



Fiscal Year Ended March 2020 Results Presentation

May 13, 2020

[Disclaimer]

Market forecasts, operating results forecast and other information contained in this materials are based on judgements and projections of the Company's managements based on currently available information. Therefore, please understand that the contents herein involve risks and uncertainties and that actual results could differ materially depending on various factors.

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Current impacts of the spread of COVID-19

[Response of the Company]

- ✓ Employees to work from home
 - From end of February - work from home in principle; from April 8 - suspension of going to the office in principle; from May 11 to 31 - work from home in principle (Headquarter at Osaki)

[Impact on the results for fiscal year ended Mar 2020]

- ✓ Growth trend in download sales overseas (Packaged Games)
- ✓ Temporary closure of facilities business
 - Amusement Center Operations: From March - at some stores (from April 8 - at stores in areas where self-restraint on going outside is applied; from April 17 to May 7- at stores nationwide)
 - Phoenix Seagaia Resort: From March - in some facilities (from May 7 - at whole facilities)
 - PARADISE CITY (South Korea): From March 2 to May 2 - in some facilities; from March 24 to Apr 20 - in casino section
- ✓ Group-wide
 - Tax expenses increased from estimation by approx. 7 billion yen accompanying with the reversal of deferred tax assets.
 - Reconsidering the business plan for fiscal year ending Mar 2021 and the next mid-term management plan and postpone their announcement.

1 . Fiscal Year Ended March 2020 Results

Results Highlights

(Unit: billion yen)

	2019/3 Full Year Results	2020/3 Full Year Results
Sales	331.6	366.5
Operating Income	13.0	27.6
Operating Income Margin	3.9%	7.5%
Non-operating income	2.1	3.2
Non-operating expenses	7.7	5.5
Ordinary Income	7.4	25.2
Extraordinary income	8.2	3.1
Extraordinary losses	8.7	1.2
Income before income taxes	6.9	27.1
Profit (loss) attributable to owners of parent	2.6	13.7
ROA [※]	0.6%	3.0%

※ ROA(%)= profit attributable to owners of parent/total assets

FY2020/3 Full-year Results

- ◆ Both sales and profit increased YoY.
 - ✓ Unit sales of Pachislot increased in Pachislot and Pachinko Machines Business.
 - ✓ Strong performance in Digital Games area.
 - ✓ Due to the impacts of the spread of COVID-19, reversed the deferred tax assets for approximately 7 billion yen and recorded as income taxes-deferred.

FY2021/3 Forecast

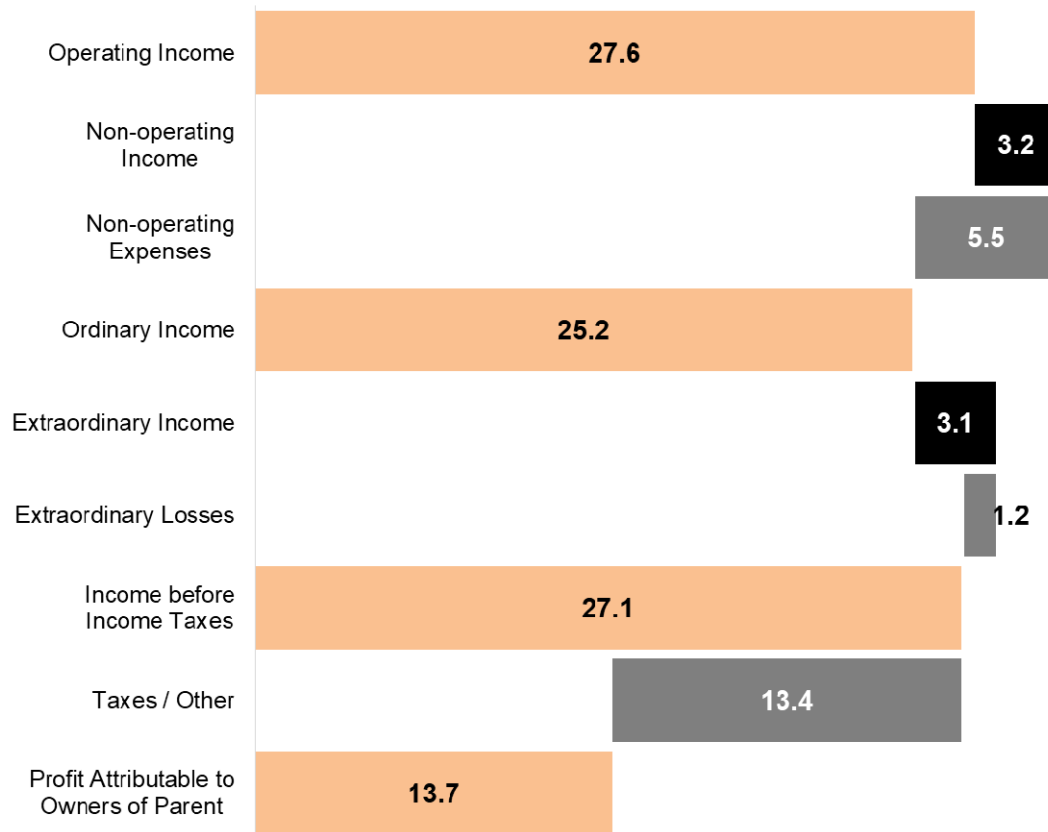
- ◆ TBD
 - ✓ The impact of spread of COVID-19 is currently difficult to calculate rationally so results forecast and dividends plan for FY2021/3 are not yet decided
 - ✓ We will disclose them as soon as it becomes possible to make a disclosure with rational estimates.

⇒ For more information, please see

“Fiscal Year Ended March 2020 Results / Appendix

Breakdown of Income (FY2020/3 Full Year results)

(Unit: billion yen)



Non-operating income/ losses
and extraordinary income / losses

(JPY Billion)

Non-operating income	3.2
Dividends income	0.4
Gain on investments in partnership	0.6
Other	2.2
Non-operating expenses	5.5
Equity in loss of affiliates	2.8
Loss on investments in partnership	0.4
Other	2.3
Extraordinary income	3.1
Gain on sales of noncurrent assets	2.9
Other	0.2
Extraordinary losses	1.2
Impairment loss	0.3
Loss on valuation of investment securities	0.5
Other	0.4

Consolidated Costs and Expenses

(Unit: billion yen)

	2019/3 Full Year Results	2020/3 Full Year Results
R&D Expense / Content Production Expense	66.6	76.5
Cap-ex	34.4	22.8
Depreciation	14.5	14.8
Advertising	16.0	17.4

(Main Factors)

- ✓ Increased in association with the launch of new titles in Packaged Games area
- ✓ Decreased as the reaction to the completion of relocation in FY2019/03
- ✓ Increased in association with the launch of new titles in Packaged Games area

Consolidated Balance Sheet Summary

(Unit: billion yen)

	As of end of March 2019	As of end of March 2020	Change
Total Current Assets	260.4	268.9	+8.5
Cash and Deposits	137.4	159.0	+21.6
Accounts Receivable	39.2	40.4	+1.2
Securities	14.5	5.3	-9.2
Total Noncurrent Assets	204.1	189.2	-14.9
Investment securities	73.4	55.0	-18.4
Total assets	464.6	458.2	-6.4
Total Current Liabilities	87.5	86.1	-1.4
Notes and accounts payable trade	24.7	17.8	-6.9
Other	12.1	17.4	+5.3
Total Noncurrent Liabilities	71.7	75.2	+3.5
Other	10.5	11.6	+1.1
Total Liabilities	159.3	161.4	+2.1
Total Net Assets	305.3	296.8	-8.5
Total Liabilities and Net Assets	464.6	458.2	-6.4

	As of end of March 2019	As of end of March 2020	Change
Cash and cash equivalents	148.0	158.6	+10.6
Interest bearing debt	76.1	75.3	-0.8
Net cash	71.8	83.2	+11.4
Equity Ratio	65.1%	64.2%	-0.9pt

Main factors Changes

Current Assets + 8.5

Cash and deposits increased due to the steady performance in Digital Games area while securities decreased mainly due to the redemption of money trusts at maturity.

Non-current Assets -14.9

Investment securities decreased mainly due to market valuation.

Liabilities +2.1

Lease payable in total current liabilities and non current liabilities increased in association with changes in accounting policies at some overseas subsidiaries while notes and accounts payable trade decreased.

⇒ For more information, please see

“Fiscal Year Ended March 2020 Results / Appendix

Cash and
cash equivalents

(Unit: billion yen)

End of
FY2019/3

148.0

CF
from
Operating
Activities

+38.5

CF
from
Investing
Activities

-15.4

CF
from
Financing
Activities

-10.9

End of
FY2020/3

158.6

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Consolidated Cash Flows

Cash Flows from Operating Activities

Income before income taxes	+27.1
Depreciation and amortization	+17.1
Increase in trade notes and accounts receivable - trade	-2.8
Decrease in notes and accounts payable - trade	-6.5
Others	+3.6

Cash Flows from Investing Activities

Purchase of property, plant and equipment	-10.0
Sales of property, plant and equipment	+4.3
Purchase of intangible assets	-7.1
Others	-2.6

Cash Flows from Financing Activities

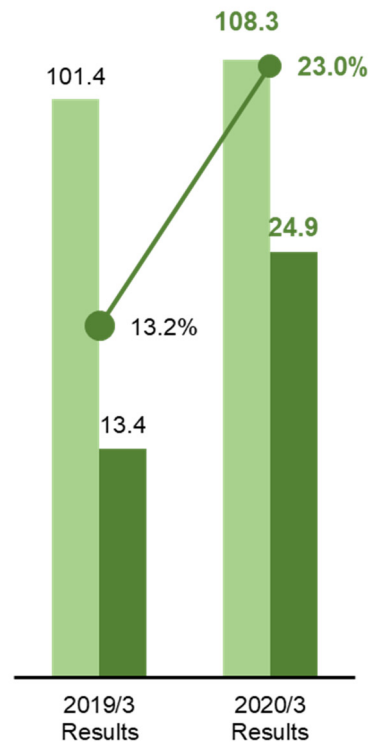
Proceeds from long-term loans payable	+14.9
Payment of long-term loans payable	-13.3
Issuance of bonds	+9.9
Redemption of bonds	-12.5
Payment of dividends	-9.3
Others	-0.6

2. Per Segments Results

Pachislot and Pachinko Machines Business

■ Sales
■ Operating income
● Operating income margin

(Unit: billion yen)



FY2020/3 Full-year Results

- ◆ Both sales and profit increased YoY.
- ◆ Adjusted release timing for several titles in response to approval status of prototype testing and etc.
- ◆ Profitability improved due to the measures to improve profitability, such as reuse.
 - ✓ Pachislot: Unit sales increased mainly due to launch of mainstay titles such as "Pachislot Hokuto No Ken Tenshou" and others.
 - ✓ Pachinko: The number of unit sales decreased.

(Changes in unit sales)

	2019/3 (Results)	2020/3 (Results)
Pachislot	67,140 units	123,336 units
Pachinko	159,848 units	104,581 units
Frame	91,858 units	33,056 units
Board	67,990 units	71,525 units

Pachislot and Pachinko Machines Business

Major titles in FY2020/3

Pachislot

Pachinko



"Pachislot Hokuto No Ken Tenshou"

©Buronson & Tetsuo Hara/NSP 1983,
©NSP 2007 Approved No.YAF-420
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"Pachislot Psalms of Planets Eureka Seven 3 HI-EVOLUTION ZERO"

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©BANDAI NAMCO Entertainment Inc.
©Sammy



"P Anohana: The Flower We Saw That Day"

©ANOHANA PROJECT
©Sammy



"P Hokuto No Ken 8 Haou"

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Pachislot and Pachinko Machines Business

Major titles in FY2021/3

Pachislot



"Pachislot Shin Hokuto Muso"



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Pachinko



"P Psalms of Planets
Eureka Seven
HI-EVOLUTION ZERO"

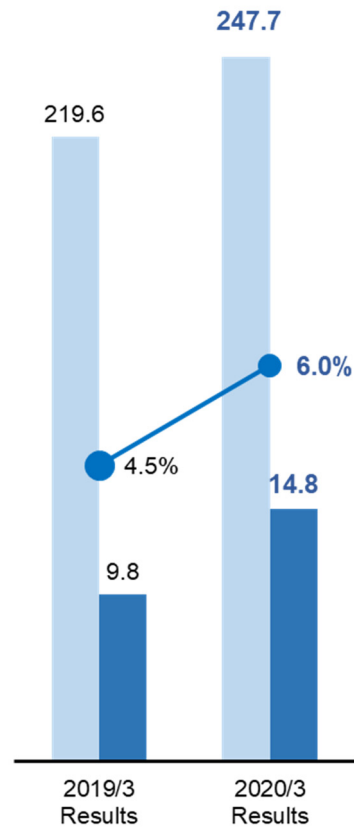


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Entertainment Contents Business

■ Sales
■ Operating income
● Operating income margin

(Unit: billion yen)



FY2020/3 Full-year Results

- ◆ Both sales and profits increased YoY.
 - ✓ Revenue in Digital Games area contributed the whole segment.
 - ✓ Significant increase in the sales of Packaged Games area

Entertainment Contents Business

Per Sub Segments

(Billion yen)	2019/3 Results	2020/3 Results
Sales	219.6	247.7
Digital Game	40.8	47.2
Packaged Game	54.6	78.2
Amusement Machine Sales	54.7	51.1
Amusement Center Operations	40.9	41.9
Animation / Toys	24.5	26.2
Others / Elimination	4.1	3.1
Operating Income	9.8	14.8
Digital Game	-1.9	9.8
Packaged Game	8.2	4.8
Amusement Machine Sales	1.5	-2.3
Amusement Center Operations	2.6	1.4
Animation / Toys	2.5	2.7
Others / Elimination	-3.1	-1.6
Operating Income Margin	4.5%	6.0%

Sub Segment	Summary
Digital Game	<ul style="list-style-type: none"> Recorded one-off revenue from transfer of titles and offering of titles Expenses decreased due to the impairment loss recorded in the previous fiscal year. Both existing and new titles performed steadily.
Packaged Game	<ul style="list-style-type: none"> Amortization of development cost accelerated due to the launch of several large new titles. Unit sales: 26,760K units (FY2019/3 results: 23,440K units) Implemented a write-down at the end of the fiscal year.
Amusement Machine Sales	<ul style="list-style-type: none"> Video games struggled while prize machines performed solidly. Implemented a write-down at the end of the fiscal year.
Amusement Center Operations	<ul style="list-style-type: none"> Store opening: 7, Store closing: 5, Total: 192 stores Sales of existing stores is 97.7% from previous year, which fell below 100% for the first time in 6 years due to the impact of consumption tax hike, repeated typhoons and spread of COVID-19.
Animation / Toys	<ul style="list-style-type: none"> Animation: Recorded allocated revenue of movie, revenue from video distribution and etc. Toys: Sold new products and regular products.
Others / Elimination	<ul style="list-style-type: none"> Recorded the expenses associated with relocation of headquarter in previous fiscal year.

Digital Games

Major Titles for FY2020/3



“Fist of the North Star LEGENDS ReVIVE”

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“Kemono Friends 3”

©Kemono Friends Project2G ©SEGA

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Major titles in and after FY2021/3



“Phantasy Star Online 2” North American version (Full service launched in April 2020)

©SEGA



“Project SEKAI COLORFUL STAGE feat. Hatsune Miku”

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“Sonic at the Olympic Games – Tokyo 2020™” (Released in May 8, 2020)

TM IOC/TOKYO2020/US"OC 36USC220506.
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“Re: ZERO -Starting Life in Another World- Lost in Memories”

©Tappei Nagatsuki,KADOKAWA/Re:ZERO2 PARTNERS
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Packaged Games

Major Titles for FY2020/3



“Team Sonic Racing”

©SEGA



“PERSONA 5 ROYAL”

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“Ryu ga Gotoku 7”

©SEGA



“Total War Saga: TROY”

© SEGA. Developed by The Creative Assembly Limited.



**“Total War:
THREE KINGDOMS”**

© SEGA. Developed by The Creative Assembly Limited.

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**“Mario & Sonic at the Olympic
Games Tokyo 2020™”**

TM IOC/TOKYO2020/USOC 36USC220506.

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© NINTENDO. ©SEGA.



“Football Manager 2020”

© Sports Interactive Limited 2019.

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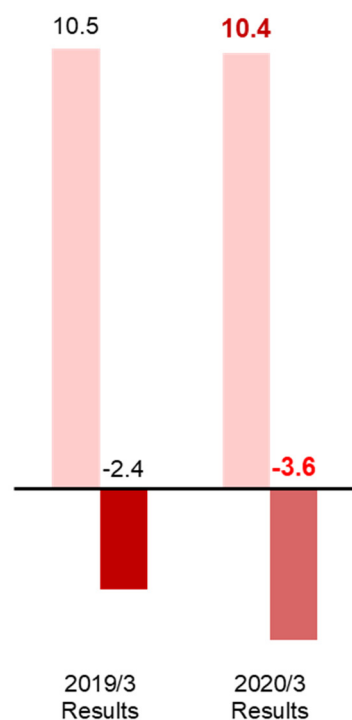
“HUMANKIND™”

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Resort Business

■ Sales
■ Operating income

(Unit: billion yen)



FY2020/3 Full-year Results

- ◆ Sales remained at the same level YoY while the scale of losses expanded.
- ◆ Expenses increased in associated with the enhancement of measures towards domestic Integrated Resort (IR).

(PHOENIX RESORT)

- ✓ Despite an upward trend in the number of users due to the impact of renewals and various promotional measures, scale of losses expanded YoY due to the impact of the spread of the COVID-19.

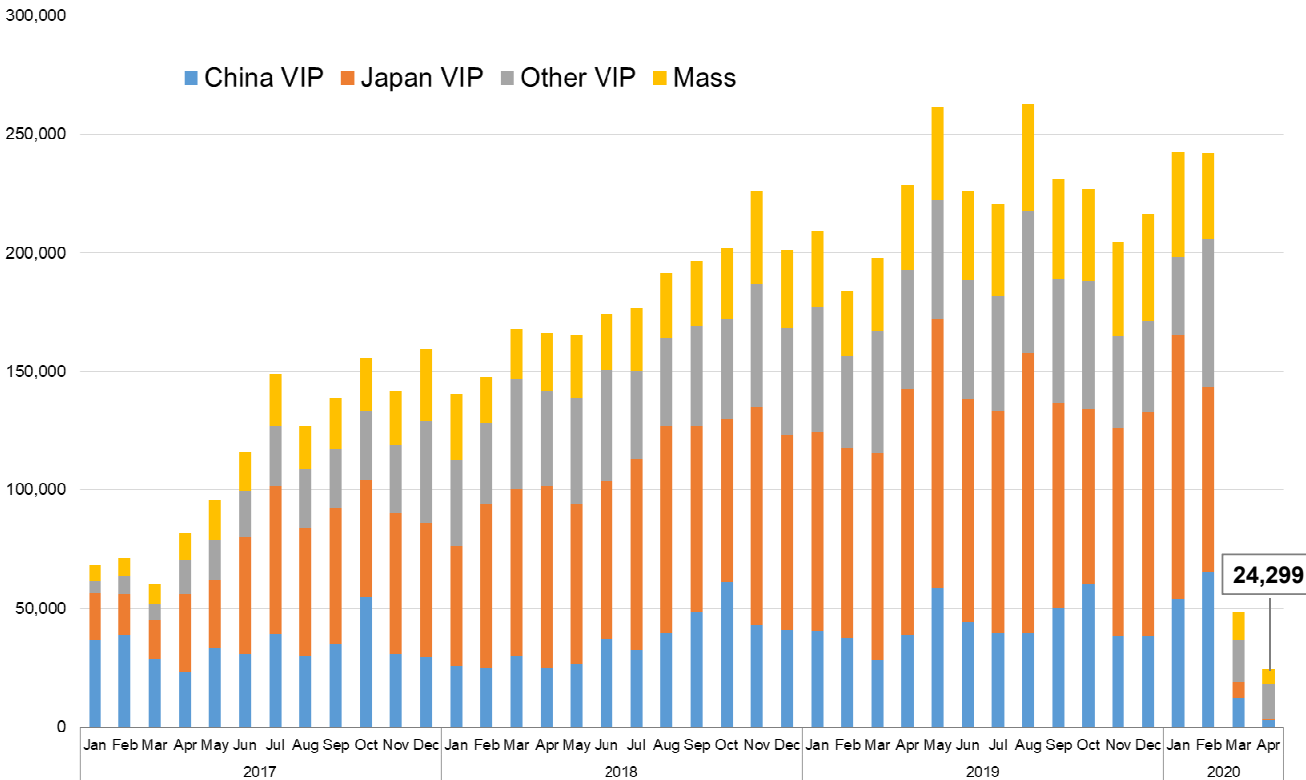
Results of Phoenix Resort

(Billion yen)	FY2019/3 (Result)	RY2020/3 (Results)
Sales	10.0	9.9
Operating Income	-0.0	-0.2

PARADISE SEGASAMMY (Equity method affiliate)

Transition of Drop amounts* at Paradise City

(KRW Million)



Apr, 2017
Opened
Paradise City



*Drop amounts: Purchased amount of chips by customers at the table
*Calculation method after Jan 2018 has changed from this document

(KRW Billion)

		FY2019 4Q Results	FY2020 4Q Results
Sales		301.6	463.3
	Casino	248.6	375.6
	Hotel	50.3	69.2
	Other	2.8	18.5
Cost of sales		284.4	391.2
	Casino	161.4	210.5
	Hotel	99.2	118.3
	Other	23.9	62.5
Gross profit		17.2	72.1
SG&A		38.0	52.2
Operating profit		-20.8	19.9
EBITDA		20.0	84.3
Net profit		-53.0	-22.5

Source: Paradise IR

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Equity method acquisition amount (Billion yen)	-3.1	-1.6

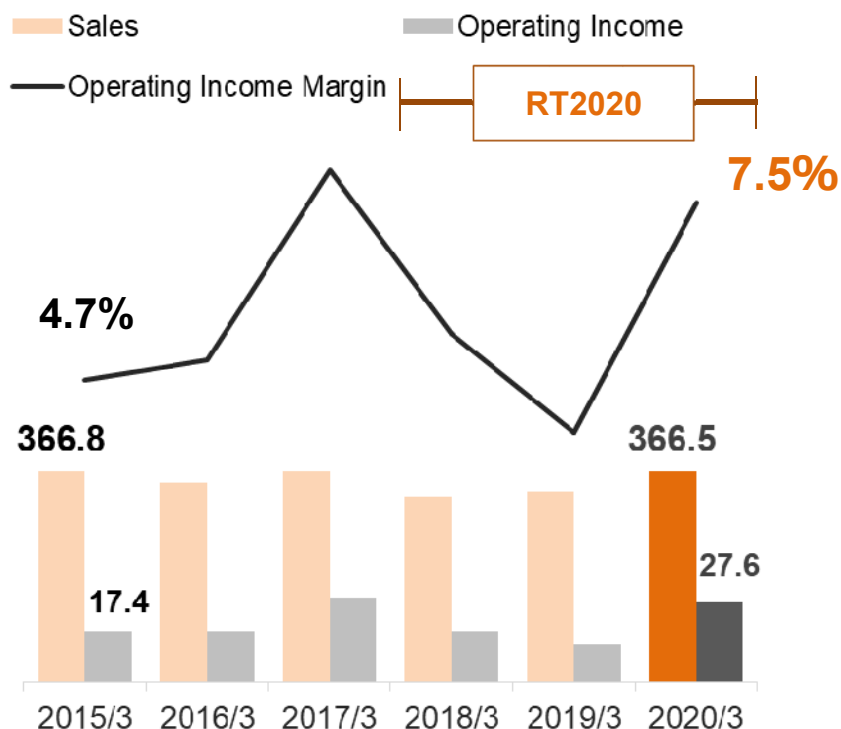
*Figures for PARADISE SEGASAMMY Co., Ltd. are
recorded with three months delay

3 . Review of Road to 2020 (FY2018/3 to FY2020/3 Mid-Term Management Plan)

Review of Road to 2020: Overall Summary

Progress toward Mid-Term Plan (Road to 2020)
announced on FY2017/5

(Unit: billion yen)



Mid-Term Plan : Target for FY2020/3

Operating Income

Margin

15%

Result

7.5%

ROA

5%

Result

3.0%

Main factors behind the shortfall in achievement of the med-term plan

- 1) Revision of rules of Pachislot and Pachinko machines
- 2) Insufficient hit titles in Digital Games area

Review of Road to 2020: Pachislot and Pachinko Machines Business

KPI target

Operating
income
margin

30% ▶ 23%

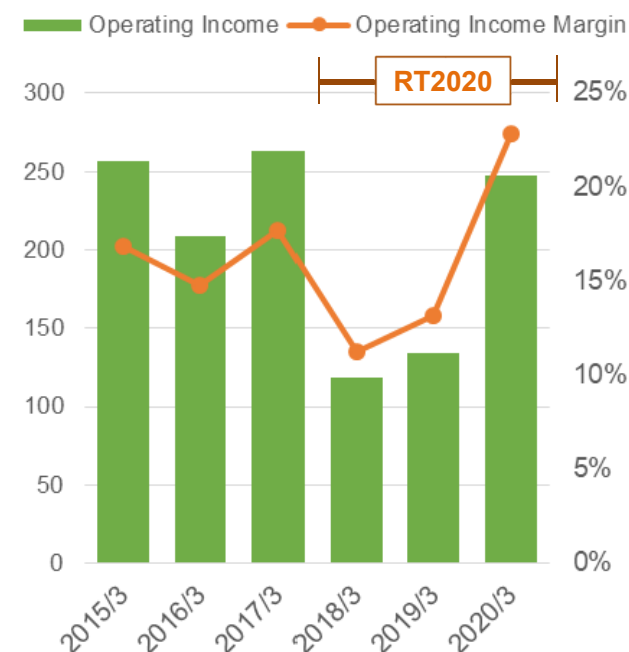
Achieved

✓ Improvement in profitability by reducing procurement costs mainly through reuse

Not Achieved

✓ Increase of unit sales

(Unit: billion yen)



Review of Road to 2020: Entertainment Contents Business

KPI target

Operating
income
margin

10%

6%

Operating
income

30.0 billion
yen

14.8 billion
yen

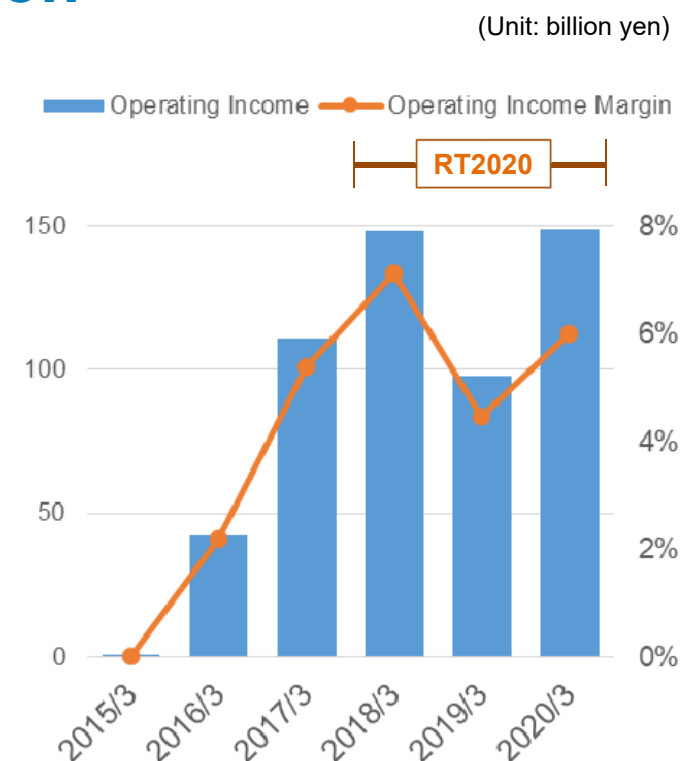
Achieved

- ✓ Making mainstay IP as a series
- ✓ Expanding sales in Asia, Europe and the North America

Not Achieved

- ✓ Creation of hit titles in Digital Games area

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Review of Road to 2020: Resort Business

Target

Acquisition of know-how
toward the entry in IR
business



**Accumulated the know-how of
development and operation of IR**

Achieved

- ✓ **Acquired Gaming Machine Manufacturer and Distribution Licenses in Nevada, U.S.A.**
- ✓ **PARADISE CITY achieved the operating profit for the full year (2019)**
- ✓ **Announced a business partners towards the entry of IR in Yokohama**

Review of Road to 2020: Others (ESG/ SDGs related)

✓ Identified five elements as materiality (important issues) and working on inculcation to the whole group and practice

1. Enhancement of job satisfaction and diversity and elimination of inequality

- Reduction of long overtime hours
- Promotion of work-life balance
- Creating an environment where diverse individuals can play important roles
- Integration of head office functions associated with relocation of headquarter
- Opening of "SEGA SAMMY Soramori Nursery School"

2. Countermeasures to addiction problems

- Response to Pachinko and Pachislot addiction
- Industry-academia joint research with Kyoto University on gambling addiction
- Joint examination and research towards gaming disorder

3. Response to environmental preservation and reduction of environmental burden

- Reduction of environmental impact while improving profitability in business
- Enhancement of disclosure of Co2 info
- Strengthen the governance structure with a view to implement companywide initiatives
- TCFD response

4. Response to Japan's super low birth rate and aging society

- Development of senior citizen-friendly drive simulator
- Conduct darts and programming classes for elementary school children
- Providing a hobby discovery site "Shumikatsu!" for adults
- Implementation of "SAMMY SOCCER PROJECT" with the aim of playing a role in the growth of the children

5. Corporate Governance

- Increased the numbers of external directors
- Revision of the amount of compensation of directors, introduction of a stock compensation plan with restriction of transfer

4 . Impacts of the spread of COVID-19

- ✓ **Forecast for fiscal year ending March 2021 and next mid-term management plan is under reconsideration**

The impacts for each business associated with the spread of COVID-19 we can assume at this point and the response of our company groups to them are described from the following pages.

Our company groups will conduct business operation with setting top priority to ensuring the safety of all customers, business partners, and employees.

Impacts of the spread of COVID-19 (Pachislot and Pachinko business) (1)

Need to reconsider the launch timing of machines due to a decrease in the number of reception of prototype testing by Security Communications Association and the suspension of operation in pachinko halls.

Elements	Details
Development	<ul style="list-style-type: none">• Part of the development schedule has been delayed, and there is a possibility that it will impact the future business if suspension of operation and work from home continue in the future
Production	<ul style="list-style-type: none">• Components have been secured for titles that have already been announced.• As for the future, we need to carefully observe the operation status of in-house and partner plants.
Sales	<ul style="list-style-type: none">• Even for titles that have already been announced, launch and delivery timings have not been determined, and if suspension of operation in pachinko halls continue, there is a possibility that the schedule will be delayed and etc.

Impacts of the spread of COVID-19 (Pachislot and Pachinko business) (2)

The vast majority of the pachinko halls in nationwide are suspending the operation of the halls

Elements	Details
Other	<ul style="list-style-type: none">• Lottery application for reservation of prototype testing at Security Communications Association is in suspension until May 20.• Due to a temporary decline in the number of reception slots for reservation of prototype testing at Security Communications Association and may cause for the delay in obtaining the approval.
	<ul style="list-style-type: none">• Suspension of operation in pachinko halls expanded nationwide. If the requests for suspension continue to be issued, it may lead to a decline in the purchasing power of the machines for pachinko hall operators.

Impacts of the spread of COVID-19 (Digital and Packaged Games)

Overseas download sales tend to grow, but if the current situation is prolonged, there may be the delay in development schedule.

	Elements	Details
Digital Games	Development	<ul style="list-style-type: none">• The development environment for employees working from home is being developed, but the development schedule is becoming delayed.
	Operation	<ul style="list-style-type: none">• Some events and updates have been delayed due to development delays.
Packaged Games	Development	<ul style="list-style-type: none">• The development environment for employees working from home is being developed, but the development efficiency has begun to decline and there is concern about the impact on external development partners. If the current situation is prolonged, there may be the delay in development schedule.
	Sales	<ul style="list-style-type: none">• Growth can be seen centered on download sales overseas• If the current situation is prolonged, there may be the delay in launch schedule of new titles.

Impacts of the spread of COVID-19 (Amusement Machine sales)

Delays in development schedules and decline in orders due to the drop of facility utilization is concerned.

	Element	Details
Amusement Machine Sales	Development	<ul style="list-style-type: none">• Delays in the development schedule have begun to occur due to factors such as a decline in development efficiency due to work from home and the inability to conduct location testing.
	Production	<ul style="list-style-type: none">• There are some concerns about the supply of components.
	Sales	<ul style="list-style-type: none">• Suspension of shipments of machines have begun due to closure of facilities.• There are concerns about a decline in orders and a decline in revenue from revenue sharing model due to the drop of facility utilization.

Impacts of the spread of COVID-19 (Amusement Center Operation)

Temporary closure or shortened operation time of facilities has been incurred and the impact from deterioration in operation of facilities is concerned

	Elements	Details
Amusement Center Operations	Facility Operation	<ul style="list-style-type: none">• From March 3 to 24, suspended operations of 9 facilities for kids and VR section• From April 8, temporary closure of stores in areas where self-restraint on going outside is issued (85 stores)• From April 17, temporary closure of stores nationwide (192 stores)• From May 8, stores in some areas resumed operations (28 stores)• Even after the removal of the emergency declaration, there are concerns that the operation of facilities will be worsen and the ability to attract customers will decline.

Impacts of the spread of COVID-19 (Animation and Toys)

If the current situation is prolonged, there may be the delay in development and launch schedule.

	Elements	Details
Animation	Planning and development Production	<ul style="list-style-type: none">• There is the possibility of delays in animation production, planning and development schedules if work from home period is prolonged.
	Sales	<ul style="list-style-type: none">• Potential delay in recording of distribution revenues due to the delays of movie release• There are concerns about an increase in the number of broadcast viewers and an excess supply of contents in the market.
Toys	Development	<ul style="list-style-type: none">• There is the possibility of delays in development schedule
	Production	<ul style="list-style-type: none">• There are some concerns about procurement of materials.
	Sales	<ul style="list-style-type: none">• The volume of orders is declining due to the shortening of operation time and the closures of the shops.• If the current situation is prolonged, there may be the delay in launch schedule.

Impacts of the spread of COVID-19 (Resort Business)

There are concerns about a decline in demand due to self-restraint on going out and restrictions on travel both in Japan and overseas.

	Element	Details
Phoenix Seagaia Resort	Facility Operation	<ul style="list-style-type: none">• Since March, limiting the operation format in some facilities, but there have been cancellations of reservations for accommodations, banquets, golfs, etc., and the number of visitors is declining.• From May 7, start the temporary closure of all resort facilities for the time being (Resumed the operation of limited facilities from May 11)• Demand for accommodations and banquets, etc. and hotel utilization rate may decline due to the restriction on traveling nationwide and overseas even after the removal of the emergency declaration.

Impacts of the spread of COVID-19 (Resort Business)

There are concerns about a decline in demand due to restrictions on travel among the world.

	Elements	Details
PARADISE CITY	Facility Operation	<ul style="list-style-type: none">• Casino section: From March 24 to April 20, closure of the operation; from AM 6:00 in April 20, operation resumed• Some facilities other than casino section*<ul style="list-style-type: none">✓ CIMER: From March 2 to May 1: suspension of the operation; From May 2, operation resumed✓ WONDERBOX: From March 2 to May 1: suspension of the operation; From May 2, operation resumed✓ CHROMA: From March 2 suspension of operation, resumption timing not yet determined• As it is a casino exclusively for foreigners, there are concerns that demand will decrease due to the worldwide policy of self-restraint and/or prohibition on going out and restrictions to foreign visitors entering South Korea.

5. Future Outlook

6. Q&A



<https://www.segasammy.co.jp/english/>

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<https://www.segasammy.co.jp/english/ir/stock/regulation/>

Please visit below websites for more information of products and service of SEGASAMMY.

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(SegaSammy Group Website list)

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