August 24, 2026

To Our Valued Stakeholders

Company Name	GENDA Inc.	
Name of Representative	Representative Director, President and CEO	Nao Kataoka
(Code No.: 9166 Tokyo Stock Exchange Growth Market)		
Contact information	Managing Director, CFO	Taiju Watanabe
		(TEL 03-6281-4781)

Notice Concerning Conclusion of Business Alliance Agreement with Sanrio Company, Ltd.

GENDA Inc. (Headquarters: Minato-ku, Tokyo; Representative Director, President and CEO: Nao Kataoka; hereinafter referred to as “Company”) hereby announces that we have decided to conclude an agreement regarding a business alliance (hereinafter “Business Alliance”) today with Sanrio Company, Ltd. (Headquarters: Shinagawa-ku, Tokyo; President and CEO: Tomokuni Tsuji; hereinafter “Sanrio”) as follows.

1. Reason for the Business Alliance

The Company has set the aspiration of “More fun for your days” and aims to become “the World's No.1 Entertainment Company” in 2040. Our growth strategy is to achieve “Continuous Transformational Growth” through M&A in the entertainment industry, and we operate our business in two segments: “Entertainment Platform Business,” which operates amusement arcades and karaoke facilities, etc., and “Entertainment Contents Business,” which handles the upstream areas of entertainment such as IP (Intellectual Property).

On the other hand, driven by its enduring corporate philosophy, “Getting Along Together,” Sanrio's vision is “One World, Connecting Smiles.” (Creating as many smiles as possible and extending the circle of happiness even further afield). With a diverse portfolio of world-renowned character IPs led by “HELLO KITTY,” Sanrio operates a global entertainment business, expanding its international licensing operations by engaging fans across multiple touchpoints, including retail outlets, theme parks, and digital media.

By leveraging Sanrio’s diverse range of character IPs across the Company’s domestic and international platforms, we anticipate strong synergies, including increased store foot traffic and enhanced customer dwell value, alongside new content collaboration opportunities. Confident that this initiative will further drive long-term enterprise value for both companies, we have formally executed the agreement regarding the Business Alliance.

2. Details of the Business Alliance

(1) Expansion of the Company-exclusive prize offerings on a global scale

The Company operates "GiGO" amusement arcades across domestic and international markets, alongside approximately 13,000 amusement arcades and mini-locations (mainly a gaming corner with 30 or fewer game machines installed) in North America managed by its consolidated subsidiary, GENDA Americas, Inc. (Headquarters: Texas, USA; President and CEO: Atsushi Iyoda). Beyond these core markets, its global footprint extends across additional international regions. While the Company has long featured Sanrio character merchandise across its entertainment platforms, the Business Alliance enables us to accelerate the frequency and scale of the Company-exclusive prize rollouts. Moving forward, both companies will collaborate on immersive in-store decorations, character touchpoint planning, and joint promotional and store expansion initiatives in North America to further deepen our strategic collaboration.

(2) Collaboration in the media mix sector

Extending beyond the amusement sector, both companies will actively explore collaborative opportunities through media-mix content development.

3. Outline of the Business Alliance Partner

(1)	Name	Sanrio Company, Ltd.
(2)	Location	1-11-1 Osaki, Shinagawa-ku, Tokyo
(3)	Title and name of Representative	President and CEO Tomokuni Tsuji
(4)	Business	1. Planning and sale of social communication gifts 2. Planning and sale of greeting cards 3. Planning and sale of books 4. Operation of restaurants 5. Production, promotion and distribution of movies 6. Planning, production, and sales of recorded music and video products 7. Planning and presentation of musicals, live performances 8. Copyright licensing 9. Planning and operation of theme parks 10. Planning, development and sale of educational services and materials 11. Planning, sale and distribution of digital content 12. Activities related to advertising and marketing 13. Sports-related business
(5)	Capital	10.261 billion yen
(6)	Date of establishment	August 10, 1960

<table>
<tr><td rowspan="10">(7) Major Shareholders and Shareholding ratio
(as of March 31, 2026)</td><td colspan="2">The Master Trust Bank of Japan, Ltd. (trust account)</td><td>9.6%</td></tr>
<tr><td colspan="2">KIYOKAWA SHOJI CO., LTD.</td><td>8.1%</td></tr>
<tr><td colspan="2">Bandai Namco Holdings Inc.</td><td>4.6%</td></tr>
<tr><td colspan="2">Custody Bank of Japan, Ltd. (trust account)</td><td>4.5%</td></tr>
<tr><td colspan="2">KONAN SHOJI CO., LTD.</td><td>3.2%</td></tr>
<tr><td colspan="2">Yuko Tsuji</td><td>2.1%</td></tr>
<tr><td colspan="2">Nippon Life Insurance Company</td><td>1.7%</td></tr>
<tr><td colspan="2">Fukoku Mutual Life Insurance Company</td><td>1.5%</td></tr>
<tr><td colspan="2">Daiichi Life Insurance Co., Ltd.</td><td>1.3%</td></tr>
<tr><td colspan="2">JP MORGAN CHASE BANK 385642</td><td>1.1%</td></tr>
<tr><td rowspan="4">(8) Relationship between the listed company and the company concerned</td><td>Capital relationship</td><td colspan="2">Not applicable</td></tr>
<tr><td>Personnel relationship</td><td colspan="2">Not applicable</td></tr>
<tr><td>Business relationship</td><td colspan="2">It engages in business transactions with the Company’s subsidiaries GAGA Corporation, Sweet Pixels inc., and Fukuya Co., Ltd.</td></tr>
<tr><td>Related party status</td><td colspan="2">Not applicable</td></tr>
<tr><td colspan="4">(9) Financial position and Operating results for the last three years (consolidated)</td></tr>
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Fiscal-Year end	FY2024/3	FY2025/3	FY2026/3
Net assets	64,897 million yen	107,608 million yen	155,971 million yen
Total assets	156,062 million yen	202,406 million yen	234,684 million yen
Net assets per share	54.71 yen	90.21 yen	128.49 yen
Revenue	99,981 million yen	144,904 million yen	194,088 million yen
Operating income	26,952 million yen	51,806 million yen	77,859 million yen
Ordinary income	28,265 million yen	53,453 million yen	79,335 million yen
Net income attributable to owners of the parent	17,584 million yen	41,731 million yen	54,608 million yen
Net income per share	14.62 yen	35.32 yen	45.33 yen
Dividend per share	66.00 yen	53.00 yen	69.00 yen

4. Schedule for the Business Alliance

(1) Date of internal approval	August 24, 2026
(2) Date of signing	August 24, 2026

5. Future outlook

We expect that the impact of this matter on our consolidated business performance and financial position for the fiscal year ending on January 31, 2027, will be minor. However, if a significant change in business conditions or an investment, etc. results in a financial impact, we will promptly disclose such information as soon as it becomes clear.