

Fiscal Year Ended March 2024

Results Presentation

2024/5/10

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FY2024/3 Full-year Results

Financial Highlights



(Billion yen)	FY2022/3	FY2023/3	FY2024/3
	Full Year Results	Full Year Results	Full Year Results
Sales	320.9	389.6	467.8
Entertainment Contents	235.9	282.8	318.0
Pachislot and Pachinko Machines	75.8	94.2	135.9
Resort	8.6	11.5	12.3
Other / Elimination	0.6	1.1	1.6
Operating Income	32.0	46.7	56.8
Entertainment Contents	33.9	38.7	28.9
Pachislot and Pachinko Machines	9.3	20.0	41.2
Resort	-2.5	-1.1	-0.9
Other / Elimination	-8.7	-10.9	-12.4
Non-operating income	5.9	4.9	6.8
Non-operating expenses	4.6	2.2	3.9
Ordinary Income	33.3	49.4	59.7
Entertainment Contents	36.8	41.1	30.7
Pachislot and Pachinko Machines	10.2	20.7	41.8
Resort	-6.7	-3.2	0.0
Other / Elimination	-7.0	-9.2	-12.8
Ordinary Income Margin	10.4%	12.7%	12.8%
Extraordinary income	5.2	0.0	1.3
Extraordinary losses	0.6	2.4	19.2
Income before income taxes	37.9	47.0	41.8
Income taxes	0.9	1.1	8.8
Profit attributable to owners of parent	37.0	45.9	33.0
ROE	12.7%	14.7%	9.6%
EPS (JPY)	158.85	208.07	150.75

FY2024/3 Full-year Results

- **Ordinary income increased, driven by Pachislot and Pachinko Machines, Japan and Asia CS*, and Resort**
 - Ordinary income increased due to steady performance of Pachislot and Pachinko, Japan and Asia CS, Pachislot and Pachinko Machines Business, and Resort Business
- **Recorded losses associated with structural reform in Europe and tax expenses increased**
 - Profit attributable to owners of parent decreased due to loss from structural reform in Europe and increase in tax expenses etc., which had been low in the previous fiscal year, etc., because of the decrease in taxable income from net loss carried forward etc.
- **Decided to increase year-end dividends and acquisition of treasury stocks**

*See P. 4 for details

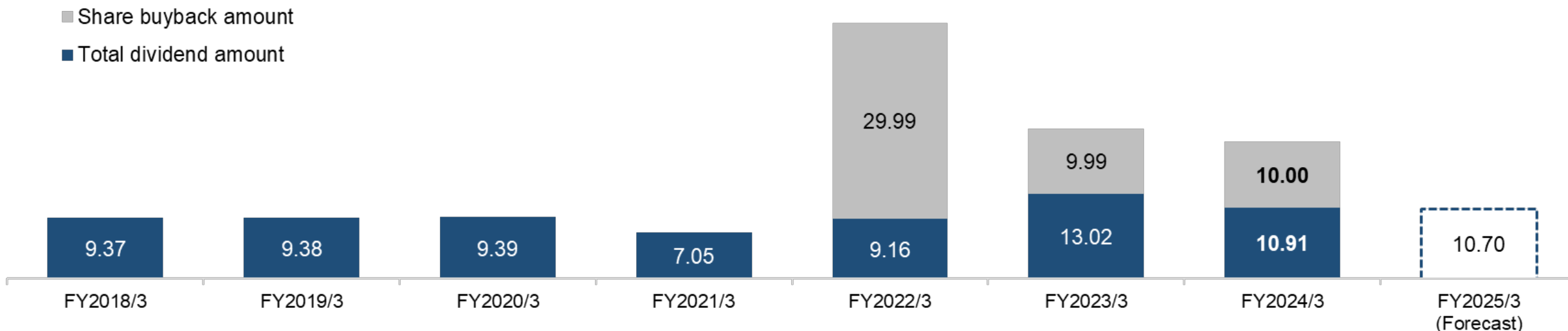
*FY2025 forecast will be explained from P. 23

Shareholder Returns: FY2024/3 Results and FY2025/3 Forecast



[Trend of shareholder return amounts]

(Unit: Billion yen)



	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3 (Forecast)
Shareholder return amounts	9.37 billion yen	9.38 billion yen	9.39 billion yen	7.05 billion yen	39.15 billion yen^{*1}	23.02 billion yen^{*2}	20.91 billion yen^{*3}	Approx. 10.7 billion yen
Dividends per share ^{*4}	Interim: 20 yen Year-end: 20 yen	Interim: 20 yen Year-end: 20 yen	Interim: 20 yen Year-end: 20 yen	Interim: 10 yen Year-end: 20 yen	Interim: 20 yen Year-end: 20 yen	Interim: 20 yen Year-end: 39 yen	Interim: 23 yen Year-end: 27 yen	Interim: 25 yen Year-end: 25 yen
DOE^{*5}	3.0%	3.1%	3.1%	2.4%	3.1%	4.2%	3.3%	3% or more
Total return ratio^{*6}	105%	355%	68%	553%	106%	50%	63.3%	50% or more

^{*1} Purchase period: Nov. 9, 2021-Apr. 19, 2022

^{*2} Purchase period: May 1, 2023-Dec. 22, 2023

^{*3} Purchase period: May 13, 2024-Mar. 31, 2025

^{*4} The initial dividend forecast for FY2025/3 is based on DOE3% or equivalent

^{*5} DOE (Dividends on Equity) = dividend amount / net asset

^{*6} Total return ratio = (total dividend amount + total amount of share buybacks) / net income

(Reference) Shareholder Returns: Process of Determining the Amount of Return and Methods

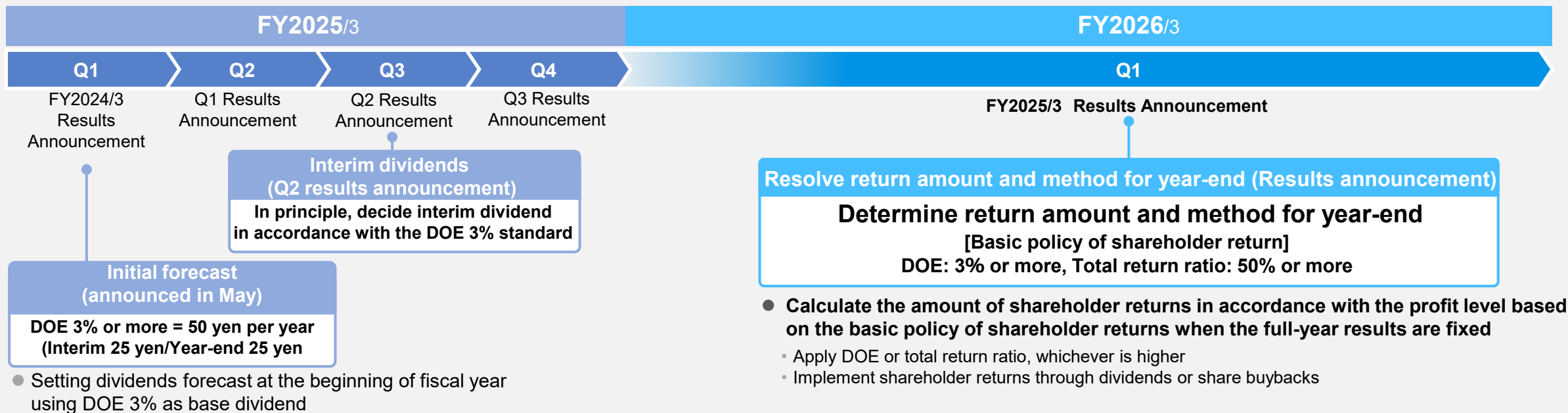
Shareholder return policy and return amount of FY2024/3

We set **DOE (Dividend on equity ratio) 3% or more**, or the **total return ratio of 50% or more**, whichever is higher as the basis for shareholder return and return through dividends or share buybacks. In accordance with this policy, we have decided to pay **annual dividend of 50 yen (of which, 23 yen for interim and 27 yen for year-end)**, and in addition, we have decided to **acquire our treasury stocks with the upper limit of 10.0 billion yen** for the fiscal year ended March 2024. As a result, **total shareholder returns were approximately 20.9 billion yen (breakdown: approximately 10.9 billion yen for dividends and 10.0 billion yen (upper limit) for acquisition of treasury stocks)** and a total return ratio was approximately 63.3% for the fiscal year ended March 2024.

Dividend forecast for FY2025/3

Since the initial dividend forecast is provisionally calculated based on a DOE 3%, as **the annual dividend forecast for the fiscal year ending March 2025 is expected to be 50 yen (of which, 25 yen for interim and 25 yen for year-end)** which is expected to result in **shareholder return amounts of approximate 10.7 billion yen**. For reference, if return will be calculated with total return ratio of 50%, as the **net income attributable to owners of parent in the operating results forecast for the fiscal year ending March 31 2025 announced today is 39.0 billion yen**, the return amount in this case would be approximately **19.5 billion yen**. *The actual amount of shareholder returns, and the method of return may change depending on the progress of business performance and other factors.

[Process of Determining the Amount of Return and Methods]



Topics: Regarding the Structural Reform in Consumer Area

PL impact amount for FY2024/3: **24.4 billion yen in total** (Cost of sales: 6.6 billion yen, extraordinary losses: 17.8 billion yen)

Implemented in order to promptly adapt to changes in the business environment and improve profitability from the lowered profitability caused by rapid changes in the business environment in the European region

1 Review of medium-term lineup	<ul style="list-style-type: none">● Re-evaluation of asset value of titles● Cancellation of some titles including <i>HYENAS</i>	Approx. 6.6 billion yen (cost of sales) Approx. 9.2 billion yen (extraordinary loss)
2 Optimization of fixed expenses, Improvement of investment efficiency	<ul style="list-style-type: none">● Reduction of fixed expenses through reduction of headcount and offices	Approx. 4.0 billion yen (extraordinary loss)
	<ul style="list-style-type: none">● Transfer of shares of Relic Entertainment Inc.	Approx. 4.4 billion yen (extraordinary loss)
3 Review of development/sales structure and management system	<ul style="list-style-type: none">● Establishment of "Chief Revenue Officer"● Enhancement of development process (quality and marketability assessment with objectivity)● Comprehensive review of organizational structure of European region	

Transfer all shares of PHOENIX RESORT to Fortress Investment Group

- **Background of transfer**

Since we made PHOENIX RESORT (“Phoenix”) our wholly owned subsidiary in 2012, we have worked closely with Phoenix to enhance its corporate value. As a result, starting with the fiscal year ended March 2023, Phoenix achieved the largest sales and operating income turnaround since joining our group for two consecutive fiscal years.

As the measures to further increase its corporate value, we have decided to bring in Fortress Investment Group LLC (“Fortress”) who has extensive experience and knowledge in the hotel and resort business, as a strategic partner and have Fortress take the lead in Phoenix's operations.

- **Future Outlook**

Acquire newly issued class shares and holding 20% of Phoenix's voting rights

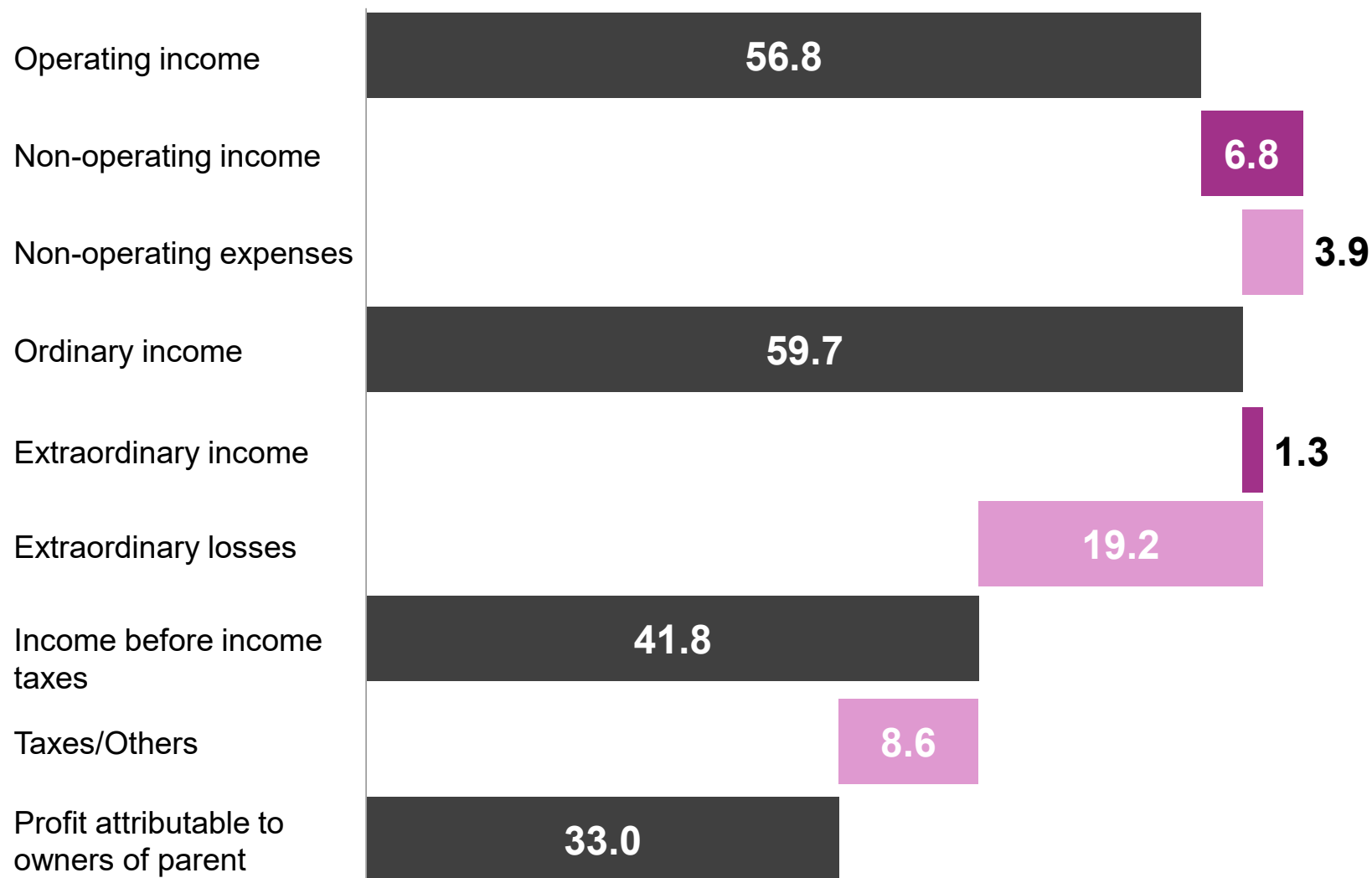
Continue to support Phoenix's further increase its corporate value based on the strategic partnership agreement with Fortress

- **Impact on business performance**

Expect to record gain of approximately 8.5 billion yen from the transfer of shares as extraordinary income in FY2025/3

Breakdown of Income (FY2024/3 Full-year Results)

(Unit: Billion yen)



Breakdown of non-operating income/expenses and extraordinary income/losses

Non-operating income	6.8
Equity in earnings of affiliates	2.0
Interest income	1.9
Gain on investments in partnership	1.4
Non-operating expenses	3.9
Commission fee	1.2
Loss on investments in partnership	0.9
Interest expenses	0.7
Foreign exchange losses	0.4
Extraordinary Income	1.3
Extraordinary losses	19.2
Loss on business restructuring	17.8
Taxes/Others	8.6

Various Expenses, etc.

■ Entertainment Contents

(Billion yen)	FY2022/3 Full Year Results	FY2023/3 Full Year Results	FY2024/3 Full Year Results
R&D / Content production expenses	54.4	66.0	83.1
Advertising expenses	14.2	20.7	31.6
Depreciation	3.7	3.8	4.4
Cap-ex	7.3	5.9	5.6

- R&D expenses / content production expenses increased
 - Consolidation of expenses at Rovio
 - Recording of losses due to write-downs
- Advertising expenses increased
 - Consolidation of expenses at Rovio

■ Pachislot & Pachinko

(Billion yen)	FY2022/3 Full Year Results	FY2023/3 Full Year Results	FY2024/3 Full Year Results
R&D / Content production expenses	14.4	14.4	15.1
Advertising expenses	1.6	1.7	3.0
Depreciation	2.7	2.7	2.6
Cap-ex	4.1	4.2	4.3

- R&D expenses / content production expenses increased
 - Recording of losses due to write-downs in peripheral business
- Advertising expenses increased
 - Implemented the promotion of mainstay titles

*Recognition criteria of R&D and Content Production Expenses by business segments

- Entertainment Contents business (Full Game (CS)): Expenses are capitalized as inventory assets or intangible assets during development and booked as expenses after launch. 25% will be amortized in first month and the rest will be amortized over a period of 23 months using the straight-line method (Total amortization period is 24 months)
- Entertainment Contents business (F2P (CS)): Expenses are amortized over a period of 24 or 36 months using the straight-line method
- Entertainment Contents business (AM): Expenses are capitalized as inventory assets during development and booked as expenses after launch. They will be amortized 15% per first 2 months and the rest will be amortized 7% per 10 months using the straight-line method (Total amortization period is 12 months)
- Pachislot and Pachinko Machines business: Expenses aren't capitalized but are recognized as they arise (outsourced process expenses recognized when work is inspected)

*Full Game (CS) are anticipated to be sold for a longer period due to recent longer product lifecycle compared with conventional length, so the amortization rule has been revised as above from new titles to be launched in FY2024/3.

Titles released by FY2023/3 will be amortized 40%, 15%, 5% per first 3 months and the rest will be amortized 2% per 21 months using the straight-line method.

Consolidated Balance Sheet Summary



(Billion yen)	【Assets】			【Liabilities and Net Assets】				
	Account	As of end of Mar. 2023	As of end of Mar. 2024	Increase /Decrease	Account	As of end of Mar. 2023	As of end of Mar. 2024	Increase /Decrease
	Cash and Deposits	179.5	211.7	+32.2	Accounts Payable	30.5	26.0	-4.5
	Accounts Receivable	53.3	54.2	+0.9	Short Term Borrowings	17.0	22.5	+5.5
	Securities	-	8.0	+8.0	Other	72.8	86.9	+14.1
	Inventories	89.4	81.7	-7.7	Total Current Liabilities	120.3	135.4	+15.1
	Other	31.6	39.4	+7.8	Corporate Bonds	10.0	10.0	-
	Total Current Assets	353.8	395.0	+41.2	Long Term Borrowings	25.0	124.5	+99.5
	Tangible Fixed Assets	60.4	60.0	-0.4	Other	14.8	26.2	+11.4
	Intangible Fixed Assets	13.2	92.2	+79.0	Total Noncurrent Liabilities	49.8	160.7	+110.9
	Goodwill (included in Intangible Fixed Assets)	2.5	30.2	+27.7	Total Liabilities	170.2	296.2	+126.0
	Trademark right (same as above)	0.0	47.5	+47.5	Shareholders' Equity	326.7	333.2	+6.5
	Investment Securities	39.5	49.8	+10.3	Total accumulated other comprehensive income	4.0	23.6	+19.6
	Other	34.6	56.9	+22.3	Share acquisition rights	0.4	0.7	+0.3
	Total Noncurrent Assets	147.7	258.9	+111.2	Non-controlling interests	0.0	0.0	+0.0
	Total Assets	501.5	653.9	+152.4	Total Net Assets	331.3	357.7	+26.4
					Total Liabilities and Net Assets	501.5	653.9	+152.4

	As of end of Mar. 2023	As of end of Mar. 2024	Increase /Decrease
Cash, deposits and cash equivalents	179.5	219.8	+40.3
Interest bearing debt	52.0	157.0	+105.0
Net cash	127.5	62.8	-64.7
Equity ratio	66.0%	54.6%	-11.4p

Main factors for increase/decrease

(Assets)	Securities goodwill and trademark right increased due to the inclusion of Rovio Entertainment Corporation (Rovio) in the scope of consolidation
(Liabilities)	Long term borrowings increased related to the acquisition of Rovio
(Net assets)	Shareholders equity increased mainly due to the recording of profit attributable to owners of parent, despite the payment of dividends and implementation of share buyback In addition, foreign currency exchange adjustments increased

Consolidated Cash Flows



(Unit: billion yen)

Cash and cash equivalents

End of FY2023/3

179.5

C/F from Operating Activities
+65.8

C/F from Investing Activities
-113.5

C/F from Financing Activities
+79.7

End of FY2024/3

219.8

Cash Flows from Operating Activities

Income before income taxes	+41.8
Depreciation and amortization	+13.5
Income taxes paid	-12.5
Others	+23.0

Cash Flows from Investing Activities

Purchase of shares of subsidiaries	-81.7
Payments for investments in capital	-12.9
Others	-18.9

Cash Flows from Financing Activities

Proceeds from long-term borrowings	+122.0
Repayment of long-term borrowings	-17.0
Purchase of treasury stock	-10.0
Cash dividends paid	-13.6
Others	-1.7

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Per Segments Results

FY2024/3 Full-year Results

(Billion yen)	FY2022/3 Full Year Results	FY2023/3 Full Year Results	FY2024/3 Full Year Results
Sales	235.9	282.8	318.0
Consumer	158.3	187.9	222.6
Amusement Machine	49.7	64.9	61.2
Animation / Toy	25.6	29.3	33.5
Other / Elimination	2.3	0.7	0.7
Operating Income	33.9	38.7	28.9
Consumer	29.3	32.8	24.7
Amusement Machine	2.5	2.9	2.9
Animation / Toy	3.0	4.5	4.0
Other / Elimination	-0.9	-1.5	-2.7
Non-operating income	3.3	2.8	3.5
Non-operating expenses	0.5	0.4	1.6
Ordinary Income	36.8	41.1	30.7
Ordinary Income Margin	15.6%	14.5%	9.7%

- **Sales increased due to steady performance of Japan and Asia CS*, and Rovio's entry into the group**
- **Profit decreased mainly due to weak performance of CS in Europe**

[Consumer]

- Steady sales of new titles in Full Game from Japan studios and repeat sales of titles released in the previous fiscal year
- Incorporated Rovio's results from Sep. 2023
- Promptly implemented structural reform since the profitability in European region has been lowered



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Like a Dragon: Infinite ∞ *Wealth* (Jan. 26, 2024)

- Metascore: **89**
- Achieved its global cumulative sales of 1 million units* in first week after launch

*Calculated by SEGA internally. The unit sales are the total number of physical units shipped to retailers and downloadable units sold to consumers, across sales on all platforms



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Persona 3 Reload (Feb. 2, 2024)

- Metascore: **87**
- Achieved its global cumulative sales of 1 million units* in first week after launch, the fastest ever in Atlus titles

*The total number of physical units shipped to retailers and downloadable units sold worldwide

*Dates in () to the right of the title are the release dates

*Metascore as of May 9, 2024



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Unicorn Overlord (Mar. 8, 2024)

- Metascore: **87**
- Achieved its global cumulative sales* of 500K units

*The total number of physical units shipped to retailers and downloadable units sold worldwide



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Football Manager 2024 (Nov. 7, 2023)

- Metascore: **84**
- Global cumulative number of players: **9 million***

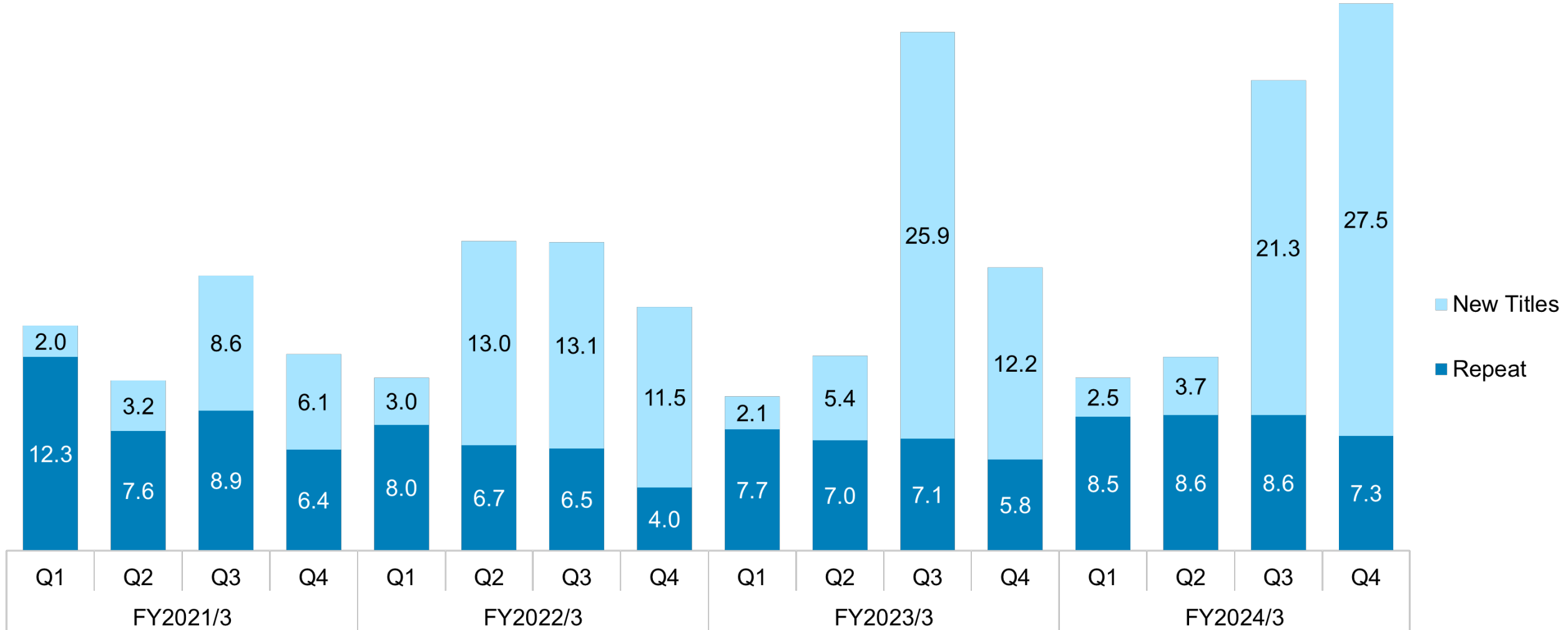
*Calculated by SEGA internally. The number of players is the total number of users who play on the physical version, the downloadable version, all deployed platforms, and various subscription services.

*Dates in () to the right of the title are the release dates

*Metascore as of May 9, 2024

Consumer Area / Full Game: Sales Trend

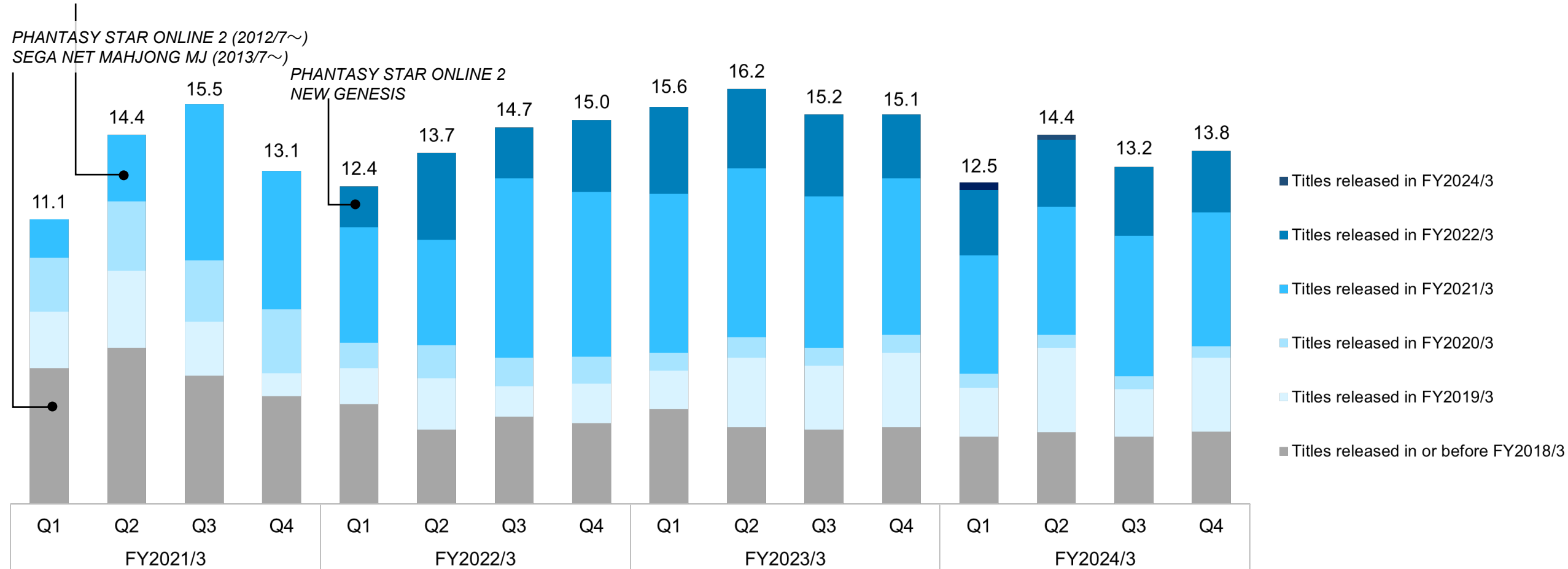
(Unit: billion yen)



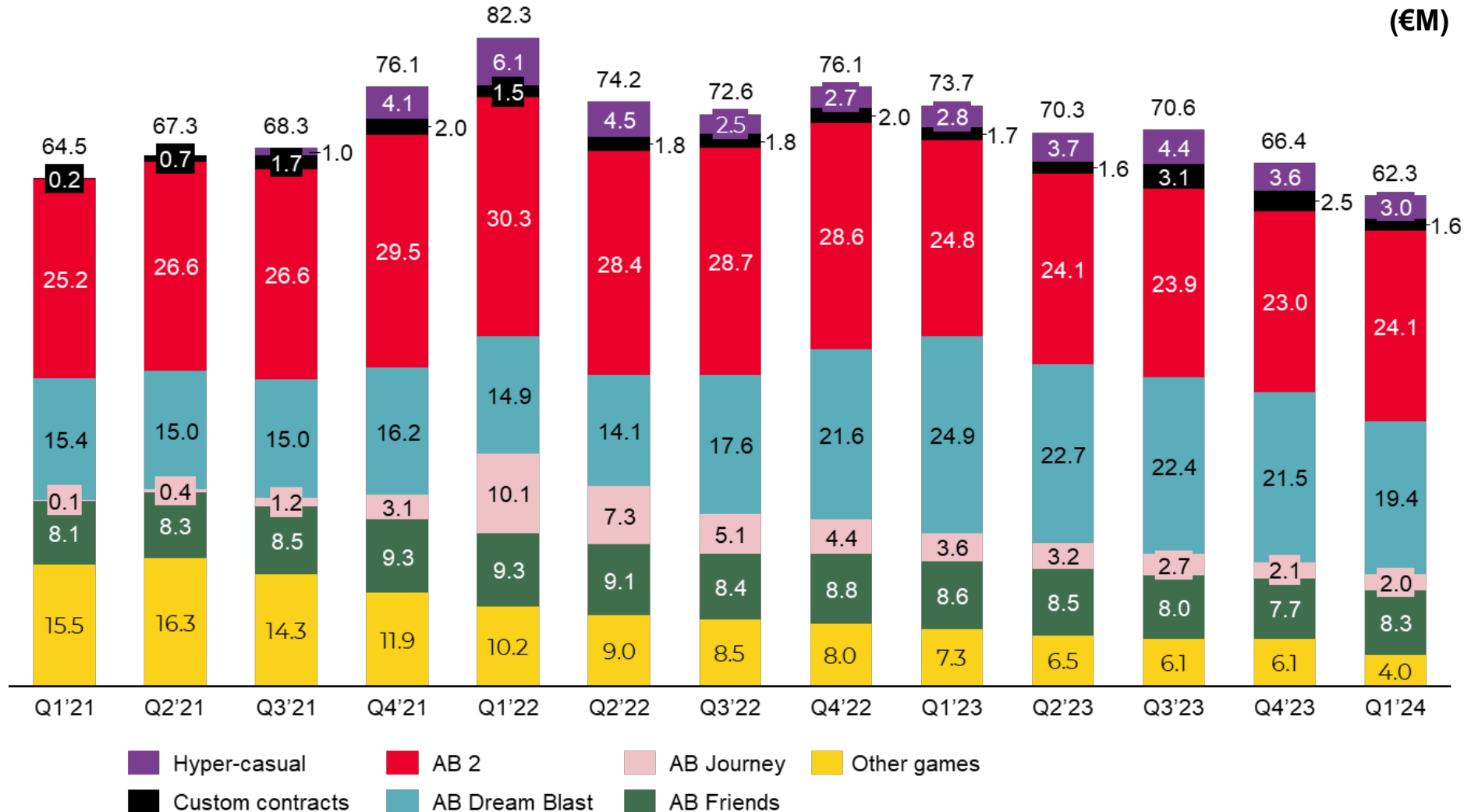
Consumer Area / F2P: Sales Trend

Project SEKAI COLORFUL STAGE feat. Hatsune Miku

(Unit: billion yen)



(Reference) Sales by Titles of Rovio



*Rovio applies December fiscal year end
 *Created by Rovio

Pachislot & Pachinko Machines Business

(Billion yen)	FY2022/3 Full Year Results	FY2023/3 Full Year Results	FY2024/3 Full Year Results
Sales	75.8	94.2	135.9
Pachislot	30.6	41.0	88.7
Pachinko	37.1	44.2	35.5
Other / Elimination	8.1	9.0	11.7
Operating Income	9.3	20.0	41.2
Non-operating income	1.0	0.8	0.8
Non-operating expenses	0.1	0.2	0.2
Ordinary Income	10.2	20.7	41.8
Ordinary Income Margin	13.5%	22.0%	30.8%
Pachislot			
Number of Titles	10 titles	8 titles	7 titles
Unit Sales (units)	77,870	94,966	180,090
Pachinko			
Number of Titles	5 titles	5 titles	4 titles
Unit Sales (units)	97,027	103,556	88,236
Board + Frame	56,728	52,152	25,419
Board	40,299	51,404	62,817

New series are counted as one title
 (Titles which installation started from previous FY, specification changed titles, etc.
 are not included)

FY2024/3 Full-year Results

- **Significant increase in sales and profit from the previous fiscal year**
 - Strong sales centered on pachislot
 - Moved the installation timing of some titles to the next fiscal year
 - Major titles sold:
 - Smart Pachislot Hokuto No Ken*
 - P Hokuto No Ken Bokyosei*, etc.

- Introduced the products supported by users for both pachislot and pachinko



Smart Pachislot Hokuto No Ken

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©Sammy



P Hokuto No Ken Bokyosei

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©Sammy

Smart Pachislot Hokuto No Ken

- Initial installation: Apr. 2023
- Cumulative installed units: 84K units (As of end of Mar. 2024)
 - *Of the above, approx. 5K units were delivered in advance during FY2023/3
- Contributed weeks in utilization*: 57 weeks (still contributing)

P Hokuto No Ken Bokyosei

- Initial installation: May 2023
- Cumulative installed units: 18K units (As of Mar, 2024)
- Contributed weeks in utilization*: 52 weeks (still contributing)

*Contributed weeks in utilization : Indicator used to decide whether each machine's weekly utilization is over/below average weekly utilization of the whole market. In-house estimation.

(Billion yen)	FY2022/3 Full Year Results	FY2023/3 Full Year Results	FY2024/3 Full Year Results
Sales	8.6	11.5	12.3
Operating Income	-2.5	-1.1	-0.9
Non-operating income	0.0	0.1	1.0
Non-operating expenses	4.1	2.1	0.0
Ordinary Income	-6.7	-3.2	0.0
Ordinary Income Margin	-	-	0.2%
<PHOENIX RESORT>			
No. of facility users (Thousands)	760	946	898
3 accommodation facilities	308	394	360
2 golf courses	94	103	102
Other facilities	358	449	436

FY2024/3 Full-year Results

➤ **Achieved profitability at the ordinary income level**

■ PHOENIX RESORT:

- Optimization of unit prices for room and recovery of group customers led to a second consecutive year of positive operating income

■ PARADISE SEGASAMMY:

- Contributed to profit with equity method acquisition as casino revenues and hotel occupancy remained at high levels

(KRW Billion)		FY2022/3 Full year Results	FY2023/3 Full year Results	FY2024/3 Full year Results
Sales		161.5	270.5	448.7
	Casino	86.6	157.5	327.9
	Hotel	67.7	95.9	100.3
	Other	7.0	17.0	20.4
Cost of sales		178.2	234.1	353.1
	Casino	63.7	100.4	193.4
	Hotel	81.9	94.2	112.1
	Other	32.4	39.4	47.6
Gross profit		-16.7	36.4	95.5
	SG&A	25.4	27.9	39.2
Operating profit		-42.2	8.5	56.3
EBITDA		14.9	65.3	103.7
Net profit		-87.9	-33.9	28.0
Number of casino visitors (Thousands)		99	151	297
				Source: Paradise IR
SEGASAMMY Equity method acquisition amount (Billion yen)		-4.1	-1.8	0.9

FY2024/3 Full-year Results

- **Recorded highest operating income and EBITDA since the opening of facility**
- **Contributed to profit with equity method acquisition**
 - Recovery of casino sales progressed centered on Japanese VIP customers
 - Hotel sales continued to achieve high room rates and occupancy by capturing the demand for stay type travel in South Korea

*PARADISE SEGASAMMY is an equity-method affiliate of the Company

*PARADISE SEGASAMMY is recorded 3 months late to the Company as it applies December fiscal year end

*Local accounting standards

03

FY2025/3 Forecast

➤ **Changes in segment**

■ **Making “Gaming Business” as a new segment**

- Entering the online gaming market in North America, which is expected to grow further in the future, and aiming to establish it as the third pillar of our business
- “Gaming Business” includes below
Online gaming, development, manufacturing, and sale o slot machines by SEGA SAMMY CREATION, operation business of integrated resort facility by PARADISE SEGASAMMY, etc.

■ **Reorganization of subsegment within Entertainment Contents Business**

- The “Amusement Machine” and “Toys” areas are combined and renamed “AM & TOY”, associated with the establishment of SEGA FAVE CORPORATION
- Changes the “Animation”, which is a growth area, as an independent subsegment

Notice regarding the establishment of SEGA FAVE CORPORATION: <https://www.segasammy.co.jp/en/release/44213/>

➤ Change in management indicator

■ Change management indicator to Adjusted EBITDA from Ordinary Income

- Background of change: As it is easy to compare with global companies and is an appropriate measure of the substantial business profitability

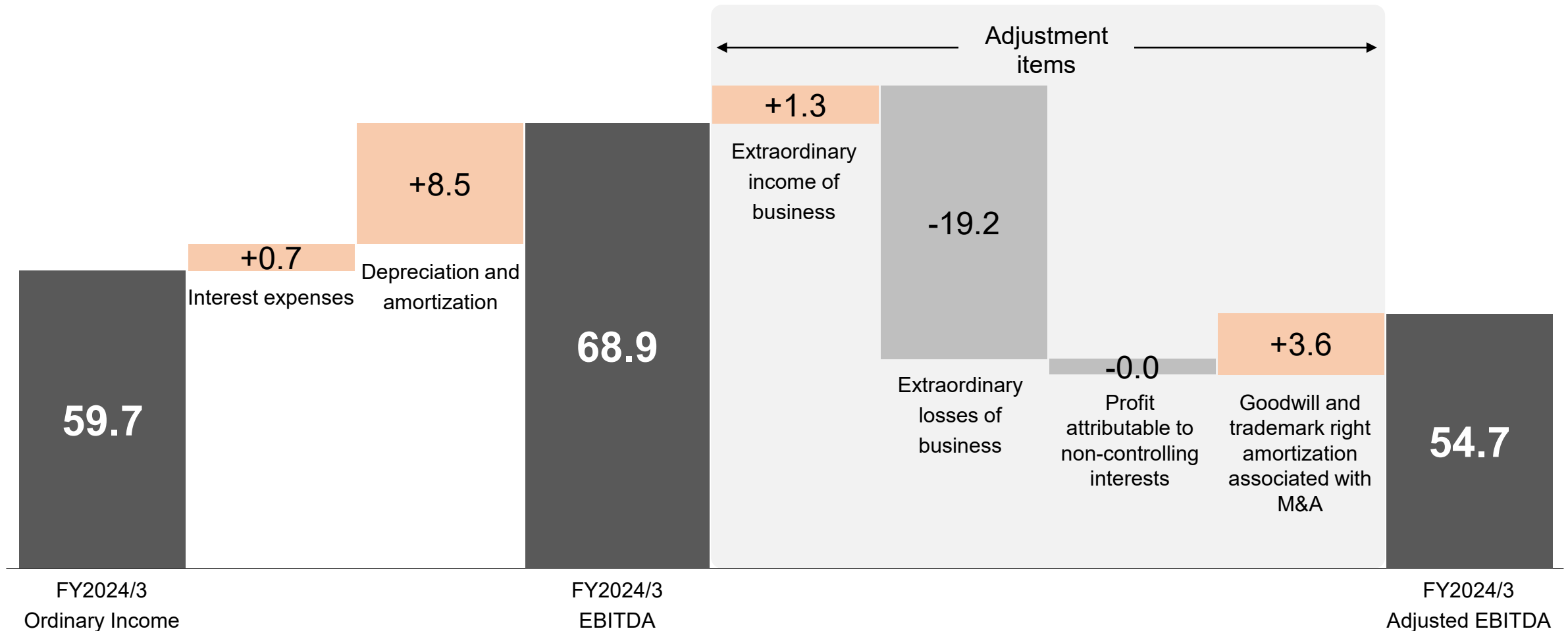
Items	Breakdown
Adjusted EBITDA	Ordinary income + Interest expenses + Depreciation and amortization ± Adjustment items *
* Adjustment items	+ Extraordinary income of business - Extraordinary losses of business (Impairments, title write-downs, etc.) - Profit attributable to non-controlling interests + Goodwill and trademark right amortization associated with M&A

■ Continue to use ROE as an indicator

Changes Associated with the Start of New Medium-term Plan **SEGA Sammy**

[Break down of adjustment items in FY2024/3 results]

(Unit: billion yen)



FY2025/3 Forecast (Whole group)

(Billion yen)	FY2024/3 Full Year Results*	FY2025/3 Full Year Forecast
Sales	467.8	445.0
Operating Income	56.8	45.0
Non-operating income	6.8	6.0
Non-operating expenses	3.9	3.0
Ordinary Income	59.7	48.0
Entertainment Contents	30.8	40.0
Pachislot and Pachinko Machines	41.9	23.5
Gaming	-0.4	-1.5
Other / Elimination	-12.6	-14.0
Adjusted EBITDA	54.7	62.0
Entertainment Contents	22.0	50.0
Pachislot and Pachinko Machines	44.5	26.5
Gaming	-0.4	-1.5
Other / Elimination	-11.3	-13.0
Extraordinary income	1.3	8.5
Extraordinary losses	19.2	0.5
Income before income taxes	41.8	56.0
Income taxes	8.6	17.0
Profit attributable to owners of parent	33.0	39.0
ROE	9.6%	-
EPS (JPY)	150.75	180.54

*Retroactive FY2024/3 results are approximate value (unaudited)

FY2025/3 Forecast

- **Sales decreased YoY due to a reactionary decline in Pachislot & Pachinko and the transfer of PHOENIX RESORT**
- **Adjusted EBITDA increased YoY due to profit increase in Entertainment Contents**
 - Entertainment Contents: Expect the increase in sales and profits YoY, centered on Full Game (CS*)
 - Pachislot & Pachinko: Expect the decrease in sales and profits YoY due to a reactionary decline in Pachislot
- **Expect to record extraordinary income associated with the transfer of PHOENIX RESORT**

Exchange rate in initial forecast for FY2025/3

- 1USD = 137 yen
- 1GBP = 190 yen
- 1Euro = 161 yen

*CS = Consumer area

FY2025/3 Forecast (per Segment)

		(Billion yen)	FY2024/3 Full Year Results*	FY2025/3 Full Year Forecast
Entertainment Contents	Sales		318.7	335.0
	Consumer		224.0	235.0
	Animation		22.9	23.5
	Amusement Machine & toy		71.8	76.5
	Operating Income		28.9	38.0
	Consumer		21.9	27.5
	Animation		4.5	4.5
	Amusement Machine & toy		2.3	6.0
	Ordinary Income		30.8	40.0
	Adjusted EBITDA		22.0	50.0
	Full Game		88.1	93.0
		New titles	55.0	53.3
		Repeat titles	33.0	39.6
F2P		53.9	56.9	
Full Game: Unit sales (Thousand)		278.9	296.7	
	New titles	92.3	91.9	
	Repeat titles	186.6	204.8	
Pachislot & Pachinko	Sales		133.2	105.0
	Operating Income		41.6	23.0
	Ordinary Income		41.9	23.5
	Adjusted EBITDA		44.5	26.5
	Pachislot Unit Sales (units)		180,090	107,000
	Pachinko Unit Sales (units)		88,236	115,000

*Retroactive FY2024/3 results are approximate value (unaudited)

FY2025/3 Forecast

[Entertainment Contents]

➤ Expect the increase in sales and profits YoY due to growth in the Consumer area

- Repeat sales expect to be high level since FY2021/3 (CS*)
- F2P expects to grow driven by global mobile titles (CS)
- Expect the increase in sales and profits YoY in AM*&TOY due to the increase in sales of prize products (AM*)

[Pachislot & Pachinko]

➤ Expect the decrease in sales and profits YoY due to a reactionary decline centered on Pachislot

- Pachislot: Expect the reactionary decline from the strong sales of *Smart Pachislot Hokuto No Ken* in previous fiscal year
- Pachinko: Unit sales increase from the previous fiscal year due to the introduction of *e Hokuto No Ken 10*, our first smart pachinko, and other factors

*CS = Consumer area, AM = Amusement Machine

Entertainment Contents Business per Sub-segment

FY2024/3 Results

Consumer	Full Game	<ul style="list-style-type: none"> Steady performance of new titles and repeat sales from Japan studios Recorded losses due to write-downs associated with structural reforms in Europe
	F2P	<ul style="list-style-type: none"> Existing titles performed as expected
	Other	<ul style="list-style-type: none"> Incorporation of Rovio's performance Recorded license revenue from subscription services Recorded revenues from IP licensing, etc.
Amusement Machine		<ul style="list-style-type: none"> Sales centered on <i>UFO Catcher</i>® series and prizes
Animation / Toy	Animation	<ul style="list-style-type: none"> Recorded allocated revenue of movie, <i>DETECTIVE CONAN: Black Iron Submarine</i> Recorded license and other revenues associated with video production, distribution, etc.
	Toy	<ul style="list-style-type: none"> Weak sales throughout the year Recorded loss due to inventory write-downs at the end of the fiscal year

FY2025/3 Forecast

Consumer	Full Game	<ul style="list-style-type: none"> Release a new title of Sonic series, one of the mainstay IP Release new IP title under the ATLUS brand Strong titles in FY2024/3 to be counted as repeat sales as semi-new titles
	F2P	<ul style="list-style-type: none"> Strengthen operations of existing titles
	Other	<ul style="list-style-type: none"> Record license revenue from subscription services Record revenues from IP licensing, etc.
Animation		<ul style="list-style-type: none"> Release the new movie of DETECTIVE CONAN and ANPANMAN in Q1 Record license revenue from distribution etc., in addition to video production revenue and allocated revenue
AM* & TOY	AM	<ul style="list-style-type: none"> Sales centered on the <i>UFO Catcher</i>® series and prizes Release <i>UFO CATCHER TRIPLE TWIN Compact</i>
	TOY	<ul style="list-style-type: none"> Sales of new products, regular products, etc.

*AM = Amusement Machine

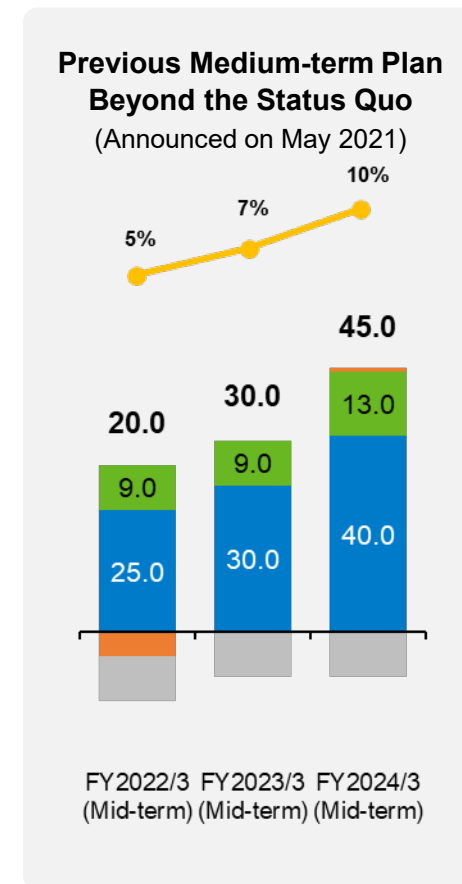
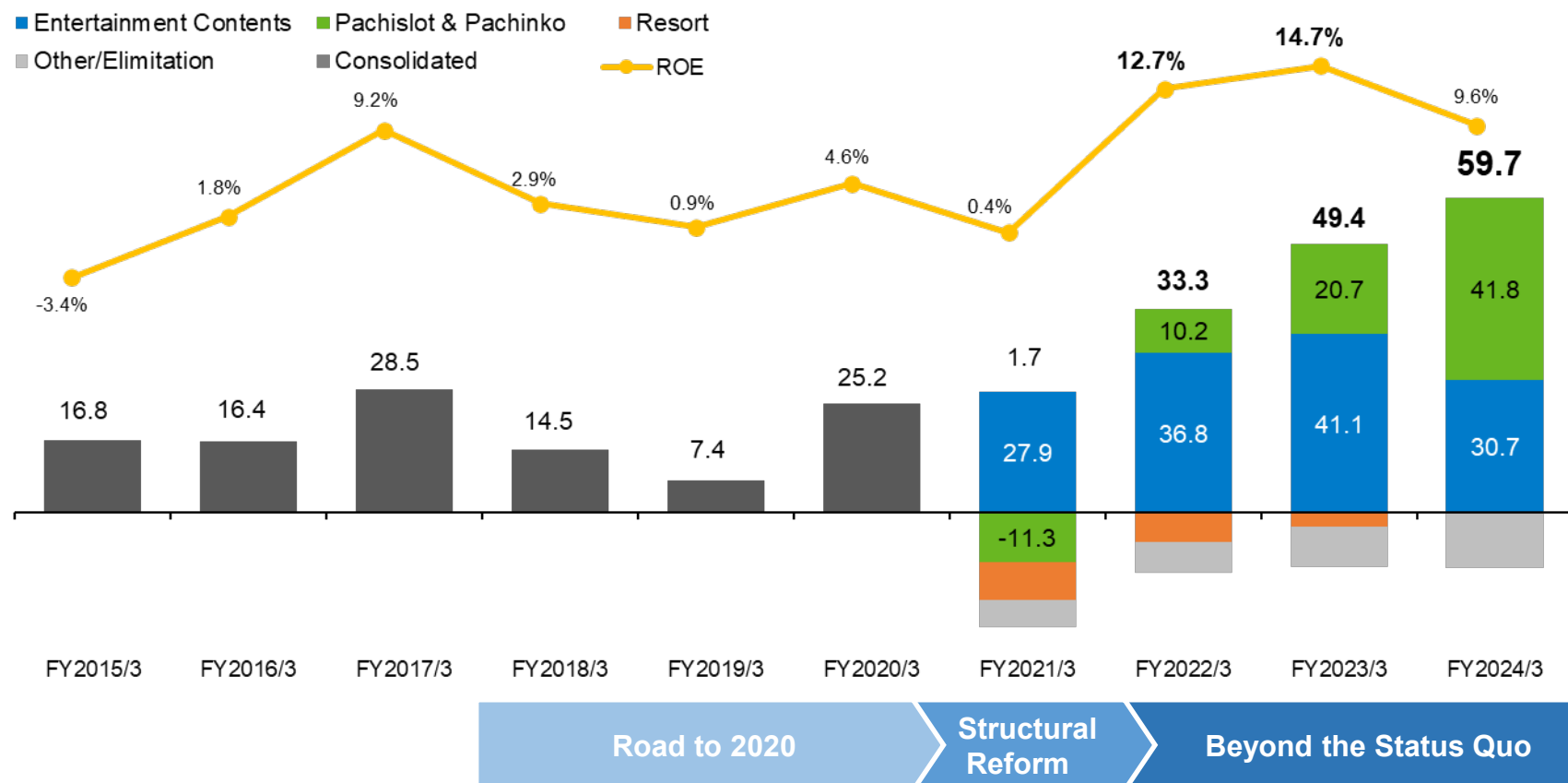
04

New Medium-term Plan (From FY2025/3 to FY2027/3)

Review of Previous Medium-term Plan: Ordinary Income Trend (FY2015/3 to FY2024/3)

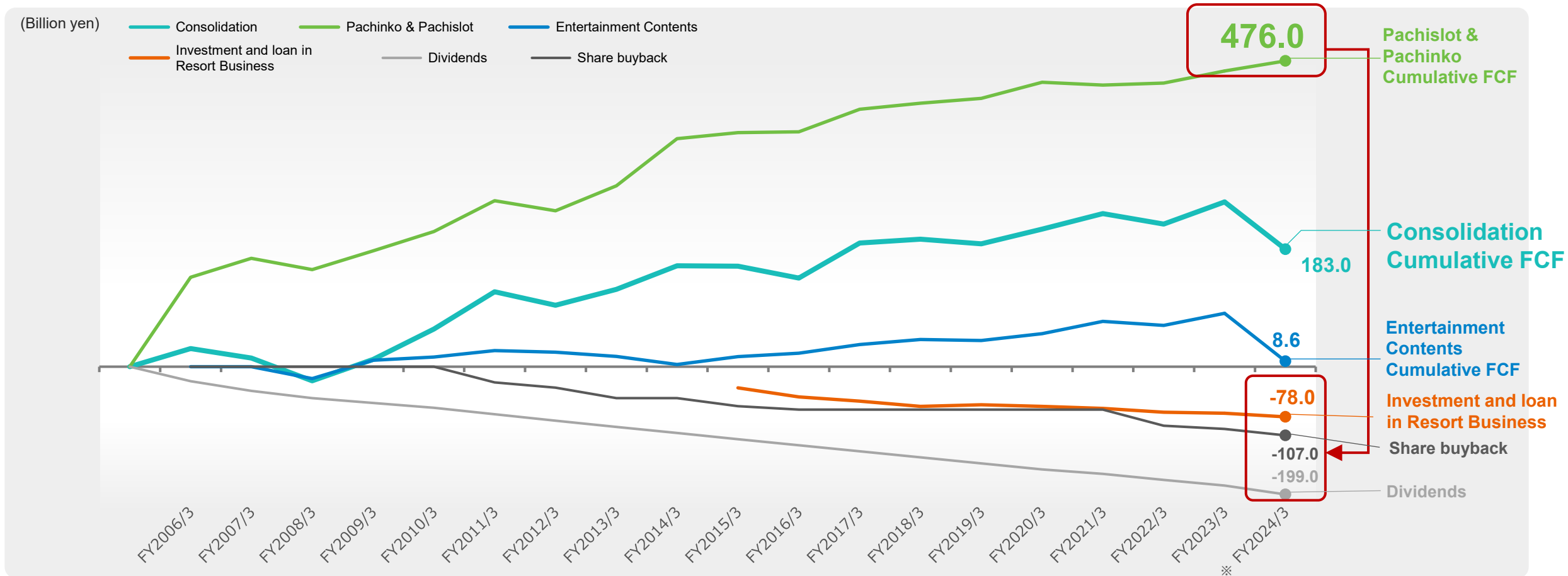
Growth in Entertainment Contents and recovery in Pachislot & Pachinko Machines led to a significant increase in ordinary income during the previous Medium-term period

(Unit: billion yen)



Trend of Cumulative Free Cash Flows since Integration

Pachislot & Pachinko ability to generate CF supports the group and is a source of investment in growth and shareholder returns
Aim for growth through investments in the Consumer area and Gaming area



*Approximate value

*Pachislot & Pachinko: Consolidation of Sammy, Entertainment Contents: Consolidation of SEGA

*Figure for FY2024/3 is estimate as of end of Mar.

Entertainment Contents Business

- Achieved steady profit growth
- IPs managed by Japan studios become strong
- Promptly responded to the issues in Europe




Pachislot and Pachinko Machines Business

- Achieved profit growth in 3 consecutive years
- Total utilization share rose driven by pachislot
- Creation of hit in Pachinko remains as a challenge








Growth Investment

- Enhancement of business portfolio is progressing due to M&A
Rovio (Sep. 2023), GAN (Scheduled within this fiscal year), etc.

Initiatives for Sustainability

Material issues to be addressed	Major initiatives	Target
 <p>Human resources</p>	<p>Cultural diversity</p> <ul style="list-style-type: none"> Promoting “Game Change” by increasing culturally diverse human resources Creating a foundation where people can thrive regardless of gender <p>Active career opportunities for women</p> <ul style="list-style-type: none"> Strategic development of human resources who can lead the next generation <p>Development of core human resources</p> <ul style="list-style-type: none"> Maintaining and improving the engagement of human resources <p>Maintenance of work environment</p>	<ul style="list-style-type: none"> Culturally diverse human resources^{*1} Approx. 900 people (approx. 21% or more) Percentage of women in managerial positions Approx. 8% or more (approx. 80 people or more) Amount invested in education ¥4.0 billion or more cumulatively Engagement score 58 or above/Rating A or more (All are target towards FY2031/3 or CY2030)
 <p>Products and Services</p>	<ul style="list-style-type: none"> Quality improvement and further efforts to enhance safety and security 	<ul style="list-style-type: none"> Global leading contents provider (Entertainment Contents Business) Win a “triple crown”—top share in utilization, installation, and sales (Pachislot and Pachinko Machines Business)
 <p>Environment</p>	<p>Scope1,2</p> <ul style="list-style-type: none"> Consideration and execution of emission reduction measures <p>Scope3</p> <ul style="list-style-type: none"> Improvement of supplier engagement Consideration of supplier selection criteria Consideration of whether reduction targets should be applied to more companies and its timing <p>TCFD compliance</p> <ul style="list-style-type: none"> Strategy update Consideration of whether disclosure should cover more companies, and its timing 	<ul style="list-style-type: none"> Group-wide reduction of approx. 50%~ (CY2030) Group-wide carbon neutrality (CY2050) Reduce GHG emissions by 22.5% or more

Initiatives for Sustainability

Material issues to be addressed	Major initiatives	Target
 <p>Addiction</p> 	<ul style="list-style-type: none"> • Collaboration with industry groups on initiatives to address and prevent addiction and gaming disorder • Continuing commitment to addiction research 	<ul style="list-style-type: none"> • Compliance with laws, regulations, voluntary rules, etc. related to addiction • Contributing to the healthy development of the industry • Implement industry-academia joint research regarding addiction
 <p>Governance</p>    	<ul style="list-style-type: none"> • Continuing to realize a highly transparent management maintaining a corporate governance structure that contributes to medium to long-term improvement in Corporate value 	

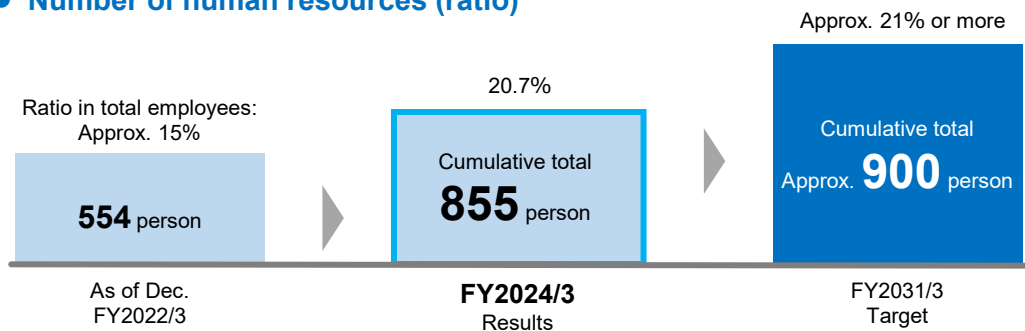
Initiatives for Sustainability (Investment in Human Resources)

■ 4 key indicator for human resources

[Target Company]
1), 2), 3) : SEGA SAMMY HOLDINGS, SEGA (Japan), Sammy
4): Major Group Companies in Japan

1) Development of culturally diverse human resources*

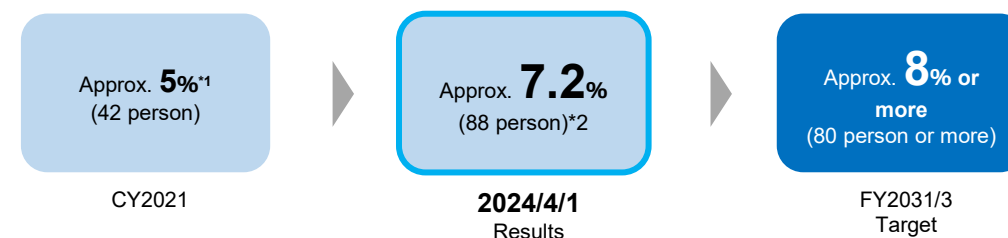
● Number of human resources (ratio)



*Certified based on multiple criteria, such as being a foreign national, having lived abroad and experienced multiculturalism, and having certain skills of multiple languages such as English and Chinese. Human resources who are exposed to diverse cultures and can apply that experience to their work

2) Active career opportunities for women

● Number of female managers (ratio)

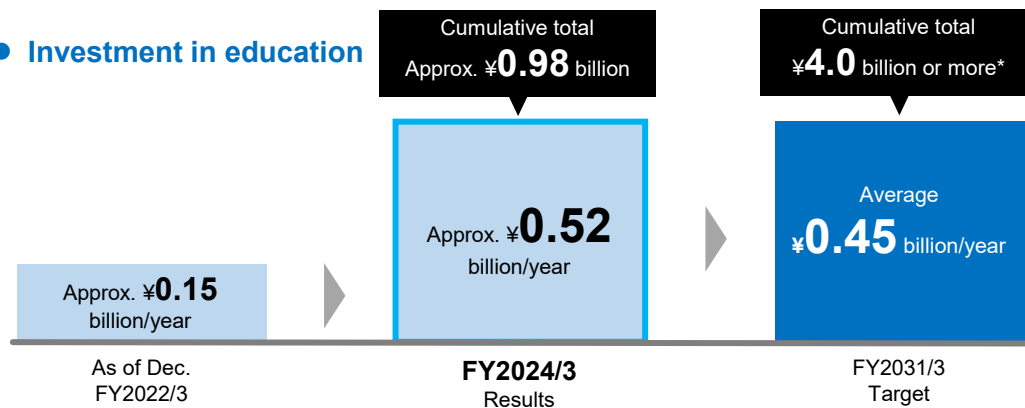


*1 Ratio of female managers, including professionals, within whole managers

*2 Achieved the target in terms of numbers of person. On the other hand, the ratio target was not achieved due to an increase in the overall number of employees, and we will continue to promote efforts to achieve this goal

3) Development of core human resources

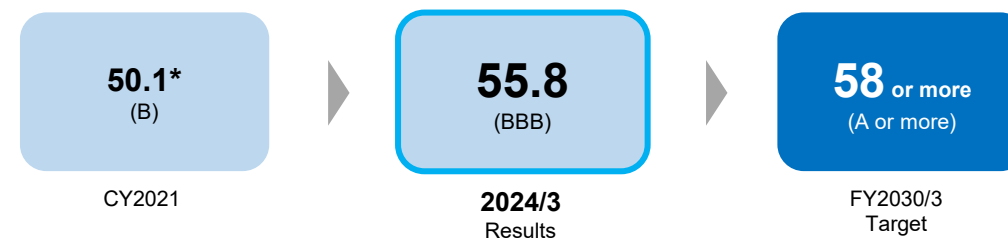
● Investment in education



*Cumulative investment from FY2023/3 to FY2031/3

4) Maintenance of work environment

● Engagement score



*Source: Link and Motivation Inc, engagement score based on motivation cloud

*Engagement Rating

MSCI ESG RATINGS



CDP



- Climate Change : B
- Water : C

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Adoption Status in Major ESG Indices



Japan ex-REIT Gender Diversity
Tilt Index

TOP CONSTITUENT 2023

2023 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

2023 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



**FTSE Blossom
Japan Sector
Relative Index**



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W E L C O
M E T O T
H E N E X
T L E V E L

“WELCOME TO THE NEXT LEVEL”

In 1989, Sega launched Mega Drive (Genesis in N.A.), the first home video game console with a 16-bit CPU, ahead of its competitors. In North America, it was released under the name Genesis, and “WELCOME TO THE NEXT LEVEL” was the phrase used to promote Genesis.

Mega Drive (Genesis) was the most popular machine in the history of SEGA hardware, at one point becoming the number one machine in North America in terms of market share.

WELCOME TO THE NEXT LEVEL!

Goal

Adjusted EBITDA over **230.0** billion yen
Cumulative of 3 years (FY2025/3-2027/3)

ROE over **10%**
Average of 3 years (FY2025/3-2027/3)

Strategy

[Entertainment Contents]
Expansion of IP scale

[Pachislot & Pachinko]
Maintain stable earnings

[Gaming]
Establishment
of business

Adjusted EBITDA per Business

Over **180.0**
billion yen

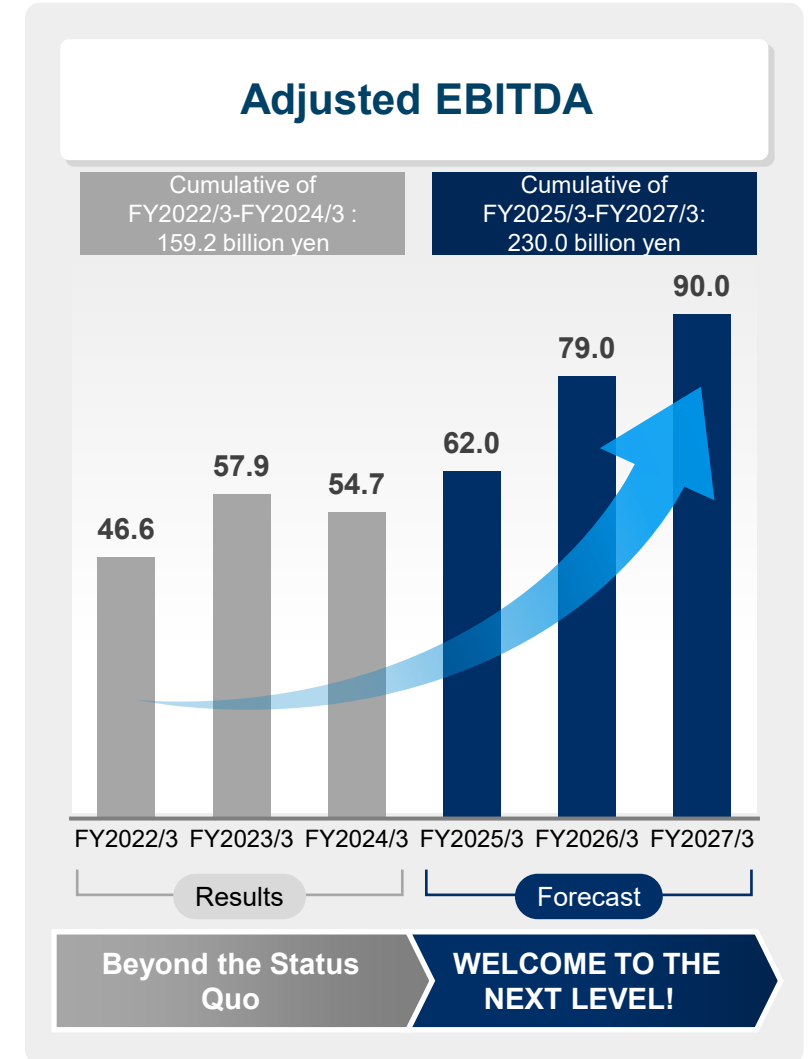
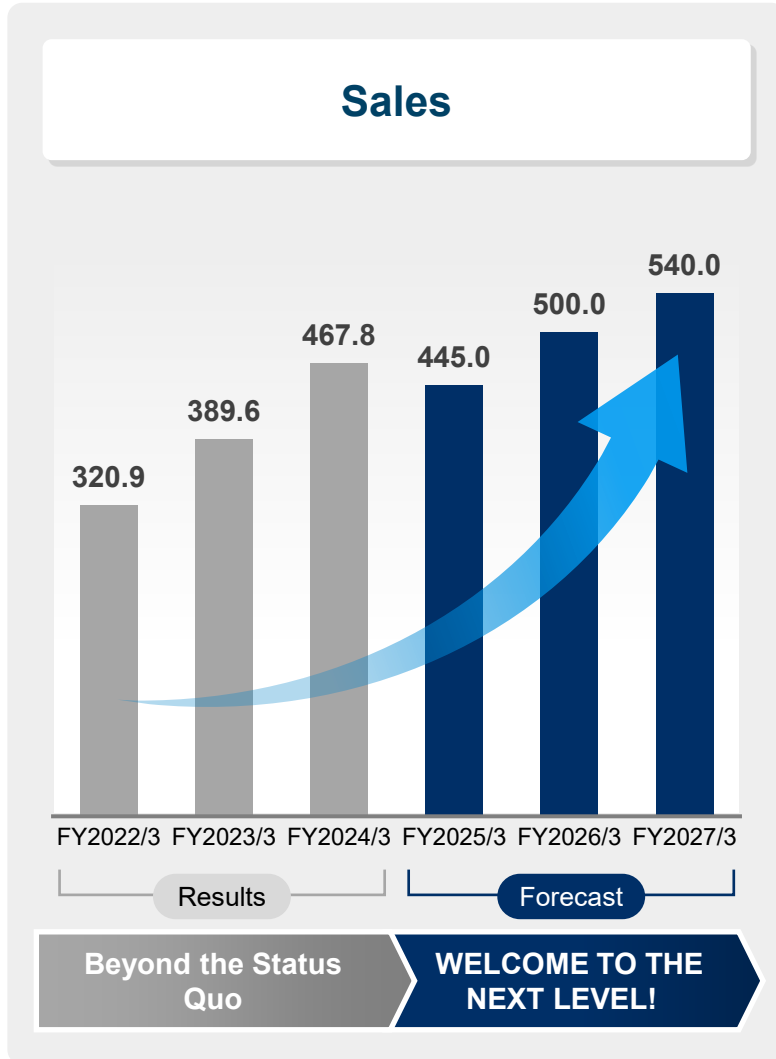
Over **90.0**
billion yen

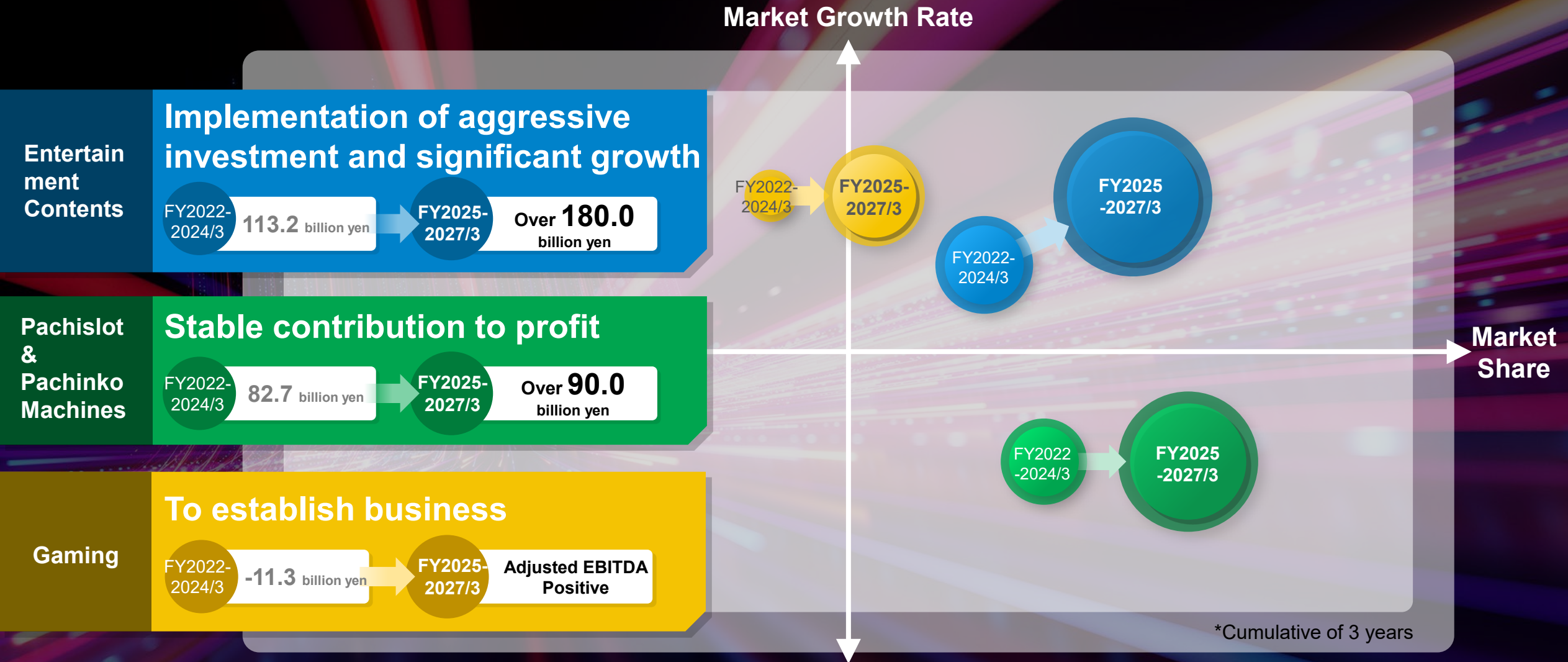
Adjusted EBITDA
Positive

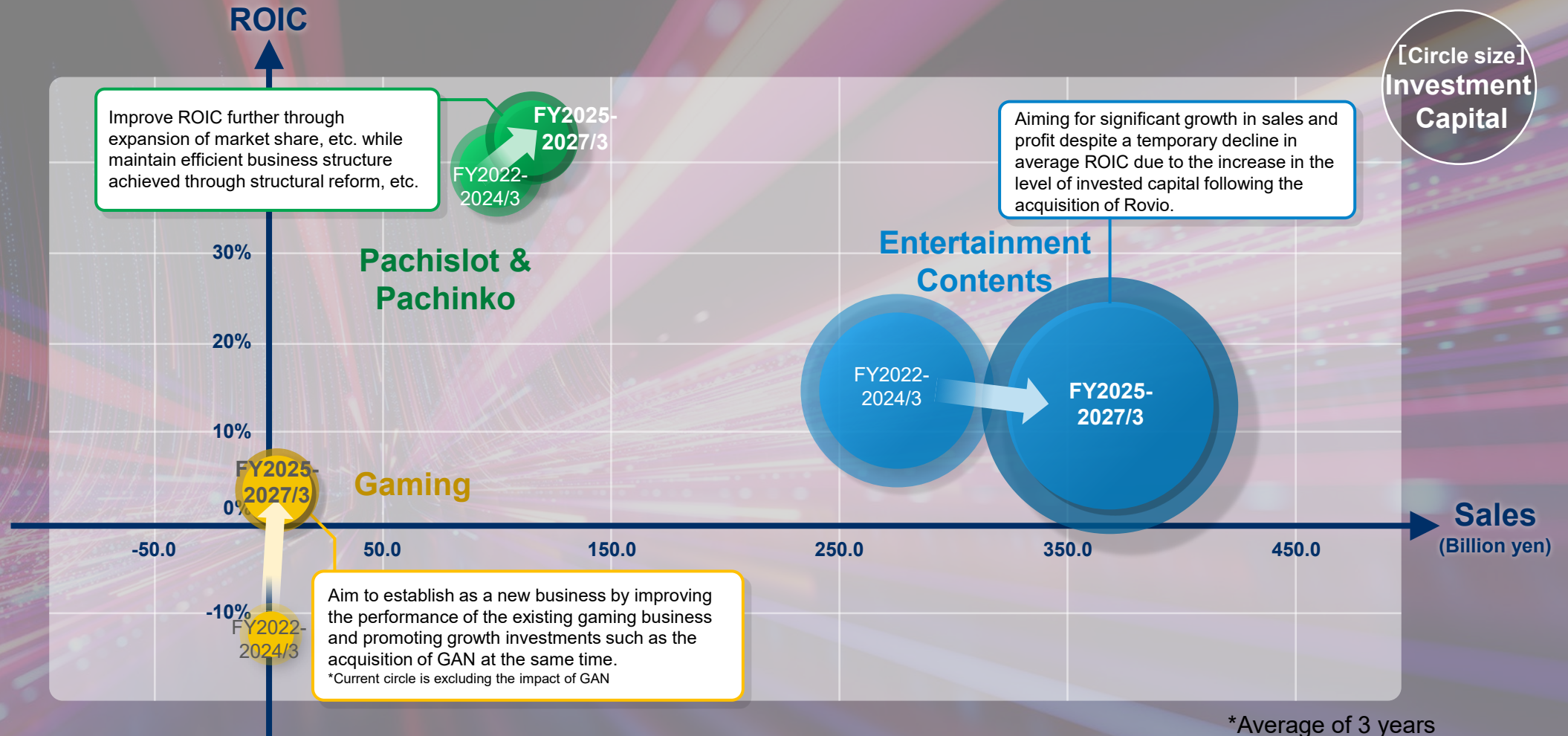
*Cumulative figure for 3 years (FY2025/3-FY2027/3)

Trend of main indicators: Consolidation

(Unit: billion yen)







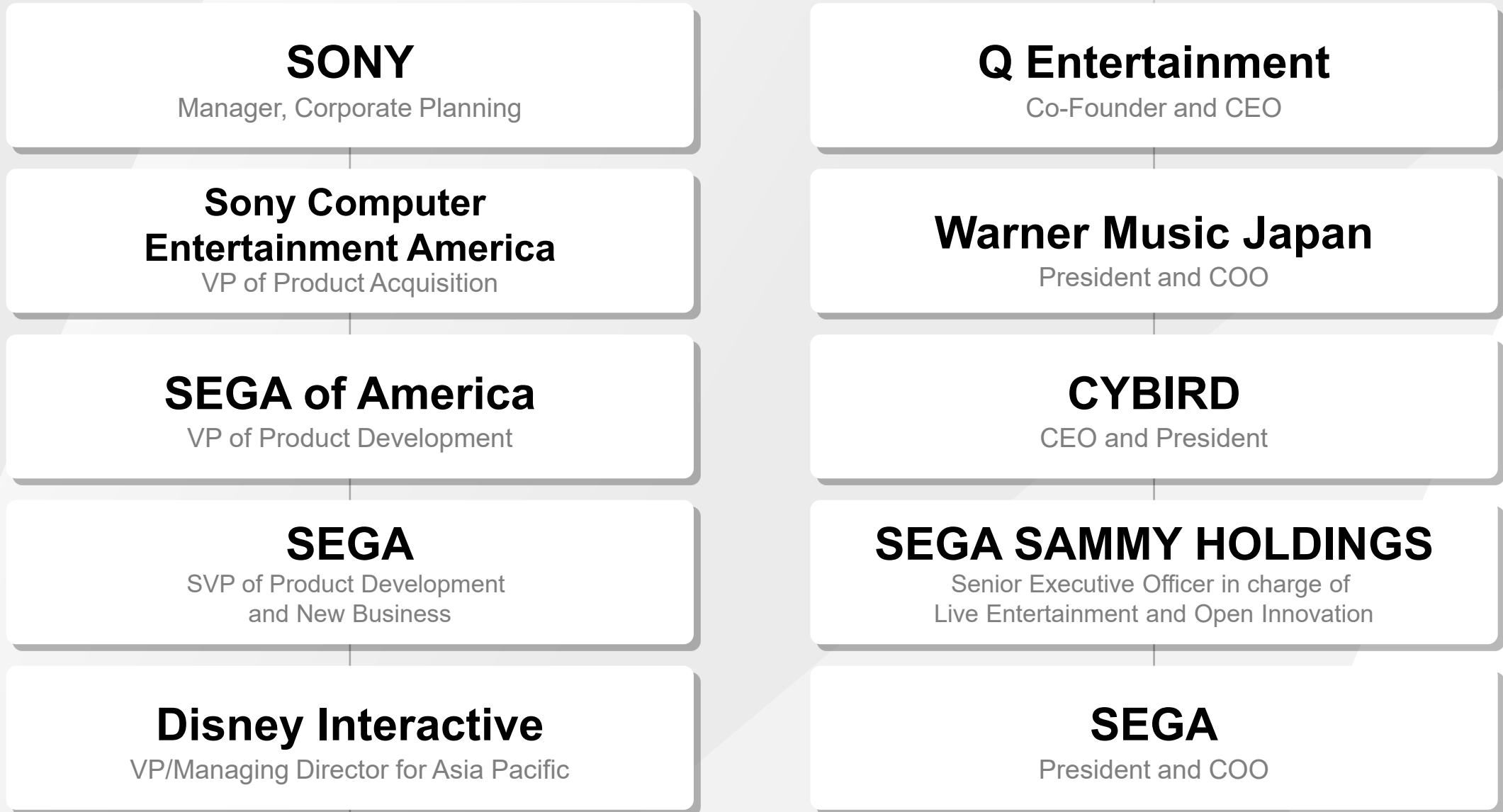
Entertainment Contents Business Consumer Area

Entertainment Contents Business

Shuji Utsumi

President and COO, Representative Director of SEGA CORPORATION

Introduction -Career to date and SEGA



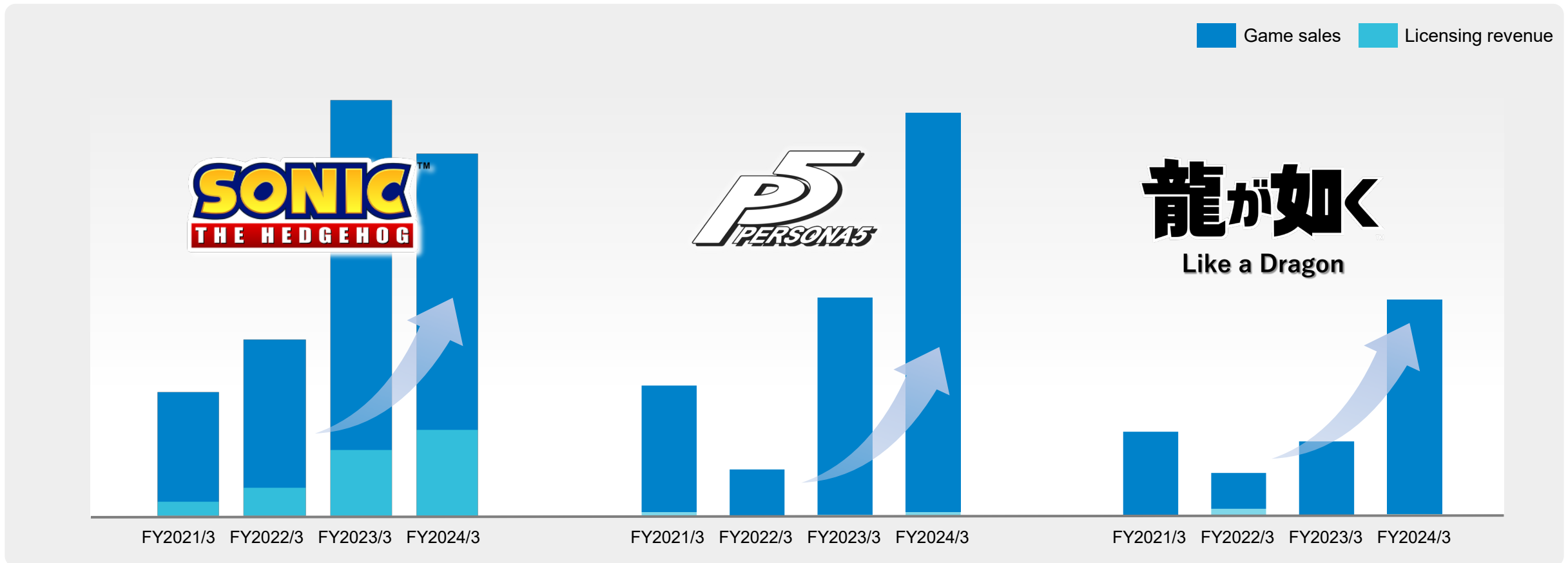
What we want to achieve - Improvement of SEGA brand value **SEGA**Sammy



Source of SEGA Brand – Extensive IPs







During the previous medium-term plan period, major pillars grew steadily
Established a revenue base to support the SEGA brand



Possesses superior development capabilities to create content that attracts gamers around the world

World-class game development capabilities

Titles	Meta Score	User Score
	73	8.0
	89	8.6
	87	8.5
	87	8.4

Structures supporting development

Global inline process:

- Established a system that allows development team and publishing team to have healthy discussions with global members based on marketability

Enhancement in evaluation process (Content lab):

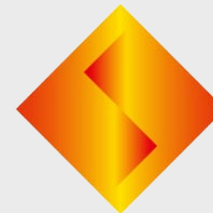
- Established a team within the company that can objectively test and evaluate work products in process, in addition to an external testing organization.
- Both the Japan and European studios have established a system to evaluate and provide feedback on games under development at each milestone

Data utilization:

- Utilization of user feedback and activity data for content development, etc.

*As of May 8, 2024

**Strengthening contacts with global players using the SEGA brand as a weapon
Possesses business capabilities to maximize the potential of the product**



Sony
Interactive
Entertainment

Refining its strengths and revealing SEGA's potential to further evolve the existing strategy, which is steadily yielding results

Aiming for adjusted EBITDA
Over 180.0 billion yen
for cumulative of 3 years

113.2 billion yen

FY2022/3 – FY2024/3

FY2025/3 – FY2027/3

1

Further expansion of main Pillars

- Transmedia
- Global GaaS (Rovio, etc.)

2

Investments to strengthen development and product capabilities

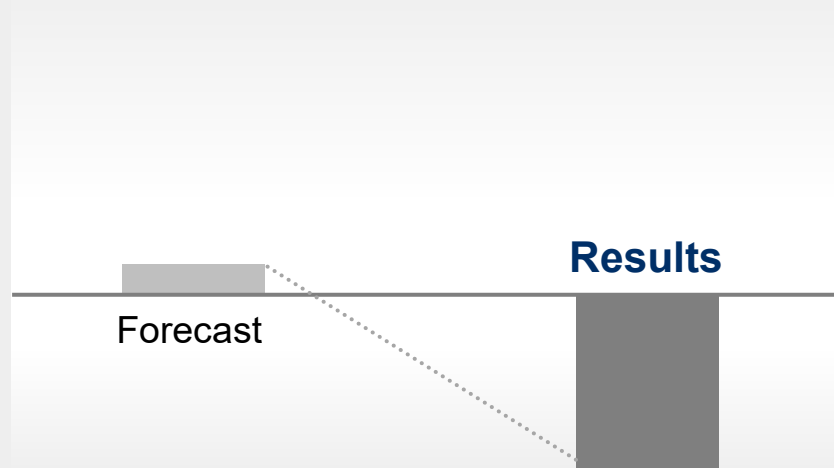
- Pillars
- Legacy IPs (Medium to long-term initiatives)
- Super Game (Medium to long-term initiatives)
- Animation IPs

3

Re-growth of European business

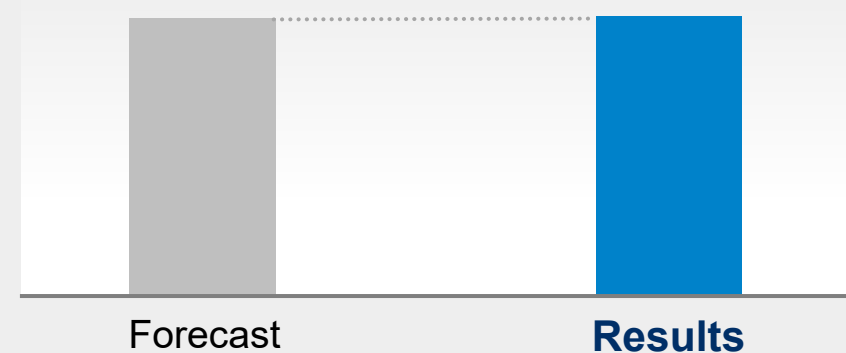
Structural reform in European business were almost completed during the previous fiscal year
The results expect for the European business were in line with forecast

**Income before income taxes
for Europe Business**



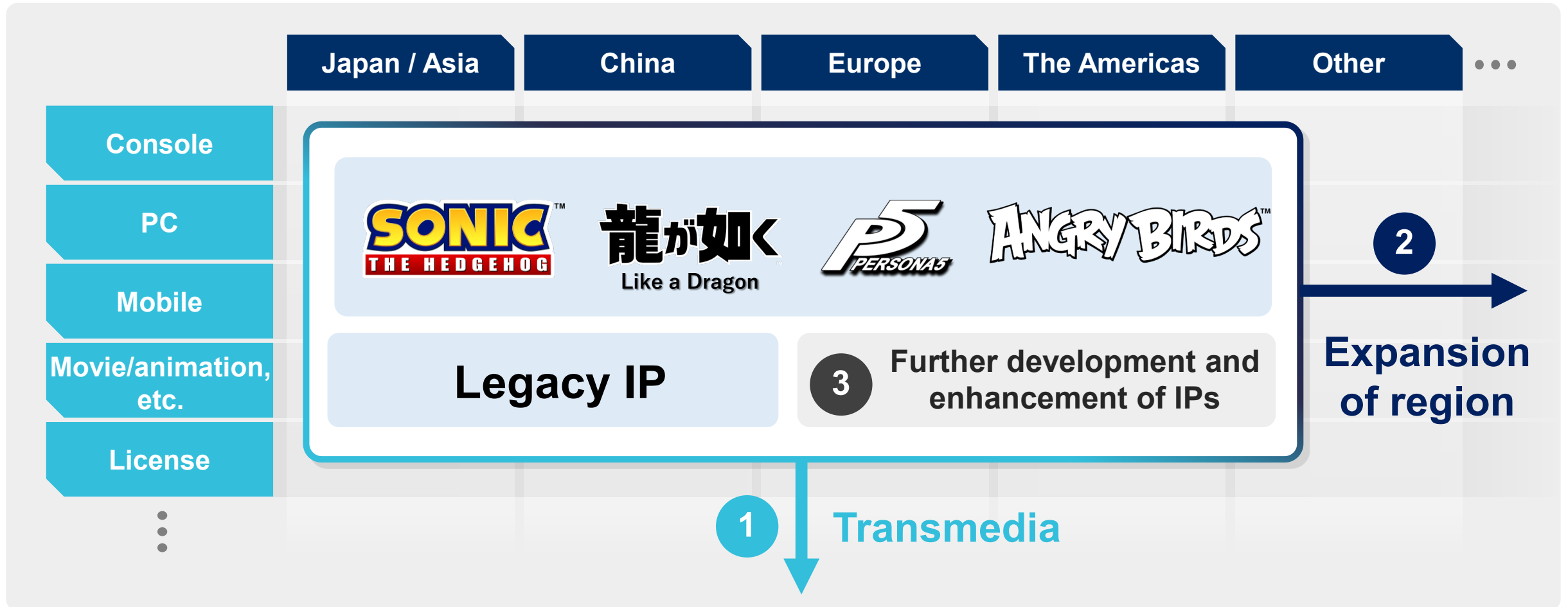
Recorded huge losses associated with structural reform announced on Sep. 2023 and Mar. 2024

**Income before income taxes
excluding European business**

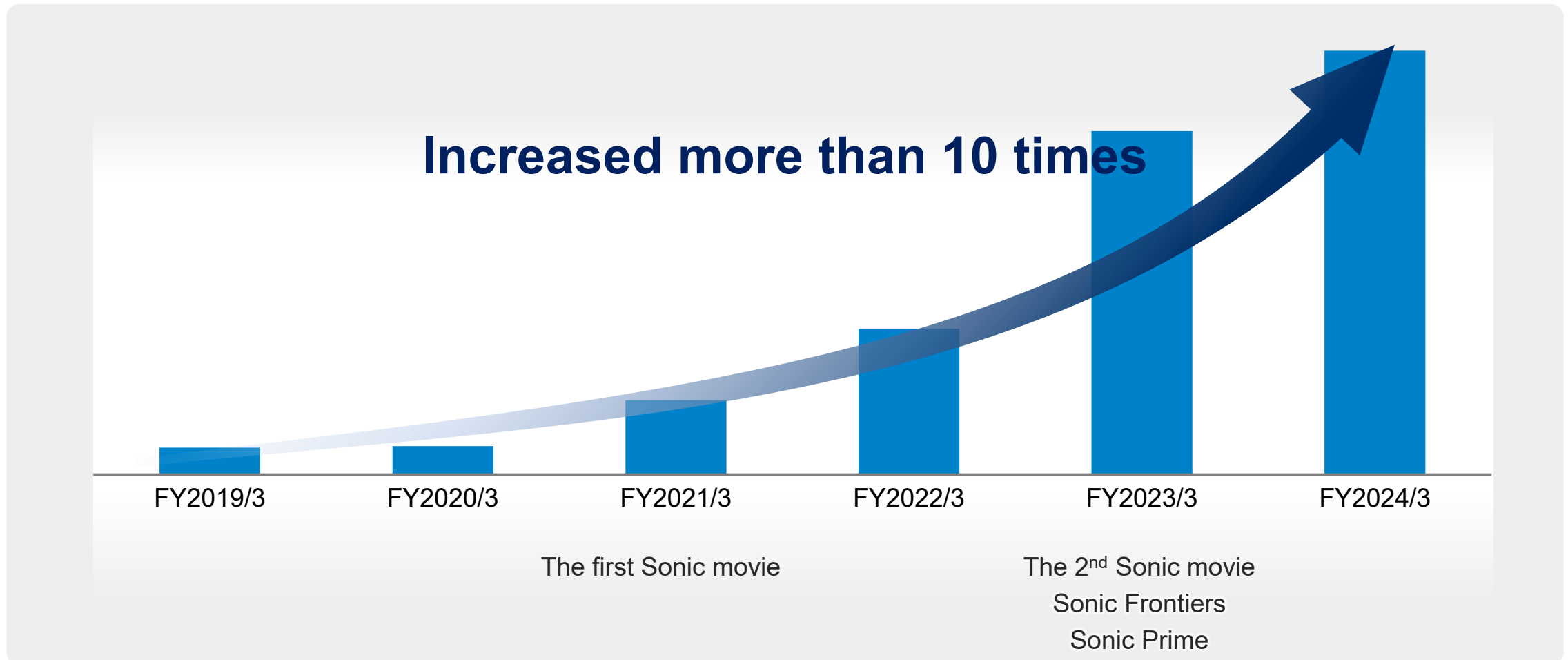


Results were in line with the plan overall, although there were some upside and downside in each new title

Maximizing Product Value through Transmedia and expansion of region



Strategic Transmedia expansion with a focus on games and movies led to dramatically increase Sonic IP licensing revenues



Promote transmedia strategy towards the new movie and game plan to be released at the end of the year under the theme of "FEARLESS: Year of Shadow"

Fostering a sense of unity in the community under the theme of "Shadow"



©SEGA

Strategic interaction of each initiative to provide a major tailwind toward the end of the year

Game

For Console & PC
"SONIC x SHADOW GENERATIONS"

Plan for launch in fall 2024

Movie

The 3rd Sonic movie

To be released on Dec. 20, 2024

Game

Now Sonic mobile title



Plan for launch this winter

Distribution of animation

Original TV series
"Knuckles"

Start distribution at Paramount+
on Apr. 26, 2024



New title for Sonic IP Global x Mobile *Sonic Rumble*

- A title aim to reach the **worldwide Sonic fan base that has expanded through movies, etc.**, with a casual x mobile format
- **A collaboration project with Rovio**, who has strong expertise in **global x mobile domain**
- **Plan for launch this winter** (Plan to implement closed Beta test in NA in late May)



Persona5 : The Phantom X

[Persona5: The Phantom X] ©[2024] Perfect World Adapted from Persona5 ©SEGA ©ATLUS

- Chinese version launched on Apr. 12
Traditional Chinese and Korean version launched on Apr. 18
- Starting off as expected
- Future **expansion in Japan and global is under consideration**



- A large-scale new RPG by **Katsura Hashino x Shigenori Soejima**, the creators of the smash hit titles, ***Persona 3, 4 and 5****
**Persona 5 series* has achieved the cumulative sales of 10 million units including spin off, etc.
- Plan for multi-platform x simultaneous worldwide release on **Oct. 11, 2024**
- Promoting large-scale global promotion rollout to prepare for launch

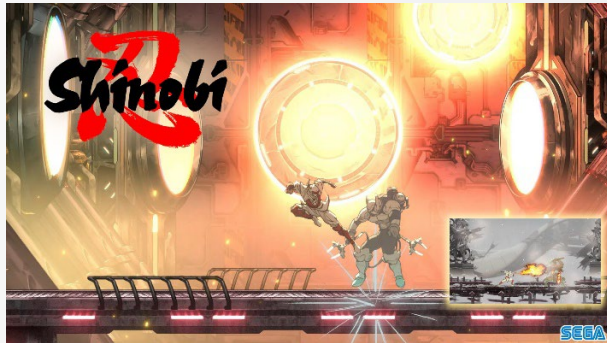
Further Upside: Legacy IPs



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©SEGA

- Five Titles were announced at The Game Awards 2023 and calls great reaction
- Crazy Taxi and Jet Set Radio, in particular, ranked in the "Top 10 titles the most media-covered" out of all announced titles (53 titles)

**Presence of J-IPs such as animation produced in Japan is increasing in the global market
Considering the potential of Transmedia roll-out of potent J-IP animation from
TMS Entertainment in the future**

Potent J-IPs

- While working on the production of well-known IPs such as *DETECTIVE CONAN* and strategically promoting the acquisition of major rights



Other major J-IPs TMS involved in production:
Hanma Baki, Undead Unluck, etc.

Transmedia

- Accelerate secondary expansion globally with Transmedia to increase IP value + earnings

Proactively utilize SEGA's global capabilities in games, animation, merchandising, etc.

- Willingly promote it as a challenge to build long-term growth pillars from a portfolio perspective
- Under development while balancing strict checks of work product in process, and the appropriate investment level
- Full-scale contribution to earnings is expected from FY2028/3 onward



Pachislot & Pachinko Business

Pachislot & Pachinko Machines Business

Ayumu Hoshino

President and COO, Representative Director of Sammy Corporation

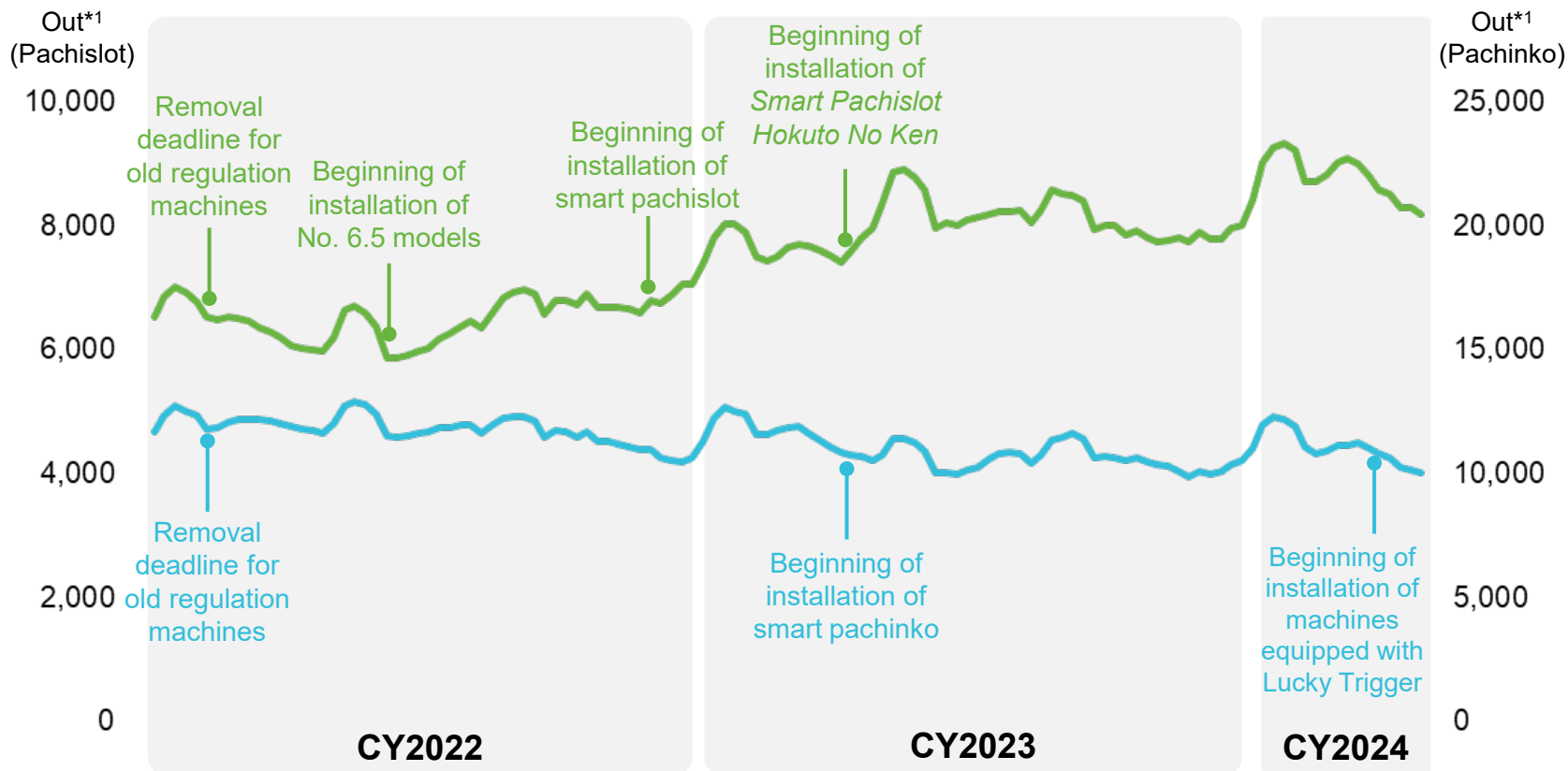


- | | |
|-----------|--|
| Apr. 1995 | Joined Sammy Corporation |
| Oct. 2006 | Creative Officer, Executive Officer |
| Apr. 2014 | Senior Executive Officer, Division Manager of Research & Development Division |
| Jun. 2014 | Director of the Board, Division Manager of Research & Development Division |
| Apr. 2016 | Executive Vice President, Representative Director, Division Manager of Research & Development Group Division, Division Manager of Technical Research & Development Division and Development Promotion Division |
| Apr. 2022 | Senior Executive Vice President and COO, Representative Director in charge of Research & Development Group Division and Managing Director of Public Relations Division) |
| Apr. 2024 | President & COO, Representative Director, Managing Director of Public Relations Division (current position) |
| Jun. 2021 | Councilor, The Nikkoso Research Foundation for Safe Society (current position) |

Market Environment: Utilization Trend

Although pachinko is weak in the current situation, pachislot is strong driven by smart pachislot

Pachislot & Pachinko Utilization Trend



Pachislot

Utilization level is in a recovery trend due to appearance of topical machines centered on smart pachislot, including *Smart Pachislot Hokuto No Ken*

Pachinko

Although utilization level remains sluggish, machines equipped with Lucky Trigger, which installation began from March 2024, has get off to a good start in terms of utilization

*1 Out = Used as an indicator to represent utilization of pachislot and pachinko machines (Pachislot: Average number of inserted medals in a day for each title, Pachinko: Average number of shot balls in a day for each title).
When Daikoku Denki Co., Ltd convert "Out" to time of utilization, each of them are converted by Pachislot: 1 hour = 2,000 medals, Pachinko: 1 hour = 5,000 balls.

*4 weeks moving average

*In-house estimation based on DK-SIS data (Data for 4 yen Pachinko and 20 yen Pachislot) of Daikoku Denki Co., Ltd

Unit sales in FY2025/3 are expected to be leveled out generally compared with FY2024/3

Unit Sales Trend

(Thousand Units)



➤ FY2024/3

- Pachislot: Strong sales centered on smart pachislot
- Pachinko: Weak sales due to lack of hits and shift of demand to strong pachislot

➤ FY2025/3 (Forecast)

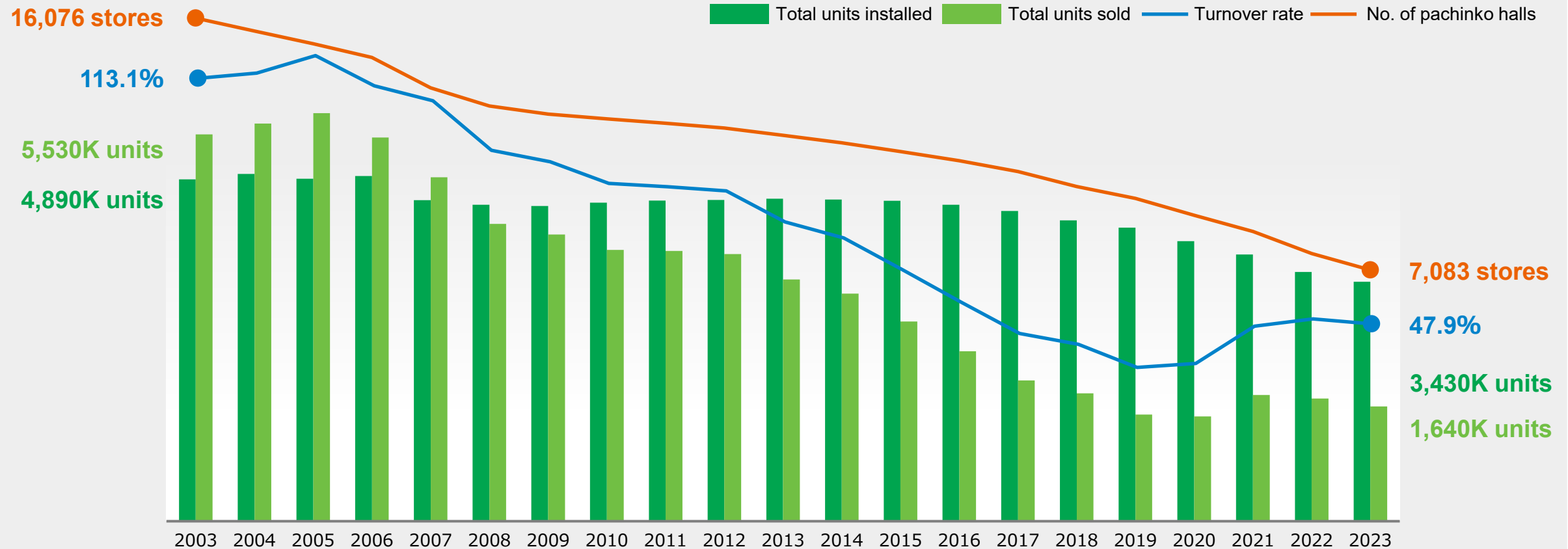
Assuming the similar trend with FY2024/3 will continue in both pachislot and pachinko

*In-house estimation

*Fluctuating factors, such as the positive impact of regulatory changes, have not been taken into account in the forecast

Market Environment: Long Term Trend

**Although there has been an increase in turn over rate recently,
The pachislot & pachinko machine market remains in a shrinking trend**



*Turn over rate = units sold / units installed

*Sources: National Police Agency and Yano Research Institute Ltd. "Pachinko Manufacturer Trends 2023" (Research of Japanese Market) (The data for 2023 are in-house estimations)

“No. 1 in total utilization” of pachislot & pachinko

Cumulative Adjusted EBITDA Over 90.0 billion yen

(FY2025/3-FY2027/3)

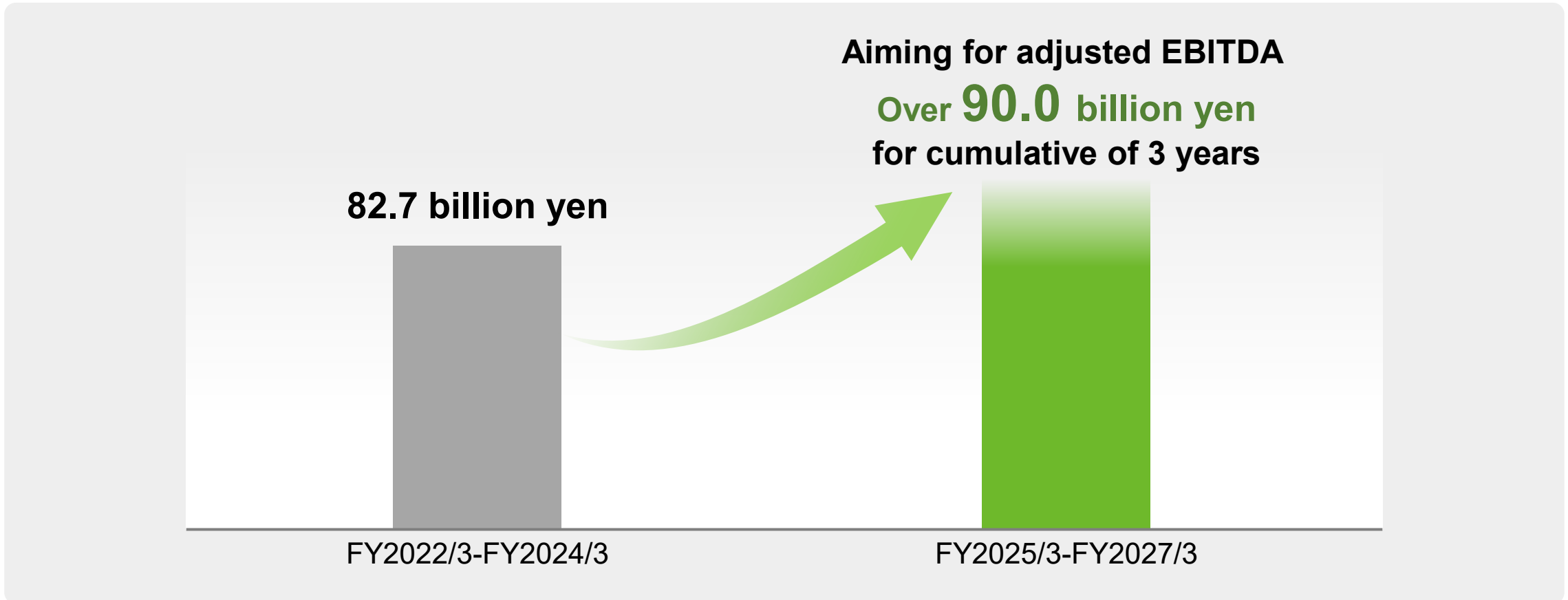


Strategy

Strengthen/stabilize revenue base

Revitalization of the pachislot & pachinko industry

For adjusted EBITDA, aiming to exceed the level of the previous medium-term plan, which achieved profit growth for three consecutive terms



1 Share Expansion of Pachislot & Pachinko

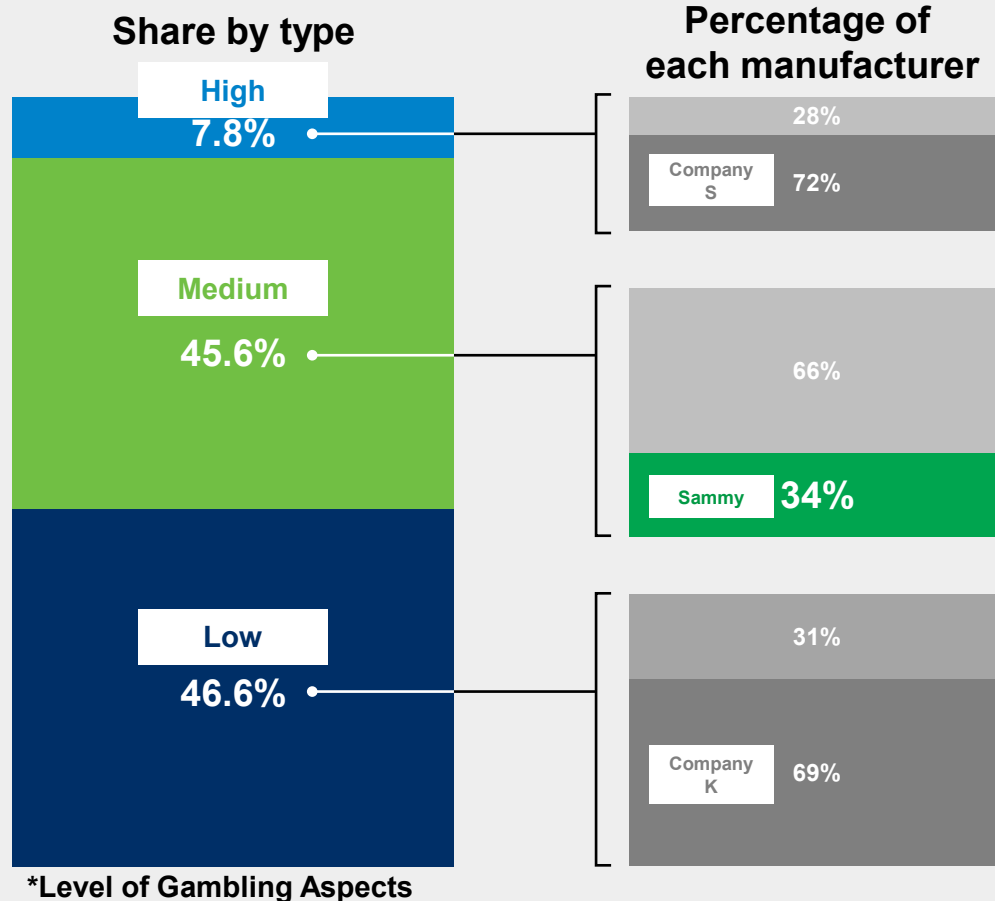
- **Expand the range of specifications (Pachislot)**
- **Creation of new mainstay series through new utilization of popular IPs**

2 Promotion of Platform Strategy

- **Promote construction of platform group-wide**
 - Development and manufacturing of cabinets (ZEEG)
 - EC Sales
 - Pachislot & Pachinko Online games, etc.

Share Expansion of Pachislot & Pachinko

Pachislot: Utilization share by level of gambling aspects



Aiming to further increase market share in pachislot by expanding the range of specifications

- Sammy is holding high market share in the medium-range in gambling aspect level, which includes *Smart Pachislot Hokuto No Ken*
- Will aim to introduce machines in high and low range in gambling aspect level, the range where the company haven't been able to hold large share

*Calculation based on utilization data for the week of Apr. 15 – Apr. 21, 2024

*In-house estimation based on DK-SIS data (Data for 4 yen Pachinko and 20 yen Pachislot) of Daikoku Denki Co., Ltd

Main titles announced at “Universal Carnival x Sammy Festival 2024”

(Held on Mar. 2024)



Tokyo Revengers
(Pachislot & Pachinko)



Lycolis Recoil
(Pachislot)



BOFURI: I Don't Want to Get Hurt, so I'll Max Out My Defense.
(Pachislot)

Aiming to create new revenue sources through new utilization of popular IPs

- Secure stable earnings from existing main series
- Create new mainstay series through aggressive new utilization of popular IPs

Promote construction of platform group-wide

EC

 **Sammy**  **Sammy Networks**

Development/manufacturing of cabinets

ZEEG

Pachislot & Pachinko Online games

 **Sammy Networks**

Aim to generate stable revenue through construction of platform

- Already have the many records of handling the EC sales and development/manufacturing of cabinets, etc. for other companies in the same industry
- Increase the number of cases to handle and strive to secure a stable source of revenue

1 Reform of cost structure

- **Development of new pachislot cabinet toward cost reduction for both manufacturer and pachinko hall**

2 Increase number of users

- **Implementation of promotions to revitalize pachinko halls, such as acquisition of new users, attraction to bring back dormant users, etc.**



Smart Pachislot Hokuto No Ken

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©COAMIX 2007 Approved No. YRA-114
©Sammy

TVCM

Outdoor
Advertisement

Newspaper/
Radio

Videos appointed
influencers

Advertisement in
SNS

Various Events

Aiming to increase the number of users through a wide range of promotional measures

- With *Smart Pachislot Hokuto No Ken*, the number of new users increased by 60,000 and 510,000 sleep users returned* through various promotions.
- Continue to work on revitalizing the industry through verification and implementation of effective promotions

*Research by ADK Marketing Solutions Inc.



e Hokuto No Ken 10

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Mainstay titles plan to be launched in FY2025/3

e Hokuto No Ken 10

- The 1st installment of our smart pachinko
- Plan for installation in Summer 2024
- Plan to implement various promotion to support utilization



Smart Pachislot Psalms of Planets Eureka Seven 4 HI-EVOLUTION

(Installation: May 2024)

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©Bandai Namco Sevens Inc.
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Smart Pachislot Shin Hokuto Muso

(Installation: Jul. 2024)

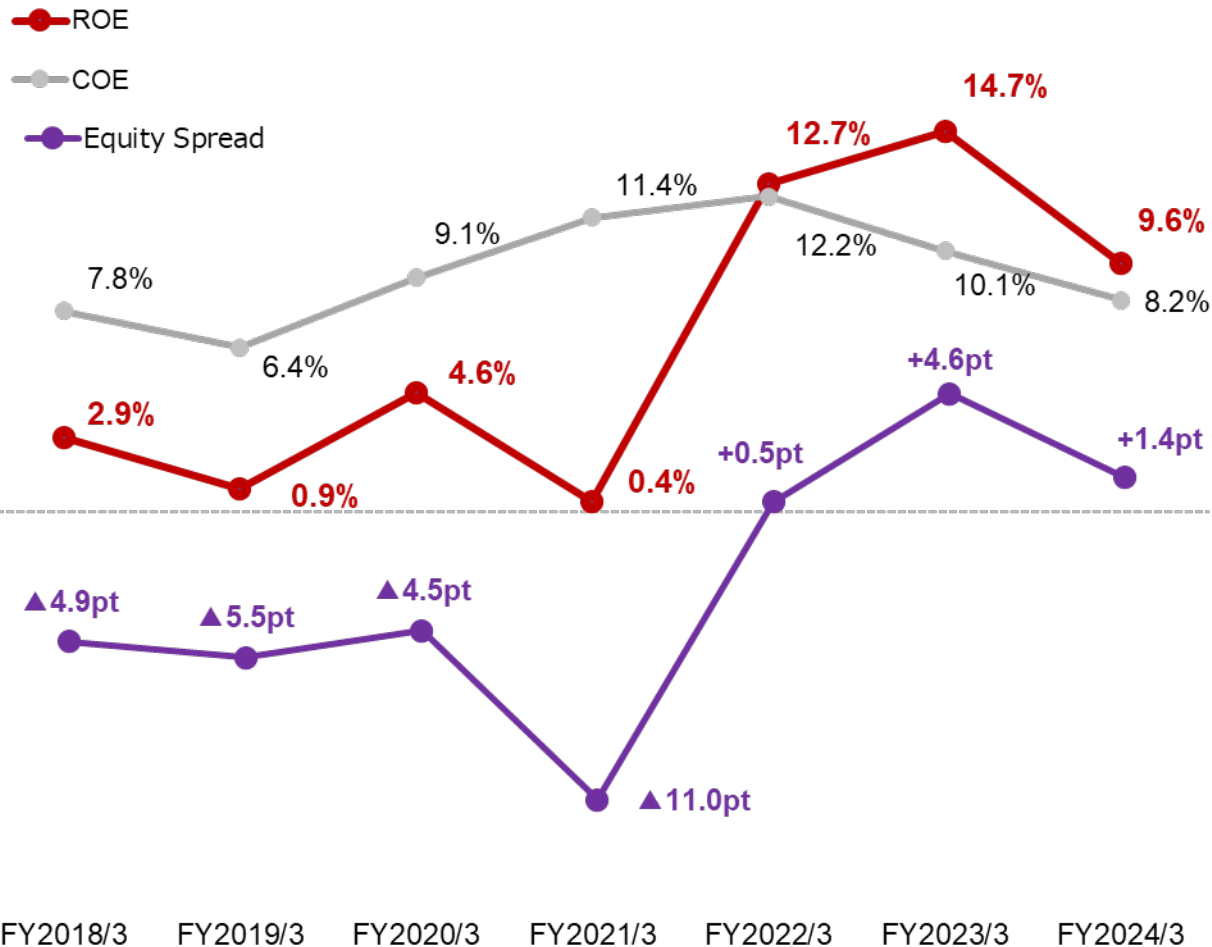
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Financial Strategy

Financial Strategy

Expansion of Equity Spread: FY2024/3 Results

[Trend of ROE, COE and Equity Spread]

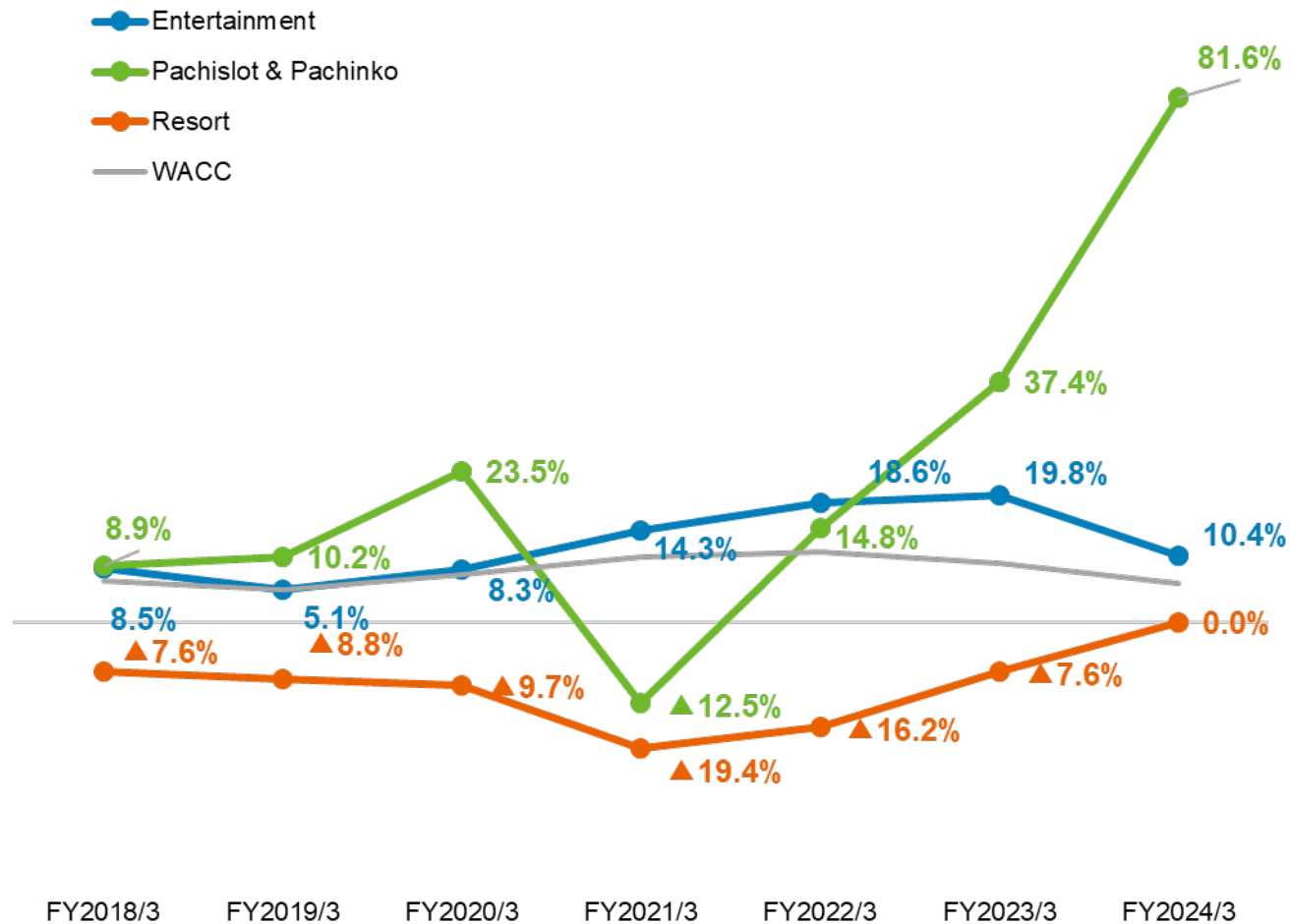


Recent equity spreads are positive reflecting profit growth in each businesses

*ROE: Return on equity
 *COE: Cost of equity (Source: Bloomberg)
 *Equity spread: ROE-COE

Per Business ROIC: FY2024/3 Results

[Per business ROIC trend]



• Entertainment Contents Business

ROIC declined due to an increase in investment capital from the Rovio acquisition

• Pachislot & Pachinko Business

ROIC grew rapidly due to strong business performance following structural reforms

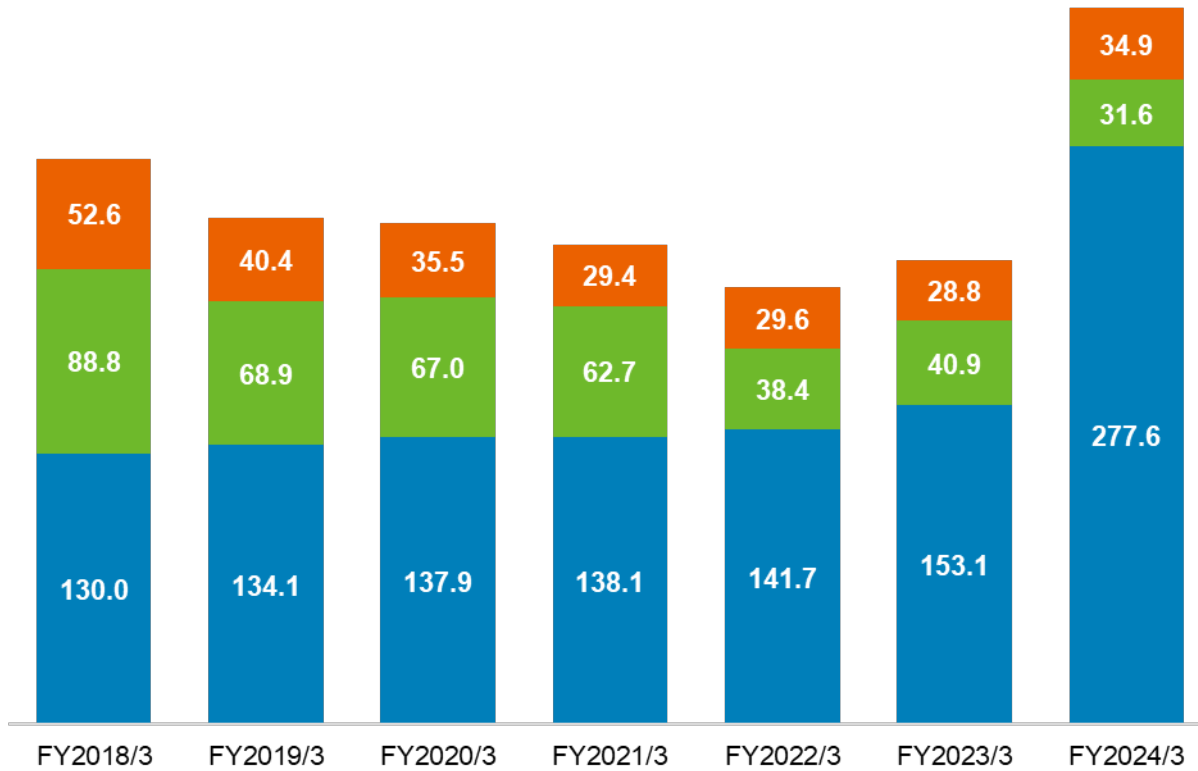
• Resort Business

ROIC improved due to an increase in occupancy at each facility

Investment Capital/Adjusted Profits per Business: FY2024/3 Results **SEGA Sammy**

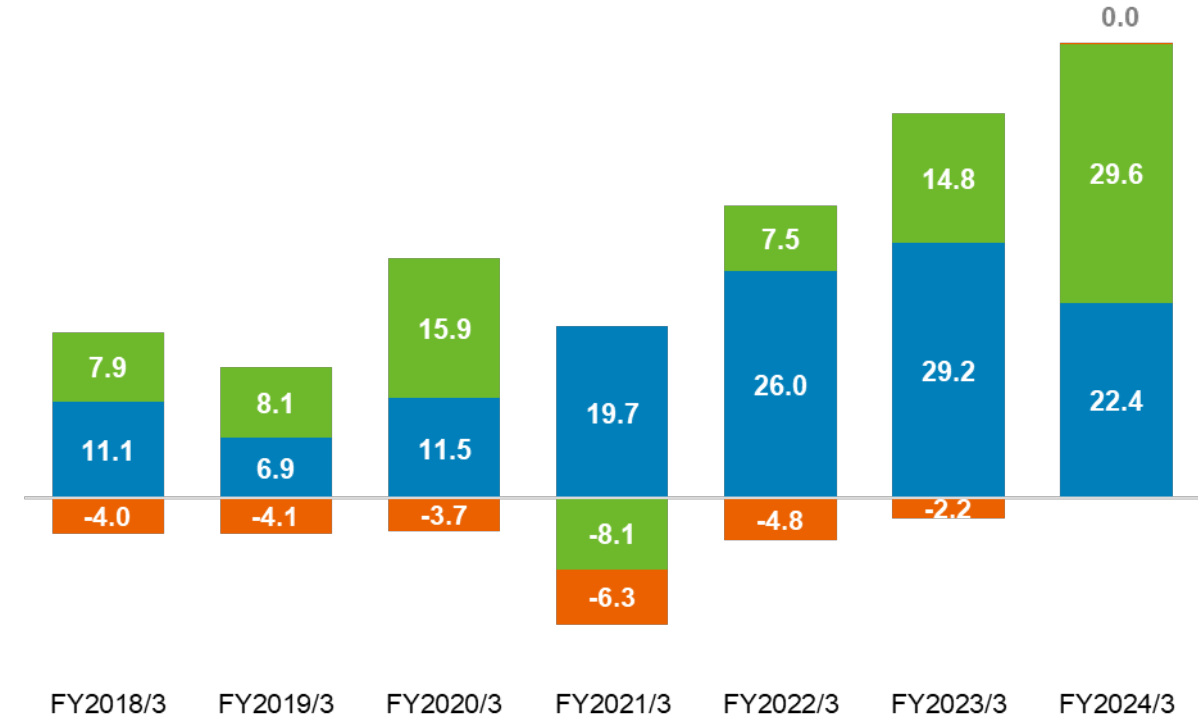
[Investment capital trend per business]

- Resort
- Pachislot & Pachinko
- Entertainment Contents



[Adjusted profits trend by business]

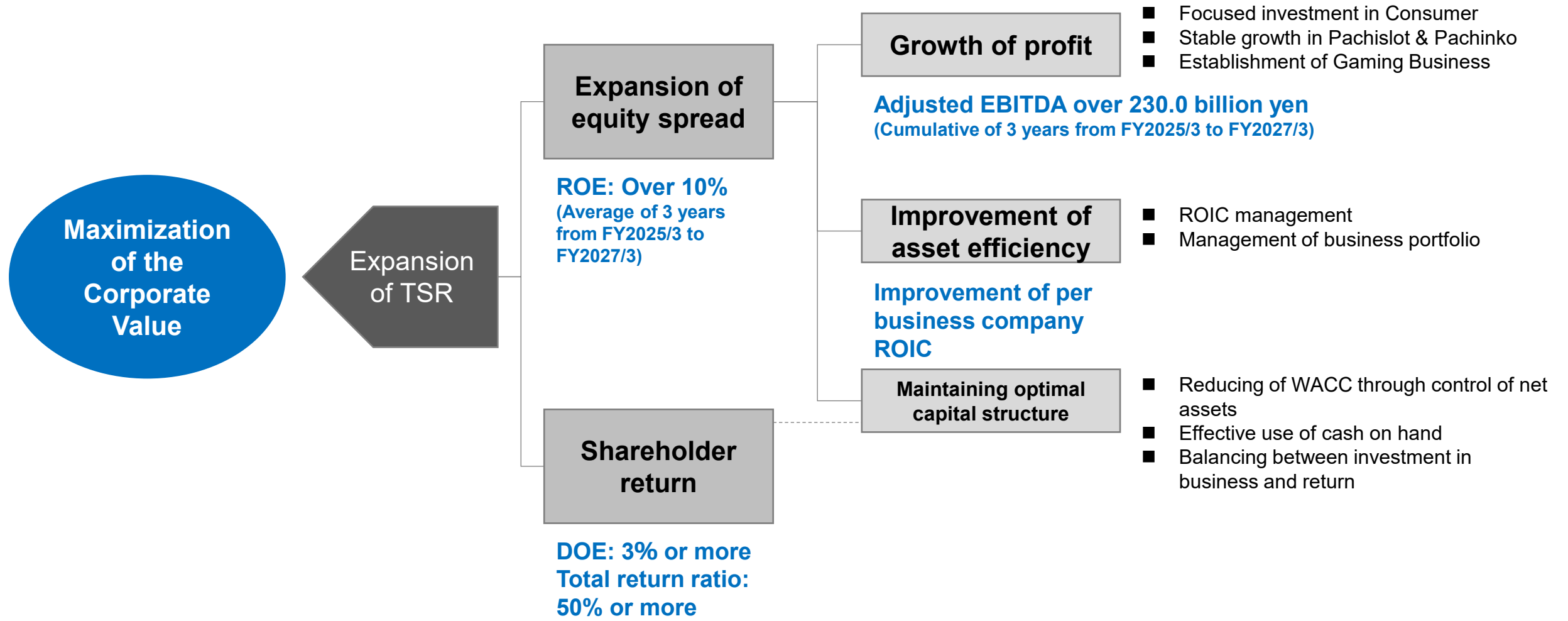
- Resort
- Pachislot & Pachinko
- Entertainment Contents



*Investment Capital per business: investment capital at the end of each business period (total assets-current liabilities excluding interest-bearing debt)-CMS deposits

*Adjusted profits by business: ordinary income after-tax and before-interest (Tax rate for the respective business is set to 30% for simplicity)

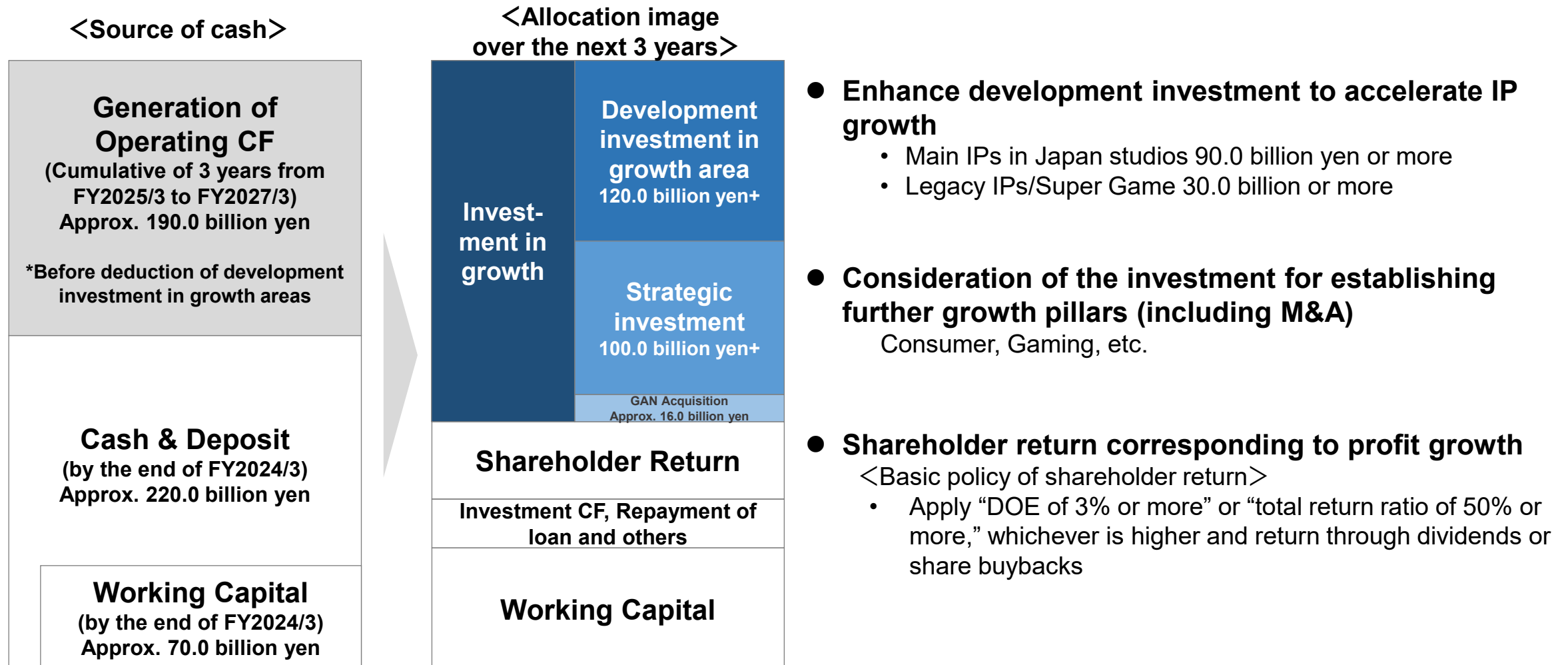
■ Shift to the management focusing on capital efficiency



Concept of Investment in Growth and Shareholder Return:

New Medium-term Plan

[Capital allocation policy]



FY2025
-2027/3

WELCOME TO THE NEXT LEVEL!

Experiences that move the heart delivered
by SEGA SAMMY Group and their value goes to the next level

- Accelerating CS growth through Transmedia x regional expansion
- Establishment of Gaming Business

FY2022
-2024/3

Beyond the Status Quo

Broke the situation, which had been stagnant since the management integration
Achieved Medium-term targets one year ahead of schedule with the steady progress of each business strategy

FY2018
-2020/3

Road to 2020

Aimed at increasing profits through rapid growth centered on mobile, but failing to achieve Medium-term targets



<https://www.segasammy.co.jp/en/ir/>

Cautionary Statement for Investors and Shareholders with Respect to Gaming Statutes and Regulations

SEGA SAMMY HOLDINGS INC. ("the Company") is registered with the Nevada Commission as a publicly traded corporation and has been found suitable to directly or indirectly own the stock of its subsidiary, SEGA SAMMY CREATION INC., and Sega Sammy Creation USA Inc., a wholly owned subsidiary of SEGA SAMMY CREATION INC., (collectively, the "Operating Subsidiaries") that have been licensed as manufacturers and distributors of gaming devices in Nevada. Pursuant to Nevada law, the Company's shareholders are subject to the rules and regulations of the Nevada Gaming Authorities. A detailed explanation of Gaming Statutes and Regulations can be found on the Company's corporate website: <https://www.segasammy.co.jp/en/ir/stock/regulation/>

The Operating Subsidiaries have also been licensed as manufacturers and distributors of gaming devices in multiple countries, states, and regions other than the State of Nevada (collectively, the "Other Regions"). In addition to the foregoing, the Company's shareholders may be subject to the same or similar restrictions as in the State of Nevada under the statutes of the Other Regions or the regulations of the gaming authorities of such Other Regions.

Please visit below website for more information of products and services of SEGASAMMY.

<https://www.segasammy.co.jp/en/corp/group/>

(Sega Sammy Group Website list)

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