against Online Infringing Products Through AI Technology

In 2024, Sanrio introduced a new system to strengthen its countermeasures against infringing products and optimize operational processes.

This system adopts a human-in-the-loop model. Rather than relying on a fully automated mechanism in which all judgments and processing are delegated entirely to AI, it combines AI technology with human expertise provided by specialist analysts deployed in key markets such as China, Europe, and the United States. AI conducts high-speed, large-scale analysis of vast volumes of online marketplace data, efficiently identifying products and listings with potential infringement risks. At the same time, Sanrio's Legal Affairs Department—working at the core in close collaboration with analyst teams well versed in the market characteristics, languages, and sales practices of each region—reviews AI-generated results, determines priorities, formulates response strategies for complex cases, and feeds operational insights and outcomes back into the system. Through this process, detection algorithms are continuously refined and workflows optimized, enhancing the overall accuracy and efficiency of the system.

Under this hybrid model, the expertise accumulated through the Sanrio Legal Affairs Department's many years of practical experience in combating infringing products, together with its proprietary know-how, is embedded in the core design of the system. In addition, insights derived from historical case analysis and infringement pattern research are incorporated into the AI's training data and detection logic, enabling flexible and rapid responses to the increasingly sophisticated tactics and deceptive practices of infringers.

### Why New Measures Were Needed

Sanrio began addressing infringing products on global e-commerce platforms in the 2000s and, from an early stage, was already filing IP infringement complaints on online sales platforms. However, with the rapid expansion of online marketplaces in recent years, the distribution channels and sales methods for infringing products have become increasingly complex and sophisticated. Traditional countermeasures were centered on a reactive approach—identifying problematic products and removing them after they appeared—but this approach had its limitations. Even when infringing products were removed, new ones continued to emerge one after another, making it difficult to determine the true effectiveness of such measures.

Against this backdrop, Sanrio decided to actively leverage the latest AI technology and establish a new countermeasure framework. Because Sanrio's characters are loved around the world, more advanced and effective protection measures were needed.

## Revolution of Countermeasures Against Online Infringing Products Through AI Technology

Since the introduction of cutting-edge AI technology in August 2024, Sanrio has achieved significant results in brand protection.

Removal cases across 39 marketplaces: **168,522**

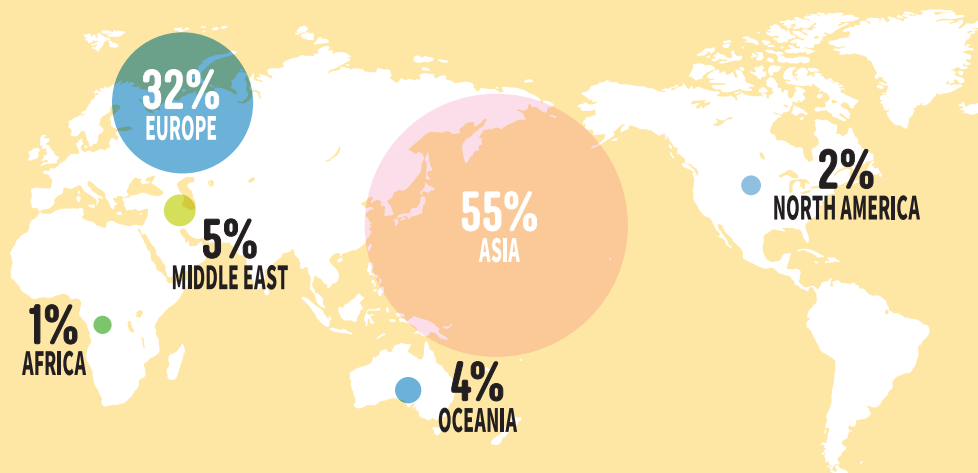
Number of items removed: **5.4million**

Total value of removed inventory: **JPY3,133million**  
(equivalent to USD 20,078,000)

\*Statistics for August 2024 to October 2025

\*Calculated as the sum of the capped inventory quantity multiplied by the price of each listing

\*Amounts calculated based on the exchange rate as of February 28, 2026



In the initial stage of system implementation, we focused our efforts on Asia (China, South Korea, and Southeast Asia) and Europe, where infringement issues were particularly serious and the markets were strategically important. Going forward, while continuing to deepen our measures in the regions currently targeted, we will gradually expand the scope of our efforts to countries and regions such as Africa and Central and South America, where the circulation of infringing products has also been identified. As AI technology continues to evolve, monitoring accuracy and response capabilities are expected to improve further. We will continue to advance these efforts with the long-term goal of achieving the online takedown of infringing products worldwide.

# Enforcing Our Rights Through Public-Private Cooperation

As a central pillar of Sanrio's global IP protection framework, we work in close cooperation with enforcement authorities in **approximately 70 countries and regions**, including customs authorities, police, and administrative agencies with enforcement powers, to implement strategic measures.

## 4.1 Border Enforcement Measures

Sanrio has established public-private cooperation frameworks with customs authorities at key ports and airports in approximately 70 countries and regions. Through close coordination with customs authorities in each jurisdiction, we work to prevent the cross-border circulation of infringing products.

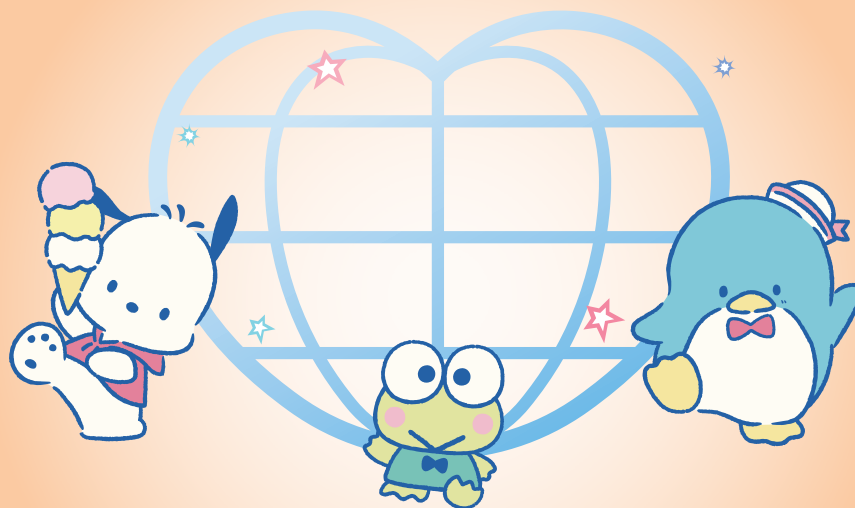
### Customs Seizure Mechanism:

By recording IP rights with customs authorities in key markets, we establish the basis for customs seizure enforcement.

### Customs Training:

In priority areas where infringing products are concentrated, we implement specialized training programs for customs officers to strengthen their product authentication capabilities and maximize seizure effectiveness.

Through this comprehensive enforcement system built on public-private cooperation, Sanrio's IP is fully protected through **a global legal protection network**.





## 4.2 Enforcement Actions Against Manufacturers, Wholesalers, and Retailers of Infringing Products

In approximately 70 countries and regions around the world, Sanrio works closely with local law enforcement and administrative authorities to continuously implement measures aimed at curbing the circulation of infringing products. We carry out multifaceted enforcement actions, including on-site inspections of factories suspected of producing infringing products, warning measures against wholesalers and retail outlets, and, where necessary, raid actions.

A key feature of Sanrio's IP strategy is that it does not seek merely to expand the number of countries and regions in which countermeasures are implemented. Rather, it is designed to achieve a strategic allocation of resources through multidimensional analysis of conditions in each market. Specifically, Sanrio comprehensively assesses multiple factors, including business growth potential, market size, the severity of risks related to the circulation of infringing products, local legal systems and the status of IP enforcement, as well as the feasibility of cooperation with administrative authorities. On this basis, in markets identified as high-priority, we concentrate management resources such as personnel and budget to build an operational framework capable of delivering the greatest possible impact. Guided by this strategic approach, we are advancing anti-infringement measures globally in a systematic and efficient manner.

In recent years, there have also been new developments in the location patterns of manufacturing sites for infringing products. Whereas such sites were once concentrated in specific areas, stronger enforcement and the development of international IP protection have led to an increasing dispersion of manufacturing sites across multiple regions. In response to these changes, Sanrio has further strengthened cooperation with administrative and law enforcement authorities, and continues to conduct supply chain monitoring and enforcement covering the entire process from production to distribution. Where necessary, we undertake joint enforcement actions with relevant authorities and promote market clearance through measures such as the seizure of infringing products and the suspension of their circulation.



Infringing products seized by law enforcement authorities

## 4.2 Enforcement Actions Against Manufacturers, Wholesalers, and Retailers of Infringing Products

### Case Study 1

#### Concentrated Administrative Enforcement Against Infringing Products

In August 2025, acting on prior leads, the Comprehensive Administrative Law Enforcement Detachment of the Zhuzhou Municipal Administration for Market Regulation in Hunan Province, China, deployed more than 20 enforcement officers to carry out simultaneous inspections of five companies within its jurisdiction. This case was part of a special enforcement action targeting children's apparel manufacturers for the unauthorized use of Sanrio character trademarks, including Hello Kitty and My Melody.

This case in Zhuzhou demonstrates that enforcement actions by Chinese authorities are not limited to areas where the manufacture of infringing products is concentrated, but are being carried out in a coordinated manner across the country.



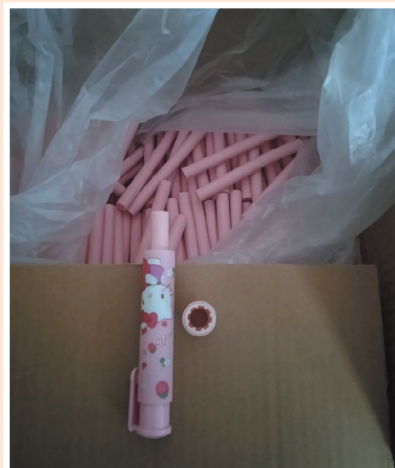
## 4.2 Enforcement Actions Against Manufacturers, Wholesalers, and Retailers of Infringing Products

### Case Study 2

#### Elimination of Infringing Goods Sellers through Criminal Enforcement

In 2024, through its own market investigations, Sanrio identified evidence of large-scale trademark infringement and filed a criminal complaint with China's public security authorities. The authorities promptly launched an investigation and, following a compulsory search of the infringing seller, seized approximately 390,000 infringing stationery products. The seller was subsequently prosecuted for the crime of selling goods bearing counterfeit registered trademarks, convicted, and sentenced to a fixed-term of imprisonment and a fine.

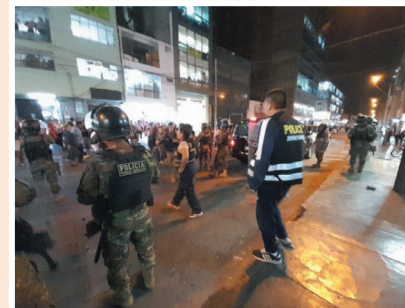
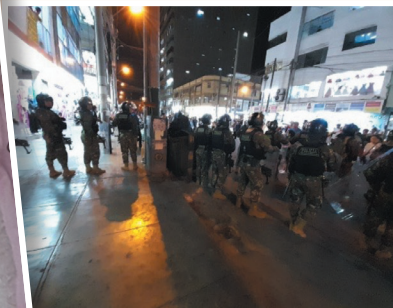
This case demonstrates that, in response to serious infringement, not only do administrative authorities take enforcement action, but public security authorities may also initiate criminal proceedings and pursue criminal liability, thereby delivering a strong deterrent effect. Under the 2021 amendment to China's Criminal Law, the maximum penalty for IP infringement was increased from seven years' imprisonment to ten years, which is expected to further strengthen deterrence against infringement.



## 4.2 Enforcement Actions Against Manufacturers, Wholesalers, and Retailers of Infringing Products

### Case Study 3

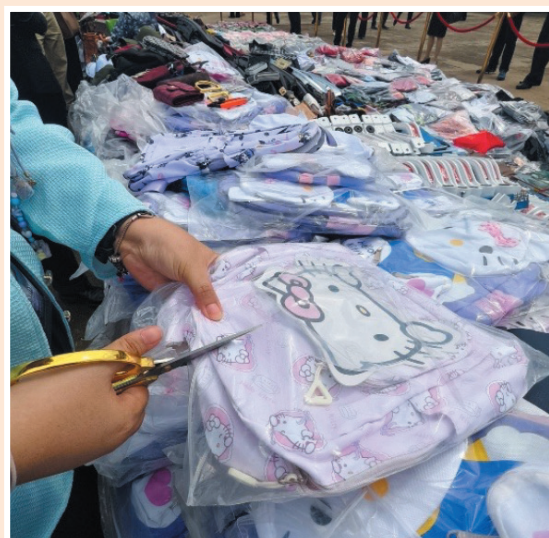
#### Criminal Enforcement Operation by the IP Police in Lima



In all countries and regions where infringing products are manufactured and distributed, Sanrio works jointly with local enforcement authorities to carry out enforcement actions. This case was part of a criminal enforcement action conducted in collaboration with the Peruvian police in April 2025, targeting sellers of infringing apparel products.

### Case Study 4

#### Destruction Ceremony of Infringing Products in Thailand



This photo shows a destruction ceremony of infringing products conducted by the Department of Intellectual Property (DIP) of Thailand in September 2025.

# 05 Combating Character Hijacking

## Measures against Bad Faith Filings and Results

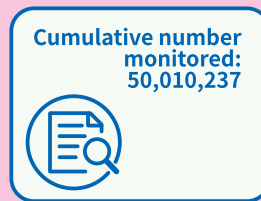
### Building a Global Monitoring System

Sanrio has established a comprehensive system for the continuous monitoring of third-party trademark applications similar to its own IP rights. Through this global monitoring network, we are able to detect early signs of infringement targeting our characters and respond promptly.

### Strategic Functions and Roles of Trademark Monitoring

- Preventing the dilution of brand value
- Strengthening the exclusivity and legal basis of existing rights
- Reducing the costs of rebranding and business negotiations

Monitoring scale in China: More than **tens of thousands** of published trademarks reviewed **per week**







as of December 2025

We are also applying the results and experience gained in China to strengthen monitoring systems in other key markets.

### What Is Bad-Faith Filing

Bad-faith filing refers to conduct in which a third party, for improper purposes, seeks to preemptively file for and appropriate another party's trademark by exploiting the period before it is registered or by imitating it.

The following are examples of bad-faith filings that Sanrio has successfully excluded through opposition and invalidation proceedings.

Figurative Similarity		
Word Similarity	kuluomi	Pochakoko
Element Similarity		

# Measures against Bad Faith Filings and Results



## Global Legal Response Framework

Taking into account the circumstances and differences in legal systems across countries and regions, Sanrio selects the legal measures available under the trademark laws of each jurisdiction as appropriate and develops the most effective response strategies.

In response to bad-faith filings, we employ measures such as opposition and invalidation/cancellation proceedings to address them efficiently and protect our rights thoroughly.



## Results Overview

The results achieved in addressing bad-faith filings in China demonstrate the effectiveness of our global IP protection strategy.

### Opposition Cases

Number of filings: **592**

Successful outcomes: **447**

Success rate: **75.51%**

### Invalidation Cases

Number of filings: **152**

Successful outcomes: **137**

Success rate: **90.13%**

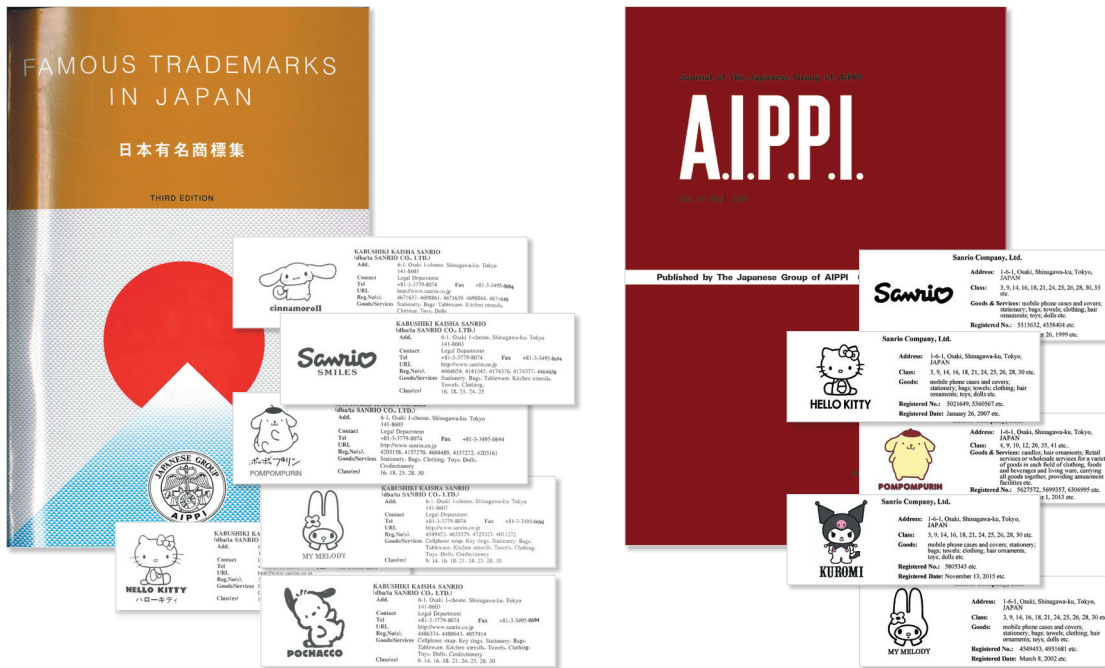
(Case data from January 2014 to December 2025)

We have taken more than 700 legal actions and, with a consistently high success rate, have effectively safeguarded our IP.

# 06 Reinforcing Our Top-Tier Brand Position

## Recognition as Famous Marks

Famous marks may receive enhanced protection beyond the scope of their registered rights and are also subject to focused protection by the relevant administrative authorities. Some of our trademarks have been registered in Japan as defensive marks and are also included in Famous Trademarks in Japan.



Some of our trademarks listed in Famous Trademarks in Japan (AIPPI-JAPAN 2004,2021)



Defensive Mark Registration Certificate (Japan)

# 06 Reinforcing Our Top-Tier Brand Position

## Recognition as Famous Marks

Outside Japan, some of our trademarks were included as early as 1999 in China's National Key Trademark Protection List, and were subsequently included in local Key Trademark Protection Lists across China, thereby receiving comprehensive protection. In South Korea, some of our trademarks have also been included in the Reference Collection of Major Misappropriated Trademarks and have received focused protection, among other forms of recognition.



China National Key Trademark Protection List (former logo), 1999, Trademark Office of the State Administration for Industry and Commerce



Inclusion in a Key Trademark Protection List refers to a system under which Chinese administrative authorities formally register trademarks recognized as having a high degree of notoriety. Inclusion in such a list signifies that the trademark is accorded an appropriate level of legal protection commensurate with its notoriety. Judicial guidance issued by the Supreme People's Court of China further clarifies that inclusion in such lists may serve as a reference for courts in determining trademark notoriety, underscoring its critical importance in strengthening the protection of top brand trademarks.

### Local Key Trademark Protection Lists

- 2020: Shanghai IP Administration
- 2024: Shanghai Pudong New Area IP Administration  
Beijing Trademark Association
- 2025: Zhejiang Provincial Administration for Market Regulation (Zhejiang IP Administration)  
Shanghai Pudong New Area IP Administration



Reference Collection of Major Misappropriated Trademarks, Korean Intellectual Property Office (KIPO), 2024

	상표 제510751호 상표 제482587호 상표 제492995호	키틀리, 장서민, 장산구류, 시계, 벨트 완구류, 장난감류, 인형류, 골프용품류 헤어장식, 헤어밴드, 헤어밴드
	상표 제493917호 상표 제497017호 상표 제498936호	키틀리, 장서민, 장산구류, 시계류 완구류, 장난감류 헤어장식, 헤어밴드, 헤어밴드
	상표 제476007호	키틀리, 완구류, 반시, 장서민, 장산구류, 시계, 벨트
	상표 제776820호 상표 제779747호 상표 제776822호	키틀리, 장서민, 장산구류, 시계, 벨트 완구류, 장난감류, 인형류, 골프용품류 헤어장식, 헤어밴드, 헤어밴드
	상표 제493914호 상표 제497020호 상표 제498935호	키틀리, 장서민, 장산구류, 시계류 완구류, 장난감류 헤어장식, 헤어밴드, 헤어밴드
	상표 제581530호	장산구류, 장서민, 장, 목걸이

# External Recognition and Awards

## Global Ranking of Characters by Cumulative Revenue

Rank	IP	Cumulative Revenue (USD)
1	Other IP	USD 147 billion
<b>2</b>	<b>Hello Kitty</b>	<b>USD 89 billion</b>
3	Other IP	USD 76 billion
4	Other IP	USD 74 billion
5	Other IP	USD 38 billion

Source: Fandom (Ultimate Pop Culture Wiki), as of April 2024



# External Recognition and Awards



## LICENSING EXPO CHINA

Outstanding Commercial Value IP Award: Sanrio Characters  
 Entertainment and Media Licensing IP of the Year Award: Sanrio Characters



**Outstanding Commercial Value IP Award**  
 LICENSING EXPO CHINA  
 2023.2024

**Entertainment and Media Licensing IP of the Year Award**  
 LICENSING EXPO CHINA 2025



## Golden Shield Award for IP Protection (China, 2025)



### Award Highlights

As a globally recognized character company, Sanrio has consistently positioned IP protection as one of the core strategies underpinning its corporate development. Since entering the Chinese market in the 1980s, Sanrio has witnessed the continued improvement and development of China's legal framework for IP protection. Through a proactive trademark registration strategy, Sanrio has registered character designs as device marks and character names as word marks, thereby ensuring legal protection in the Chinese market.

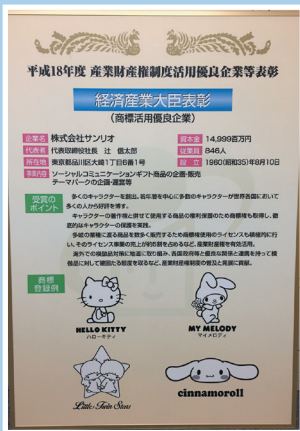
As of December 2024, Sanrio held 4,562 valid registered trademarks. In addition, in response to bad-faith trademark filings, Sanrio has successfully handled 707 related cases over the past decade or more, achieving success rates of 73.3% in opposition

proceedings and 90.2% in invalidation proceedings. These figures clearly demonstrate the effectiveness of Sanrio's response measures within China's trademark law framework.

# External Recognition and Awards

## Japan's Minister of Economy, Trade and Industry Commendation: Enterprise Excellence in Trademark Utilization

### Award Highlights



- Sanrio has created a wide range of characters, many of which primarily appeal to younger audiences and are widely appreciated around the world. In addition to protecting copyrights in its characters, Sanrio has also secured trademark rights for related merchandise, thereby implementing comprehensive, multi-layered protection for its characters.
- By actively licensing its trademarks and expanding product sales across multiple industries, Sanrio has generated licensing business sales accounting for nearly half of its total sales, demonstrating the effective utilization of industrial property rights.
- Sanrio has steadily advanced anti-counterfeiting initiatives overseas, established strong cooperative relationships with governments and other relevant authorities in various countries, taken a firm stance against counterfeit products, and contributed to the broader dissemination and promotion of the industrial property rights system.

## Special Commendation from Japan's Commissioner for Cultural Affairs: Shintaro Tsuji

(Sanrio Founder and Honorary Chairman)

### Citation from Japan's Commissioner for Cultural Affairs

As the founder of Sanrio Co., Ltd., you have, over many years, made a significant contribution to public awareness and education regarding copyright protection through the expansion of character-related business. In recognition of these achievements, we hereby commend you.



### Award Highlights

As the founder of Sanrio, he has, over many years, developed the character licensing business in Japan and overseas, represented by Hello Kitty. During this time, he devoted considerable efforts to overseas anti-infringement measures and made a significant contribution to the Hello Kitty Copyright Ambassador initiative carried out in 2020 and 2021.

# 08 The Core of Sanrio's IP Portfolio

## Popular Characters

01



### HELLO KITTY

Born in the suburbs of London, England. As tall as five apples and as heavy as three, Hello Kitty is a bright little girl with a heart of gold. She loves to bake cookies and play the piano, and dreams of one day becoming a pianist or maybe even a poet. She has a gift for music and English, and a soft spot for Mama's apple pie. Hello Kitty and her twin sister Mimmy are the best of friends.

02



### MY MELODY

My Melody is honest and good-natured. She cares deeply for her younger brother. Her treasured possession is the little red hood hand-sewn by her grandma. She enjoys baking cookies with her mother. Her favorite food is almond pound cake. Her dream is to become a pastry chef.

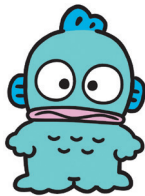
03



### LITTLE TWIN STARS

Little Twin Stars are twin stars born on the Star of Compassion in the Dream Nebula. They travelled a long way to Earth to learn how to be the best, shiniest stars they can be. The older sister, Lala, is a little timid and tends to cry easily. She loves drawing and writing poetry, and she is especially good at cooking. The younger brother, Kiki, is very curious, a little impatient, and somewhat mischievous. He loves star fishing and inventing things. He is especially good at flying with the star on his back.

04



### HANGYODON

This merman was born in China. He loves to make people laugh, but is a bit of a lonely romantic. He dreams of being a hero, but things never seem to go according to plan! His favorite things are cold Chinese noodles, shrimp crackers, hot pot, taking a dip in hot springs. Sayuri the octopus is his best friend. His special talent is making people laugh. His hobby is collecting Hangyodon merchandise.

05



### POCHACCO

His name comes from his chubby size. He is a curious and clumsy little guy, who sometimes sticks his nose where it isn't wanted. He's a male dog who loves taking detours for walks. He was born in Uguisu Valley, just outside of FuwafuwaTown. He is as tall as four large cups of his favorite banana ice cream, and weighs as much as three giant carrots from the Fuwafuwa Town carrot patch. His favorite flower is the milk vetch, and he has lots of friends.

## 08 The Core of Sanrio's IP Portfolio

# Popular Characters

06



### BAD BADTZ-MARU

Badtz-Maru is one mischievous little penguin. His favorite foods are high-end sushi from Ginza and Poripari Ramen. His father is a stern-faced entrepreneur, but he is extremely optimistic, while his mother is super into education and set on putting Badtz-Maru on the elite track. His hobby is collecting villain cards. His dream is to become the boss of a big company one day. Although he may seem a little difficult, he is actually a pretty good guy?

07



### POMPOMPURIN

This golden retriever boy is unmistakable in his trademark brown beret. Pompompurin has a laid-back demeanor and loves the phrase "let's go out," as much as he dislikes the word "stay." His hobby is collecting shoes. He secretly hides away just one shoe at a time, such as his owner father's leather shoes or mother's sandals. He likes milk, soft things, and his mother's homemade pudding. His special talents are taking naps, doing Pompompurin exercises, and making friends with anyone right away. His dream is to grow bigger someday. His home is his Pompompurin basket in the entrance hall of his owner older sister's house.

08



### CINNAMOROLL

A white puppy boy was born high above the clouds in the distant sky. One day, a young woman working at Café Cinnamon found him drifting gently down from the sky. From then on, they decided to live together. Because his curled tail looked just like a cinnamon roll, she named him Cinnamon, and he is now the café's pin-up puppy. His special talent is flying by flapping his big ears. He is gentle and especially affectionate, and sometimes takes naps on customers' laps.

09



### KUROMI

Kuromi is the self-proclaimed rival of My Melody. Although she may look tough, she is actually very girly and is attracted to good-looking guys. Her signature look is her black hood with a pink skull on the front. Her hobby is keeping a diary. She has recently become fond of romance novels. Her favorite color is black, and her favorite food is pickled scallions. Baku, Kuromi's little sidekick, can carry her through the sky. He is extremely patient and never gets discouraged, even when Kuromi teases him. He is doing his utmost to spread Kuromi's charm around the world!

SANRIO  
INTELLECTUAL PROPERTY  
REPORT

