



SEGA SAMMY HOLDINGS  
INTEGRATED REPORT 2019

# Challenges

&

# Initiatives

Since fiscal year ended March 2018 (fiscal year 2018), the SEGA SAMMY Group has been advancing measures in accordance with the Road to 2020 medium-term management strategy. In fiscal year ended March 2019 (fiscal year 2019), the second year of the strategy, the Group recorded results below initial targets for the second consecutive fiscal year. As for fiscal year ending March 2020 (fiscal year 2020), the strategy's final fiscal year, we do not expect to reach performance targets, which were an operating income margin of at least 15% and ROA of at least 5%.

The aim of *INTEGRATED REPORT 2019* is to explain to stakeholders the challenges that emerged while pursuing Road to 2020 and the initiatives we are taking in response.

Rapidly and unwaveringly, we will implement *initiatives* to overcome *challenges* identified in light of feedback from shareholders, investors, and other stakeholders.

# Cultural Inheritance

## Innovative DNA

This was the birthplace of milestone innovations.

➤ The headquarters of SEGA shortly after its foundation



Company credo: "Creation is Life"

# SEGA

## A Host of World and Industry Firsts

In 1960, we brought to market the first made-in-Japan jukebox, *SEGA 1000*. The product name was based on an abbreviation of the company's name at the time: Service Games Japan. Moreover, this is the origin of the company name "SEGA."

In 1966, the periscope game *Periscope* became a worldwide hit. In the 1970s, the company capitalized on the video game boom to increase its standing as a manufacturer of amusement machines.

The SEGA brand became synonymous with innovation by marketing a series of world-first and industry-first products. For example, from the 1980s onward, we launched the motion-controlled game cabinet *Hang On* and a 3D computer graphics (CG) fighting game, *Virtua Fighter*. Also, we debuted the *Print Club* amusement machine for printing stickers, known in Japan as "*purikura*" and a favorite amusement machine genre to this day. In the 2000s, we released a kids' card game.

## Consistently Innovative

After entering the home video game console market in the 1980s, SEGA remained an innovator. Representative examples of this innovativeness include the first domestically produced handheld game terminal with a color liquid crystal display (LCD) and *Dreamcast*, which was launched in 1998 as the industry's first home video game console including a communications modem as a standard feature and offering the players the option of using the internet to enjoy games. This became SEGA's last hardware offering as the company withdrew from the home video game console area in 2001. However, the intellectual properties (IP) of the home video game console era, such as *PHANTASY STAR ONLINE*, are valuable management resources that underpin SEGA's current businesses.

Leveraging the innovative DNA expressed by its "Creation is Life" company credo, SEGA has consistently opened up new horizons in entertainment. We will continue passing this DNA on to future generations.



SEGA 1000  
©SEGA



UFO CATCHER  
©SEGA



Print Club  
©SEGA



Dreamcast  
©SEGA



The history of the “Always Proactive, Always Pioneering” company began in the room of a small apartment.

Sammy's predecessor,  
Satomi Corporation



Company credo: “Always Proactive, Always Pioneering”

# Sammy

## A Corporate Culture That Accepts Failure

Sammy's history goes back to 1965, when current Chairman and Group CEO (Representative Director) Hajime Satomi changed the name of a family-run tofu store to “Satomi” and began selling amusement machines. In 1975, the amusement machine manufacturing and marketing divisions of Satomi Corporation were split off to establish Sammy Industry Co., Ltd. The new company then experienced a series of successes and failures that culminated in the creation of highly original products through the manufacturing and sales of Arrange Ball and earnest entry into the development of amusement machine. The experiences of this era are both the source of a corporate culture that accepts failure if it results from taking on ambitious initiatives as well as the source of the “Always Proactive, Always Pioneering” company credo.

## “Always Proactive, Always Pioneering”—The Driver of Sustaining Growth

Sammy entered the pachislot machine market in 1982. To compensate for its comparative lack of brand power, the company competed with major manufacturers by developing products with features that were unprecedented in the industry. The company's strategy bore fruit with the launch of the single-bonus hitter pachislot machine, *ALADDIN*. In 1995, we entered the pachinko machine market and remained at the forefront of the latest developments. For example, we used external IP and incorporated LCD visual effects, features that have now become standard in the industry. A combination of groundbreaking gameplay, tie-in with popular animation, and unique LCD visual effects ensured that pachislot machine *Pachislot Hokuto No Ken* met with a tremendous acclaim in 2003. The title became a hit for the ages by shipping more than 620,000 units, a single-title sales record that is still unbeaten. Our corporate culture—which maintains an uncompromising, proactive mindset and rigorously pursues quality—is part of our DNA. We will cherish this culture as the force that drives and sustains our growth.



*ALADDIN*  
©Sammy



*Pachislot Hokuto No Ken*  
©Buronson & Tetsuo Hara  
©Sammy



*Pachinko CR Hokuto No Ken*  
©1983 Buronson & Tetsuo Hara  
©NSP2007, Approved No. SAE-307  
©Sammy

# Unceasing Self-Reform

## From Management Integration to the Present Day

Since its management integration in October 2004, the SEGA SAMMY Group has been implementing reform measures continuously.

### ▶ Main Business Developments

2004

- Established SEGA SAMMY HOLDINGS INC.

2005

- Acquired all of the outstanding shares of The Creative Assembly Ltd. to make it a wholly owned subsidiary

2006

- Acquired all of the outstanding shares of SPORTS INTERACTIVE Ltd. to make it a wholly owned subsidiary

2009

- Established MARZA ANIMATION PLANET INC. (engaged in production of animation, 3D CG, and other visual content)

2010

- Made Sammy Networks Co., Ltd., SEGA TOYS CO., LTD., and TMS ENTERTAINMENT, LTD., wholly owned subsidiaries

2012

- Made PHOENIX RESORT CO., LTD., a wholly owned subsidiary (domestic resort business)
- Established a joint venture with the PARADISE GROUP of South Korea (PARADISE SEGASAMMY Co., Ltd.)
- Established a smartphone games business as a separate company

2013

- Acquired ATLUS CO., LTD. (Index Corporation's game business, etc.)
- Established SEGA SAMMY CREATION INC. (development, manufacture, and sale of casino machines)

2017

- Acquired gaming machine manufacture and sales license in the U.S. State of Nevada (SEGA SAMMY CREATION INC., Sega Sammy Creation USA, INC.)
- Opened PARADISE CITY, South Korea's first integrated resort

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2018

- Relocated head office to Osaka (consolidated 20 companies and about 6,500 employees into the Osaka area in Tokyo)



### ▶ Main Hit Titles after Management Integration

2005

- Launched the first title in the *Sangokushi Taisen* series of network-enabled trading card games
- Launched the first title in the *Ryu ga Gotoku* series for home video game consoles



*Sangokushi Taisen*  
©SEGA



*Ryu ga Gotoku*  
©SEGA

2008

- Launched *Pachinko CR Hokuto No Ken* series, which set a record for sales of Sammy pachinko machines



*Pachinko CR Hokuto No Ken*  
©1983 Buronson & Tetsuo Hara  
©NSP2007, Approved No. SAE-307  
©Sammy

2009

- Launched *Pachislot Psalms of Planets Eureka Seven*

2012

- Launched *PHANTASY STAR ONLINE 2*, an online role-playing game (RPG) for PCs



*PHANTASY STAR ONLINE 2*  
©SEGA

2013

- Launched *Puyopuyo!! Quest* and *CHAIN CHRONICLE* for smartphone
- Launched *Hokuto No Ken Chapter of Resurrection* and *Pachislot Bakemonogatari*



*Persona5*  
©ATLUS ©SEGA  
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2016

- Launched *Persona5* for home video game consoles
- Launched *Total War™: WARHAMMER* for PC

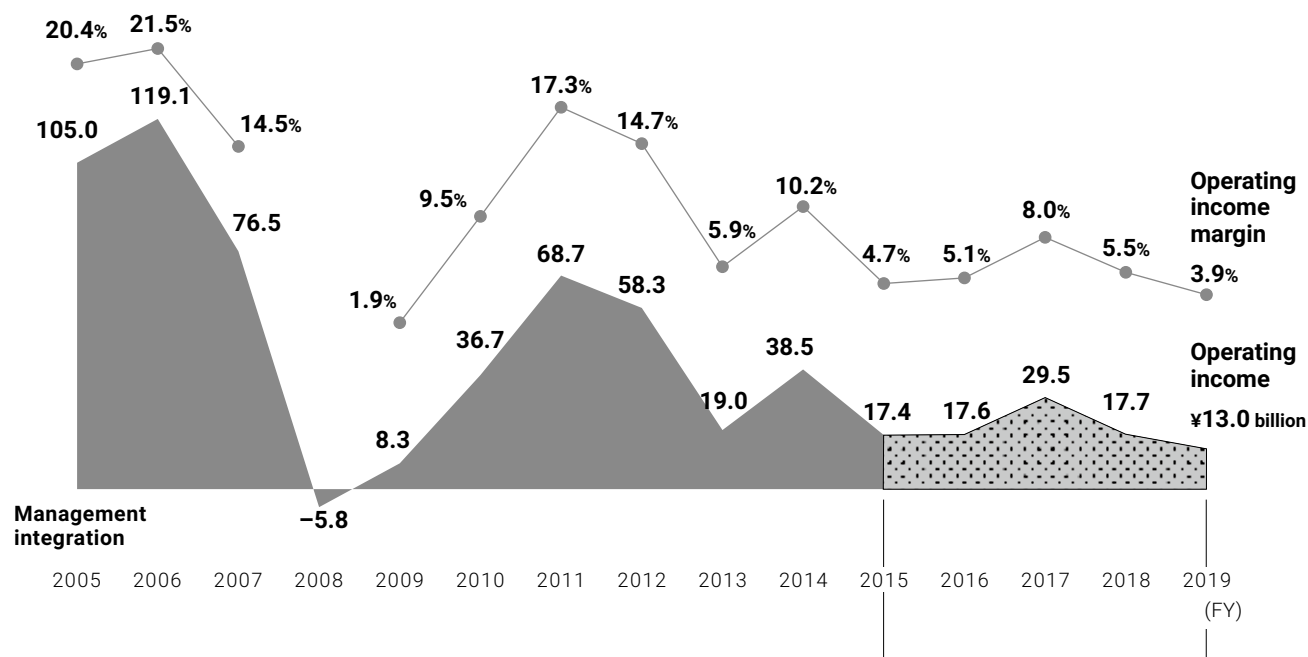
2017

- Launched *Sonic Mania* for home video game consoles



*Sonic Mania*  
©SEGA

## > Operating Income (Losses) since Management Integration



## > Measures in Recent Years

2015 Cost Structure Reform	2016 Business Structure Reform	2017 Implementation Phase	2018– Toward Growth Phase
<b>Reduced fixed expenses by ¥6.0 billion</b>	<b>Revised business portfolio</b>	<b>Implemented various initiatives</b>	<b>Implemented various initiatives</b>
<p><b>Clarified core businesses</b></p> <ul style="list-style-type: none"> <li>Reorganized into three business segments</li> </ul> <p><b>Pachislot and Pachinko Machines</b></p> <p><b>Entertainment Contents</b></p> <p><b>Resort</b></p> <p><b>Restructured unprofitable and underperforming businesses drastically</b></p> <ul style="list-style-type: none"> <li>Withdrew from unprofitable businesses</li> <li>Offered voluntary early retirement and took other measures</li> </ul> <p><b>Laid foundations for strengthening business portfolio management</b></p> <ul style="list-style-type: none"> <li>Split up businesses into separate companies</li> <li>Accelerated decision making</li> </ul> <p><b>Optimized personnel deployment</b></p> <ul style="list-style-type: none"> <li>Reallocated personnel</li> <li>Focused resources on core businesses</li> </ul>	<p><b>Growth businesses</b></p> <p><b>Digital Games</b></p> <p><b>IR (Integrated Resort)</b></p> <p><b>Other New Areas</b></p> <ul style="list-style-type: none"> <li>Invested in growth businesses</li> <li>Grew sales</li> </ul> <p><b>Core Businesses</b></p> <p><b>Pachislot and Pachinko Machines</b></p> <p><b>Packaged Games</b></p> <p><b>Amusement Machine Sales</b></p> <p><b>Amusement Center Operations</b></p> <p><b>Animation</b></p> <ul style="list-style-type: none"> <li>Reformed profit structure</li> <li>Expanded fan base</li> </ul> <p><b>Improved Business Efficiency</b></p> <p><b>Pachislot and Pachinko Machines</b></p> <ul style="list-style-type: none"> <li>Consolidated and streamlined development and production resources</li> </ul> <p><b>Entertainment Contents</b></p> <ul style="list-style-type: none"> <li>Disposed of non-core businesses</li> </ul>	<p><b>Pachislot and Pachinko Machines</b></p> <p><b>ZEEG</b></p> <ul style="list-style-type: none"> <li>Established joint venture ZEEG Co. Ltd. with Universal Entertainment Corporation</li> </ul> <p><b>Packaged Games</b></p> <ul style="list-style-type: none"> <li>Acquired PC game developer (Amplitude Studios SAS)</li> </ul> <p><b>Amusement Center Operations</b></p> <ul style="list-style-type: none"> <li>Sold asset (Shinsaibashi, Osaka)</li> </ul> <p><b>Resort</b></p> <ul style="list-style-type: none"> <li>Transferred business (JOYPOLIS)</li> <li>Discontinued development of complex facility (Busan, South Korea)</li> </ul>	<p><b>FY2020 SEGA SAMMY Group Mission Pyramid</b></p> <p><b>Mission (Raison d'être)</b></p> <p><b>“Continuing to create moving experiences”</b> —Making life more colorful—</p> <p><b>Value (Mindset / DNA)</b></p> <p><b>“Creation is Life”</b> × <b>“Always Proactive, Always Pioneering”</b></p> <p><b>Vision (Ideal self)</b></p> <p><b>Be a Game Changer</b></p> <p><b>Goal (Specific target)</b></p> <p><b>FY2020 Target : Operating income margin 15% / ROA 5%</b></p> <p><b>Pachislot and Pachinko Machines</b></p> <p><b>Entertainment Contents</b></p> <p><b>Resort</b></p> <p><b>Sammy...the wellspring of new ideas as an innovator in the industry</b></p> <p><b>Be a Game Changer</b></p> <p><b>Be an Experiential Innovator</b></p>

# Group Strategy—Road to 2020

## Progress

The Pachislot and Pachinko Machines and the Entertainment Contents businesses have progressed less than initially expected. As a result, we downwardly revised our initial targets in fiscal year 2018 and fiscal year 2019.

### Fiscal Year 2018 Initial Targets and Results

**Net sales** ¥380.0 billion → ¥323.6 billion

**Operating income** ¥20.0 billion → ¥17.7 billion

**Reasons for shortfall** The Pachislot and Pachinko Machines Business delayed the launch of titles due to regulatory revision. The Digital Games area marketed fewer new titles than we planned.

### Fiscal Year 2019 Initial Targets and Results

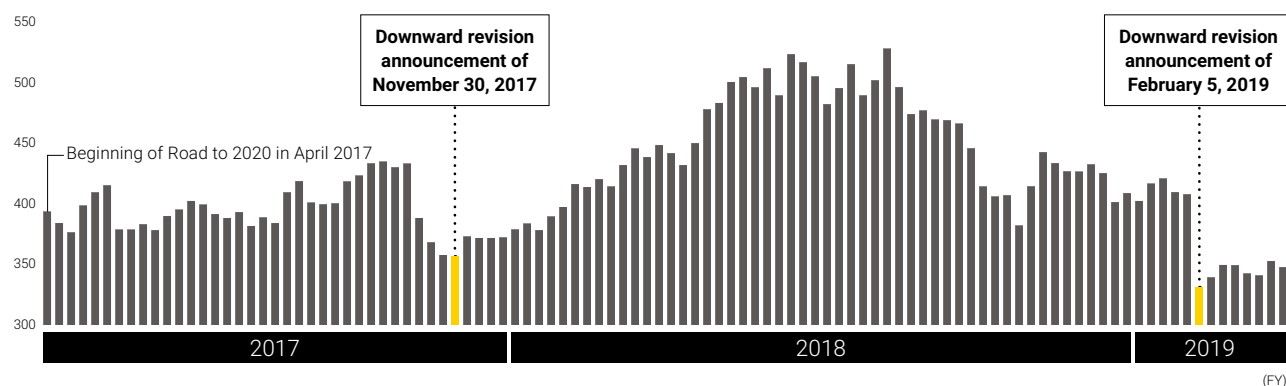
**Net sales** ¥390.0 billion → ¥331.6 billion

**Operating income** ¥21.0 billion → ¥13.0 billion

**Reasons for shortfall** Regulatory revision affected the Pachislot and Pachinko Machines Business, and there were insufficient hit titles in the Digital Games area of the Entertainment Contents Business.

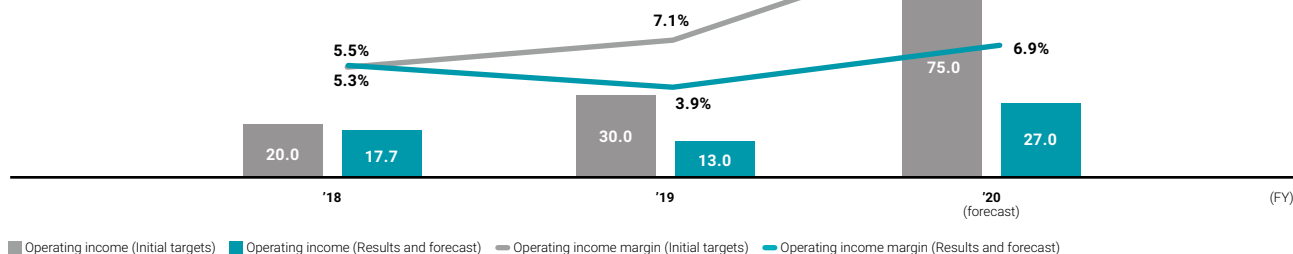
### Market Capitalization during the Period of Road to 2020

Billions of yen



### Road to 2020 Progress

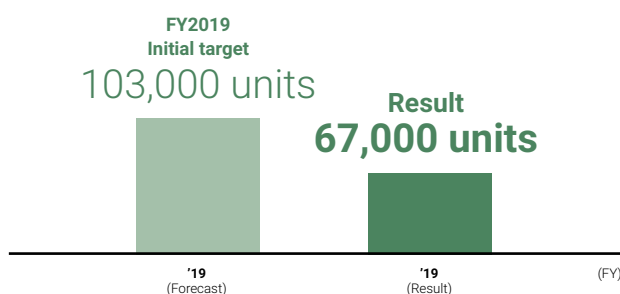
Billions of yen / %



# Challenges & Initiatives

## Pachislot and Pachinko Machines Business

### Pachislot Machine Unit Sales



### Challenges

#### > Low Approval Rates

As a result of regulatory revision in February 2018, approval rates in prototype testing have become conspicuously lower. This caused the Group's pachislot machine unit sales to fall significantly short of the initial target.

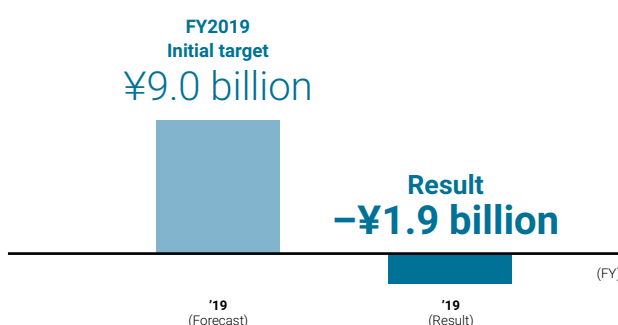
### Initiatives

> For details, please see P.43.

- > Improve approval rates by applying for multiple specifications for both pachislot and pachinko machines
- > Develop pachislot machines reflecting market trends (machines with the number of obtainable medals per game set at a higher range, machines with payouts that reflect players' skill, effective use of major existing IP)

## Entertainment Contents Business

### Digital Games Area Operating Income (Loss)



### Challenges

#### External Factors

- > Top-ranking titles remain unchanged
- > Increase of existing IP-based titles
- > Intensified competition in domestic market

#### Internal Factors

- > Existing titles stagnating
- > Lack of hit titles
- > New titles delayed or canceled during development

In the Digital Games area, stagnation of existing titles went more rapidly than expected. In addition, amid intensified competition of the market we were unable to create hit titles to replace mainstay titles.

### Initiatives

> For details, please see P.51.

- > Improve profitability by optimizing the number of titles under development and operation
- > Invest resources in focusing areas such as overseas packaged games
- > Proceed with shift of outsourced work on existing titles to insourcing.

# Our Color Palette

Created through the management integration of Sammy and SEGA, the SEGA SAMMY Group is a comprehensive entertainment corporate group that provides entertainment across a wide range of fields. These fields include pachislot and pachinko machines, game contents for digital games, packaged games, and other games, amusement machine sales, amusement center operations, animation and toys, and resorts.



## Pachislot and Pachinko Machines Business

The mainstays of this business are industry-leading pachislot machines and a lineup of pachinko machines that we are making ever-more competitive. Boasting one of the industry's largest development systems, we will develop appealing new pachislot and pachinko machines that invigorate the industry and realize our "Always Proactive, Always Pioneering" company credo.



Pachinko CR Shin Hokuto Muso Chapter 2  
©Burtonson & Tetsuo Hara/NSP 1983,  
Approved No. KOK-115  
© 2010-2013 Koei Tecmo Games Co., Ltd.  
©Sammy



Pachislot DISC UP  
©Sammy  
5th version: White panels



## Entertainment Contents Business

This business segment has businesses in a broad spectrum of fields, such as digital games and packaged games as well as amusement machine sales, amusement center operations, and animation and toys.



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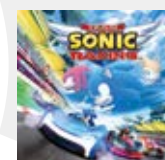
Ryu ga Gotoku ONLINE  
©SEGA



Ikebukuro GIGO  
©SEGA ENTERTAINMENT Co., Ltd.



Detective Conan: The Fist of Blue Sapphire  
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DETECTIVE CONAN COMMITTEE All Rights Reserved.



Team Sonic Racing  
©SEGA



## Resort Business

The Resort Business operates an integrated resort and a resort complex. We are taking a variety of measures with a view to accumulating know-how, heightening our profile, and ultimately participating in the integrated resort (IR) business in Japan. For example, we are assigning personnel to South Korea's first integrated resort, *PARADISE CITY*, operated through an associate accounted for by the equity method. We also operate *Phoenix Seagaia Resort*, one of Japan's premier resort complexes.



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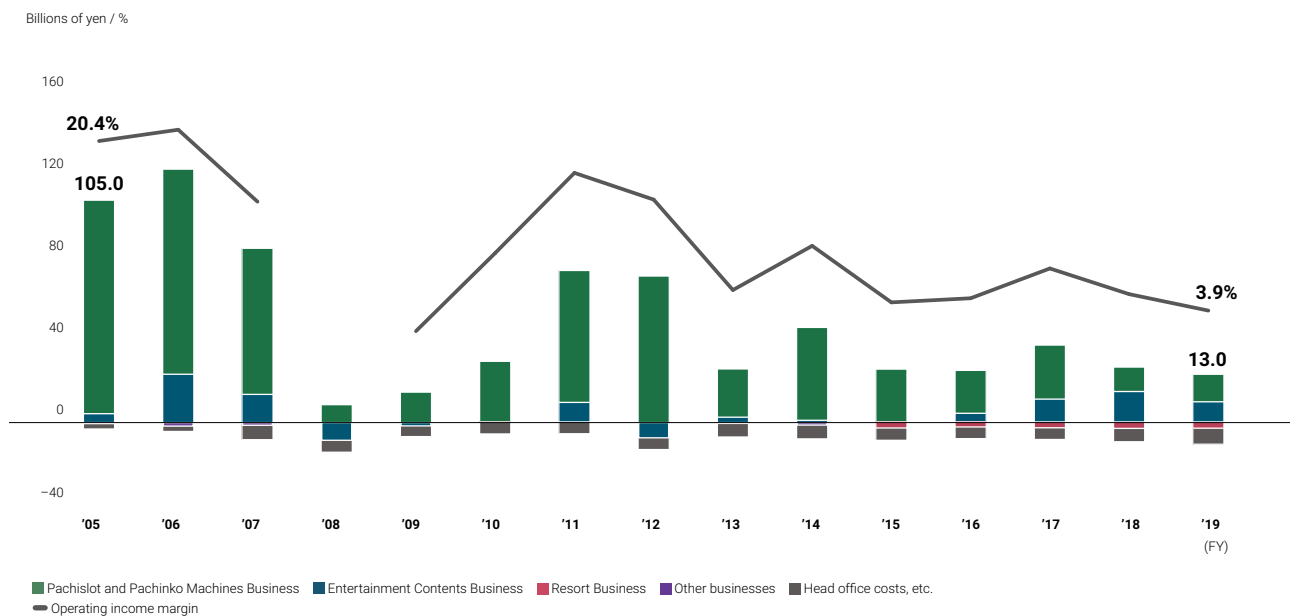


©Phoenix Resort

**SEGA**Sammy

## Operating Income (Losses) by Segment since Management Integration\*

Once the mainstay of operating income, the Pachislot and Pachinko Machines Business has been flagging due to regulatory revision. In the Entertainment Contents Business, where we have put effort to enhance, meanwhile, operating income has grown over the past three fiscal years.



\* In fiscal year 2015, the Company changed its business segmentation. For fiscal year 2014 and before, the figures of the Entertainment Contents Business have been calculated by aggregating the results of the consumer business, the amusement machine sales business, and the amusement center operations business.

## Key Performance Indicators for each Business Segment

### Pachislot and Pachinko Machines Business

Market share of pachislot machines\*

2017  
14.1%



2018  
14.8%

Market share of pachinko machines\*

2017  
9.9%



2018  
11.6%

### Entertainment Contents Business

Digital Games area

FY2018  
¥38.5 billion  
(Annual sales)



FY2019  
¥40.8 billion

Packaged Games area

FY2018  
9.2 million units  
(Repeat sales)



FY2019  
19.35 million units

Amusement Center Operations area

FY2018  
101.9 %  
(Year-on-year sales at existing amusement centers)



FY2019  
104.0%

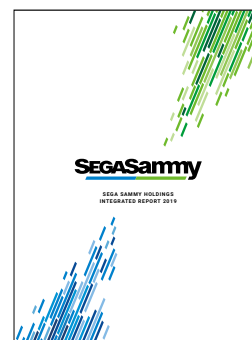
Source: Yano Research Institute Ltd.

\* Estimates of Yano Research Institute Ltd. based on settlement dates from July to June

# HOW TO READ

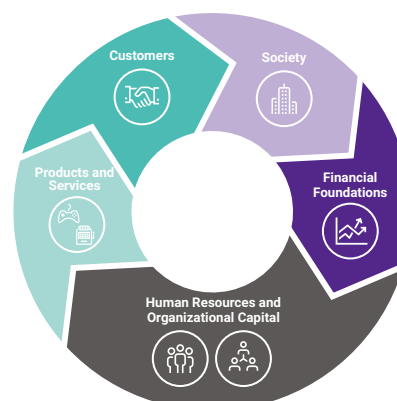
## Composition of SEGA SAMMY HOLDINGS INTEGRATED REPORT 2019

To sustainably enhance its corporate value, the SEGA SAMMY Group needs to continue providing society with value through core entertainment businesses. We define the essence of entertainment as continuing to surpass customers' expectations. In other words, the Group should concentrate on continuing to provide greater-than-expected value. Our *continuing to create moving experiences* mission encapsulates this imperative.



This integrated report focuses on a “*moving experience creation cycle*,” which will ensure that the formulation of *moving experiences* drives sustained enhancement of corporate value. Based on an integrated approach, the report tells a story of continuous corporate value creation and comprises the following components.

- 1 Target *moving experience creation cycle*
- 2 Internal and external challenges that have to be overcome to create virtuous cycles and a road map for tackling challenges
- 3 Initiatives aimed at strengthening our products and services, customers, and financial foundations
- 4 Environmental, social, and governance (ESG) initiatives aimed at maintaining virtuous cycles (society, human resources, and organizational capital)



For the convenience of stakeholders when engaged in dialogues with us, we have issued *DISCUSSION POINTS 2019*, which summarizes particularly important points. Further, we disclose comprehensive ESG information in the “Social Responsibility” section of our website, accessible via the URL below.



DISCUSSION POINTS 2019



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



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## Outcome

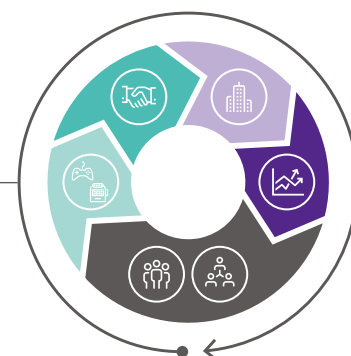
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Moving Experience Creation Story



Products and Services / Customers



Financial Foundations



Society

### Cautionary Statement with Respect to Forward-Looking Statements

Statements in this integrated report regarding the plans, estimates, beliefs, management strategies, perceptions, and other aspects of SEGA SAMMY HOLDINGS INC. ("the Company") and SEGA SAMMY Group Companies ("the Group"), including SEGA CORPORATION and Sammy Corporation, are forward-looking statements based on the information currently available to the Company. Forward-looking statements include, but are not limited to, those statements using words such as "believe," "expect," "plans," "strategy," "prospects," "forecast," "estimate," "project," "anticipate," "aim," "may," and "might," and words of similar meaning in connection with a discussion of future operations, financial performance, events, or conditions. From time to time, oral or written forward-looking statements may also be included in other materials released to the public. These statements are based on management's assumptions and beliefs in light of the information currently available to management. The Company cautions you that a number of important risks and uncertainties could cause actual results to differ materially from those discussed in the forward-looking statements, and therefore you should not place undue reliance on them. You also should not assume that the Company has any obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. The Company disclaims any such obligation. Actual results may vary significantly from the Company's forecasts due to various factors. Factors that could influence actual results include, but are not limited to, economic conditions, especially

trends in consumer spending, as well as currency exchange rate fluctuations, changes in laws and government systems, pressure from competitors' pricing and product strategies, declines in the marketability of the Group's existing and new products, disruptions to production, violations of the Group's intellectual property rights, rapid advances in technology, and unfavorable verdicts in major litigation. [This INTEGRATED REPORT includes "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended.]

### Cautionary Statement for Investors and Shareholders with Respect to Nevada 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 SEGA SAMMY CREATION INC., and Sega Sammy Creation USA, Inc., both of which are 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 Nevada gaming statutes and regulations can be found on the Company's corporate website: <https://www.segasammy.co.jp/english/ir/stock/regulation/>

# CFO MESSA

> Management Messages

## A Message from the CEO

**To increase sustainable corporate value, we will unify as a Group and work with strong determination.**

### **Hajime Satomi**

Chairman and Group CEO  
(Representative Director)  
SEGA SAMMY HOLDINGS INC.



## Strong Determination

### It is time to take a serious look at the issues at hand.

My involvement in the amusement machine sales business began in 1965, in the midst of Japan's economic development and at a time when people were en route to achieving wealth. I was still a student when I crossed paths with the gaming industry, which was in its infancy then, and I joined the amusement machine sales industry with the belief that, without a doubt, the industry would see major growth. In 1978, however, I experienced many setbacks, including being forced into bankruptcy after suppliers failed to pay their bills. Looking back, I think that even negative situations like this one helped me overcome several obstacles along the way, particularly because I had the support of so many people and the passion to move forward.

Since entering the pachislot and pachinko machines development and manufacturing business in the 1980s, I have always maintained this same passion for craftsmanship. Hit pachislot and pachinko titles like *ALADDIN*, *Beast King*, and *Hokuto No Ken* were major launching points for Sammy's growth. As I myself tested and exhaustively molded these titles into something that I absolutely knew would sell, I don't attribute our success to mere coincidence, but instead to "inevitability driven by passion."

Fiscal year 2019 marked the second consecutive year where we were unable to meet the initial targets for the fiscal year. Each director and employee of the Group needs to take a look within themselves and ask whether they have the passion to create *moving experiences*, and thereby win the support of our customers.

## Working toward the Group's Sustainable Long-Term Development

### We are making steady preparations to enter into the integrated resorts (IR) business in Japan.

One cornerstone of "Road to 2020," which covers the period from fiscal year ended March 2018 to fiscal year ending March 2020, is generating stable profits while improving income margins within our designated core businesses. At the same time, the Company has rolled out a policy to use the cash generated by our core businesses for preferential investment in growth businesses. Within that policy, the Resort Business is the one we are cultivating from a long-term perspective. We are utilizing the know-how built up from our direct involvement, from development to operations, in *PARADISE CITY*, a joint venture with the South Korea-based PARADISE GROUP and South Korea's first integrated resort, to realize part of the Group's long-term growth scenario—the introduction of Japan's first integrated resort, anticipated around 2025. The facilities had been developed as first-phase, secondary project of *PARADISE CITY* opened in September 2018 under this scenario, and we also leveraged

our knowledge of amusement center operations toward opening an indoor theme park there in March 2019. We are actively promoting measures to attract Japanese customers to these facilities and are producing steady results in this regard. I have a real sense that these efforts serve not only to aid operation of our facilities but to also help us in our future activities.

Looking ahead, we see the Japanese IR business as an ace-in-the-hole for Japan (and its domestic economy) toward becoming a tourism nation. The enactment of the Act on Development of Specified Complex Tourist Facilities Areas has laid the path for relevant government ordinances and ministry ordinances to be established, after which the selection process for operators and potential sites can begin.

In addition to casino operations, I would also like to see us develop and expand into a wide range of other business areas. To this end, we are undertaking multifaceted and proactive preparations that include cultivating human resources, conducting business investigations and analyses, strengthening governance and compliance system, promoting gambling addiction countermeasures, and implementing financial benefits. I am convinced that if we realize the entry into integrated resorts in Japan, they will become a major source of income and serve as a future pillar of the Group, and with this exciting prospect, I feel the utmost passion.

## Working to Overcome Our Issues and Realize Our Ideal Corporate Image

### I will address each and every person.

As we task ourselves with reaching this future goal, it is imperative that we devote our full strength toward overcoming the issues at our feet. In keeping with Sammy's company credo, "*Always Proactive, Always Pioneering*," we have always brought forth the winds of change in the industry. As the embodiment of Sega's company credo, "*Creation is Life*," we have carved innovation into the tablets of history. I would like to return now to my original point. I will take the same passion that has driven me and convey it to all Group directors and employees to awaken the spirit of innovation that is embedded in the DNA of both companies. Through these efforts, I believe that the Sega Sammy Group will tackle the issues facing it with sincere passion, and cultivate the "breakthrough power" to overcome them one after the other, and in doing so, increase corporate value sustainably and in the truest sense of the word.

As we embark on these endeavors, we ask for the continued support of our shareholders, investors, and all other stakeholders.

August 2019



Chairman and Group CEO (Representative Director)  
SEGA SAMMY HOLDINGS INC.



# COOMESSA

> Management Messages

## A Message from the COO

**Taking a long-term perspective,  
we will tackle issues sincerely and  
enhance corporate value.**

### **Haruki Satomi**

President and Group COO  
(Representative Director)  
SEGA SAMMY HOLDINGS INC.



## Remain Valued and Needed by Society

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### We will continue implementing sound, far-sighted measures.

In May 2019, the World Health Organization (WHO) officially decided to classify “gaming disorder” as a mental disease. The disorder is a severe addiction to online games and other video games that seriously affects the daily life and health of an individual. Addiction is also recognized as an issue in the pachinko and pachislot machine industry. Nonetheless, my confidence in the power of entertainment to give people vitality in their day-to-day lives remains unchanged.

In addressing addiction and entertainment’s other negative effects on society, we must be sincere and tackle issues head on. At the same time, I believe that if we continue to make positive contributions in the form of *moving experiences* that outweigh negative aspects, in other words if we keep creating value surpassing customers’ expectations, we can realize the

goal of “*making life more colorful*,” the subtitle of our mission. In short, if we fulfill our mission society will continue to value and need us.

The aforementioned philosophy enhances corporate value continuously by avoiding behavior that meets with society’s disapproval while implementing sound, far-sighted measures in pursuit of long-term profit, even if this means taking a round-about route. To ensure that we progress steadily in accordance with this philosophy, we have to realize the true value of our innovative DNA, expressed in the “*Always Proactive, Always Pioneering*” and “*Creation is Life*” company credos of Sammy and SEGA. This ambition to realize long-term, sustained development of the Group is epitomized by initiatives in the IR business.

## Realize the Group’s Target Profile

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### As a Japanese company, we will advance measures with a sense of responsibility and readiness.

For more than 10 years, the SEGA SAMMY Group has been advancing initiatives focused on the IR business in Japan. We began by acquiring the shares of PHOENIX RESORT CO., LTD., which operates one of Japan’s premier resort complexes. Aiming to accumulate know-how in the development and operation of casino facilities as early as possible, the Group established PARADISE SEGASAMMY Co., Ltd., dispatched employees to the company, engaged in the operation of an existing casino facility, and began developing *PARADISE CITY*. In 2017, we opened *PARADISE CITY* as South Korea’s first full-fledged integrated resort, and with the 2018 opening of phase 1–2, it became a true integrated resort that includes not only a casino and hotels but also a shopping mall, a spa, entertainment facilities, and other attractions. Since it opened, *PARADISE CITY* has received strong endorsement from numerous guests. We have assigned nearly 60 Japanese personnel to the integrated resort as of the end of March 2019. In the near future, we plan to increase this to a 100. Thus, I believe

that we are ahead of other Japanese companies with respect to preparations for launching a commercial IR business in Japan.

The Group has announced its intention to participate in all aspects of IR operations in Japan, including casino operations. I would like to emphasize that as the only Japanese company with competence on a par with that of world-famous casino operators, we are advancing measures with a sense of responsibility and readiness. Our acquisition of licenses for the manufacture and sale of gaming machines in the U.S. State of Nevada in 2017 is testament to this readiness. In gaining recognition of its integrity, the Group not only provided financial and tax information but also disclosed all the assets of officers subject to investigation. Also, we are proactively developing gambling addiction countermeasures. In contrast to the majority of companies, which take an after-the-fact approach focused on recovery from addiction, the Group and Kyoto University are jointly conducting the world’s first

## A Message from the COO

industry-academia research themed on addiction prevention.

Regarding the steps to be followed toward the opening of integrated resorts in Japan, first local governments will issue requests for proposals. We expect once operators have been selected, areas for the establishment of integrated resorts will be approved. To make sure that we convert opportunities into

new businesses, we will further enhance the factors that differentiate us, which we have identified through value chain analysis of more than 118 key components.

To ensure the success of these initiatives, which are based on our long-term vision, there is a short-term task that we must tackle—improving the profitability of existing businesses.

### The Progress of Road to 2020

#### Taking issues seriously, we will implement countermeasures.

The Group's long-term vision positions integrated resorts as a third pillar. Aiming to achieve this vision, in May 2017 we announced Road to 2020, which maps out our direction through fiscal year 2020. In fiscal year 2019, and the strategy's second year, net sales increased 2% year on year, while operating income declined 26% year on year. For the second consecutive fiscal year, we did not reach initial targets. Much to our regret, we have announced the forecast for fiscal year 2020, the strategy's final year, that do not meet the management targets of at least 15% for the operating income margin and at least 5% for ROA.

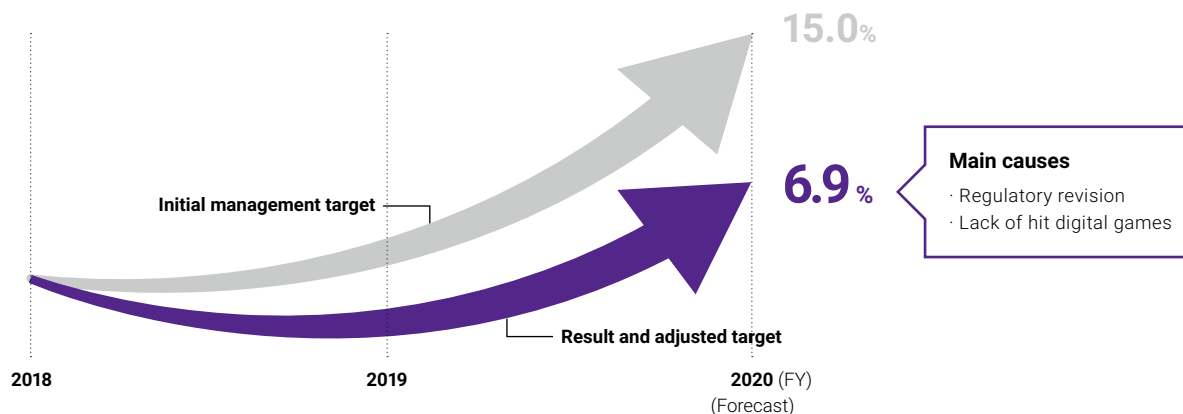
One cause was greater-than-expected changes in the business conditions of the Pachislot and Pachinko Machines Business. In February 2018, regulatory revision was enforced. In the pachinko and pachislot machine market, "approval rates" in prototype testing, which is conducted based on regulations, have a major impact on the unit sales of pachinko and

pachislot machine manufacturers because only machines compliant with regulations can be marketed. In fiscal year 2019, the overall market saw low approval rates and it significantly affected both the number of titles brought to market and unit sales.

Another major factor was our lack of hit titles in the Digital Games area. As well as experiencing fiercer competition in the Japanese market, we were unable to create hit titles to replace our current mainstay titles. Moreover, the consequent lengthening of the operation periods of such mainstay titles as *PHANTASY STAR ONLINE 2* is causing decline in comparison with their peak performances. In fiscal year 2019, the Digital Games area recorded an operating loss due to a combination of delays in launching new titles and development suspensions.

On the other hand, some of our initiatives produced solid benefits.

#### Operating Income Margin



## Current Outcomes of Road to 2020

### In the Pachislot and Pachinko Machines Business, measures to improve income are steadily bearing fruit.

Initially, the Pachislot and Pachinko Machines Business set out a road map that called for a dramatic rise in the operating income margin to at least 30% in fiscal 2020 through an increase in the benefits of reuse and improvements in the efficiency of development. The regulatory revision that I mentioned undermined the premises of this target. Nonetheless, we did make steady progress in improving the business segment's profit margin.

One of our priority strategies for improving the profit margin is to increase the benefits of reuse and promote the commonalization of components. Under this strategy, we greatly increased reusable components and in fiscal year 2019 reached our initial target for the number of such components. As for the commonalization of components, we have already surpassed our initial numerical targets for both pachinko and pachislot machines. Also, cost reductions are proceeding as planned thanks to the use of cost indicators to strengthen management, the revision of development schedules, and the transferring of outsourced work to insource. Regarding the establishment of an industry platform, in fiscal 2019 ZEEG Co. Ltd.—the Group's joint venture with Universal Entertainment Corporation—began joint parts purchasing and introduced common machine cabinets in accordance with plans. Although the need to respond rapidly to regulatory revision means that our efforts to improve development efficiency did not reach the initial targets, measures aimed at improving the profit margin are advancing steadily.

Through such cost improvement measures, we were able to improve the operating income margin despite challenging business conditions. I believe that we have prepared the ground for a dramatic increase in income once we have overcome the uncertain environment that the current shift to new regulations has created.

In the Entertainment Contents Business, with the exception of the Digital Games area, profitability improved. The Packaged Games area saw a significant improvement in profitability in fiscal year 2019, with the operating income margin increasing 3.6 percentage points year on year, to 15.0%. The main driver of this improvement was sales growth overseas. The ratings of review websites tend to have a marked influence on the packaged games market, and our Metacritic ranking is trending upward overall. Thus, the enhanced quality of our offerings is earning favorable evaluations. Further, our measures to step up sales through the STEAM distribution platform for PC games are lengthening sales opportunities, thereby contributing significantly to increases in repeat sales and improvement in profitability. Studios that we previously acquired in North America and Europe, such as The Creative Assembly Limited, are underpinning the Group's revenues.

Further, in the amusement center operations area, existing domestic amusement centers achieved year-on-year sales growth for the fifth consecutive fiscal year. This performance reflects the tailwind provided by the 2016 revision of the Act on Control and Improvement of Amusement Business, etc., as well as the steadily emerging benefits of expanded areas for prize game machines and strengthened operations. We take pride in the fact that comparisons with peers in the amusement center operations area show the high level of our operational capabilities. In the amusement machine sales area, we are successfully expanding our customer base by introducing popular external IP, such as *KanColle Arcade* and *Fate/Grand Order Arcade*. Similarly, effective structural reform of the animation and toys area, which used to have extremely unstable business results, has firmly entrenched a structure that generates income stably.

#### Main Measures of Road to 2020 (Pachislot and Pachinko Machines Business)

- Increasing of reuse benefits
- Promotion of commonalization of components
- Cost reduction
- Establishment of an industry platform
- Improvement of development efficiency
- Reduction of common fixed expenses, etc.

➤ For details on priority measures, please see P43.

# A Message from the COO

## Tasks in Fiscal Year 2020

### We must develop pachislot and pachinko machines that increase approval ratio and gain player endorsement.

In fiscal year ending March 2020, the final year of Road to 2020, we are targeting higher net sales and operating income year on year.

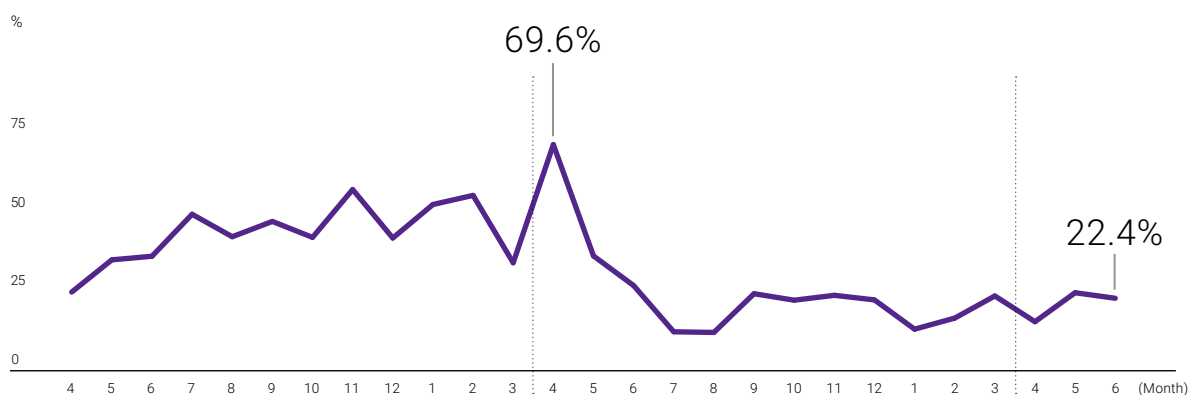
One key to the achievement of this target is the unit sales of the Pachislot and Pachinko Machines Business. Replacement demand for machines conforming to the new regulation is expected to increase as the machines conforming to previous regulation that are currently installed steadily approach their deadlines for removal. In particular, we are setting our sights on capturing concentrated demand in the third quarter, when approximately 182,000 pachislot machines conforming to the previous regulation (No. 5 models) will reach their removal deadlines. Marketing major titles to coincide with this period will be critical. If we grow unit sales as planned, we expect that the benefits of the profitability improvement measures taken to date will enable us to increase the operating income margin from 13.0% to 24.0%, a significant year-on-year improvement.

These strategies are premised on improvement in our approval ratio. Given the particularly low approval ratio for pachislot machines conforming to the new regulation (No. 6 models), the uncertainty of the short-term situation cannot be denied. Through the applications for testing that it has submitted, the Group is acquiring knowledge on testing. Going forward, we intend to heighten our approval ratio by applying for multiple specifications and other measures.

Although it restricts gambling elements, the latest regulatory revision enables the development of pachinko machines with a high jackpot continuous ratio and other specifications that the Group is particularly well qualified to realize. As for pachislot machines, changes in voluntary regulations introduced at the same time as the regulatory revision have substantially broadened the scope for gameplay.

It has become possible to develop pachislot machines that can be enjoyed in around two hours. As a result, in terms of time required, we can now compete on an equal footing with rival forms of entertainment, such as karaoke and movies. I believe that this change gives us scope for expanding our player base. Unfortunately, the Group has yet to create a hit title. However, the market is seeing the emergence of pachislot machines with very high levels of utilization. For this reason, we expect No. 6 model machines to earn solid support among players going forward. Since its launch in June 2018, Sammy's *Pachislot DISC UP* No. 5.9 model machine has become a hit, remaining near the top of pachinko halls' utilization ratio rankings and shipping more than 30,000 units. We feel this pachislot machine has garnered endorsement because to a great extent players' skill levels determine gameplay outcomes. Thus, *Pachislot DISC UP*, which has been able to realize the potential of pachislot machines by providing players with new experiential value, has been a touchstone for us.

### Pachislot Machine Approval Ratio



Source: Security Electronics and Communications Technology Association



## Uncompromising Creation

### We have to set our pride aside and rigorously improve product quality.

I feel that a lack of hit titles is a Groupwide issue. Given that we have still not brought to market the hit titles hoped for, we need to improve product quality rigorously and thereby gain player support.

In the Pachislot and Pachinko Machines Business, while seeking a higher approval rate we will also follow a management philosophy that gives priority to long-term income and implements sound, far-sighted measures. Until we can produce titles that players endorse, we will forge ahead with these measures unwaveringly. We must face the fact that the No. 6 model machines we marketed in fiscal year 2019 met with a less than ideal reception. In the era of No. 5 model machines, after a process of trial and error, we rolled out the hit pachislot machine *Pachislot Psalms of Planets Eureka Seven*.

In the same way, by rigorously improving product quality, we try to meet the expectations of players and pachinko halls and drive market revitalization.

Similarly, in the Digital Games area we have been unable to create hit titles due to complacency in relation to product quality. As the number of titles under development and in operation increases, our preparations are not thoroughgoing enough with respect to determining the best genre and other aspects of marketing for each title or with regard to establishing operation systems that make players want to continue playing over the long term. In these respects, then, our commitment to product quality is insufficient, particularly in the initial phase of development. Further, the Packaged Games area has issues. Our system for heightening profitability by giving each development project responsibility for income has taken root. In addition, digital downloads are providing a tailwind for

growth. In comparison with industry peers in Japan and overseas, however, we cannot say we are producing world-class hit titles. Due to insufficiently focused market analysis at the planning stage, we are squandering industry-leading technological capabilities on genres with weak marketability. As a consequence, I feel that we are not taking full advantage of our potential. Admittedly, the SEGA brand is known worldwide. But rather than brand power, this is nothing more than the legacy of past hit titles. We need to set aside pride in our brand and cultivate a sense of crisis because if we do not create new hit titles we will be forgotten by the coming generation.



## A Message from the COO

### Strategies in the Entertainment Contents Business

#### We will concentrate resources on areas of strength.

We have dramatically revamped our organization and strategies to overcome issues related to competitiveness in product creation.

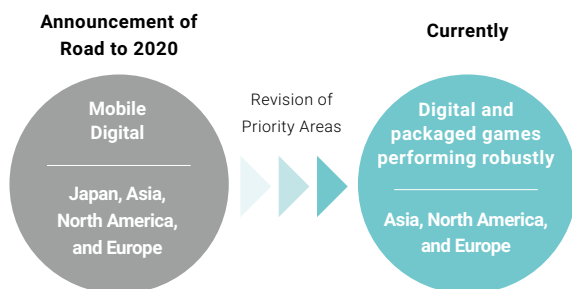
When we announced Road to 2020, one of our basic strategies was to focus investment on mobile games in Japan, which was a particularly promising growth area among the Digital Games area. However, given the current intensification of competition that is accompanying softer growth, beginning from fiscal year 2020 we will switch to a portfolio strategy that concentrates resources on areas where we can exploit our advantages. Aiming to create titles that are global hits, we will shift the focus of management resources to packaged games and downloadable PC games—which are continuing to grow robustly centered on North America, Europe, and Asia—and strengthen collaborations with studios in respective countries. Meanwhile, we will continue bolstering and improving the profitability of mobile games because the market for these games in Japan, which has been the focus of our efforts, is far larger than the packaged games market.

The reorganization that we implemented in January 2019 was part of this strategy. We integrated organizations that, with

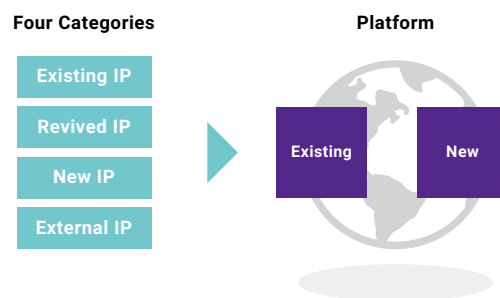
a view to rapid business development in each area, had been separated based on devices and classified according to such areas as “Digital Games” and “Packaged Games.” While encouraging the sharing of personnel and expertise in management of development, we will step up IP-oriented rollouts. We will apportion responsibility to each manager based not on titles, as we have been doing, but on IP. As a result, these managers will put effort on maximizing the value of IP from broad viewpoints encompassing the whole world and all platforms. In step with this reorganization, we have also introduced a new management accounting system that is conducive to Groupwide optimization.

Under this new organization, we will steadily invest in such existing IP as *Sonic the Hedgehog*; revived IP, including *Sakura Wars*; external IP that have generated significant income in recent years, with *Fate/Grand Order* being a representative example; and the creation of new IP. In anticipation of the beginning of 5G services, various companies have stated an intention to enter the cloud games area. We view reaching this new market as a way of increasing our business opportunities.

#### Revision of Priority Areas



#### IP Strategy



### Toward Stronger, More Efficient Group Management

#### We will approach business management based on the same viewpoint as that of shareholders.

The Group is also implementing reorganization aimed at strengthening and increasing the efficiency of its business management to ensure the steady advancement of strategies. Our consolidation of Group companies' head office

functions in 2018 was part of this reorganization.

We consolidated accounting, personal administration, finance, general affairs, IT solutions, and other management functions that had belonged to the holding company or to

specific operating companies, thereby increasing the efficiency of decision-making processes and eliminating overlapping functions. We have also integrated functions for licensing in and out, which will give our IP strategies further support. Also, we have newly established the Resort Business Division, which manages existing resorts cohesively.

Further, we will strengthen corporate governance. We have bolstered the governance of the Group by consolidating internal audit and control functions at the holding company. At the same time, we have implemented an overall revision of the

system for the compensation of directors with the aim of ensuring transparency and heightening incentives in relation to corporate value enhancement. As well as increasing the transparency of fixed compensation, the new system ensures that performance-linked compensation is strictly based on valuations of results. This system, together with the introduction of a stock compensation plan with restriction of transfer, will give senior management the same viewpoint as that of shareholders as it advances measures to enhance corporate value.

## To Realize Both Social and Economic Value

### The Group will convert society's expectations into opportunities.

Although we have been delayed in reaching the management targets set out in Road to 2020, we still view them as targets that we must meet eventually. At present, we are conducting analysis with a view to preparing our next medium-term management plan. At this juncture, one point that has become clear is that we not only have to be even more aware of economic value but also of social value.

The Group is steadily moving forward with efforts to reduce any adverse impact its businesses have on society. For example, we are conducting supply chain management in accordance with such principles as the elimination of child labor and forced labor and rigorous management of products containing potentially hazardous chemicals. Reuse initiatives in the

Pachislot and Pachinko Machines Business exemplify the Group's efforts to simultaneously realize social and economic value. Meanwhile, the responsibilities of entertainment corporate groups are becoming onerous due to such factors as the international recognition of "gaming disorder" as an addiction. In ensuring that society continues to value and need us, I believe there may be occasions when we have to sacrifice short-term income. Turning to opportunities, however, we can help cope with the emergence of a super-aging society and other social issues through our mainstay businesses. In our efforts to sustain growth going forward, we will view society's expectations in relation to such areas as the United Nation's Sustainable Development Goals (SDGs) as growth opportunities and include concrete measures in our plans accordingly.

The SEGA SAMMY Group aims to continue implementing sound, far-sighted measures and providing *moving experiences* to society. To these ends, each employee will take issues seriously and tackle them with a sense of urgency.

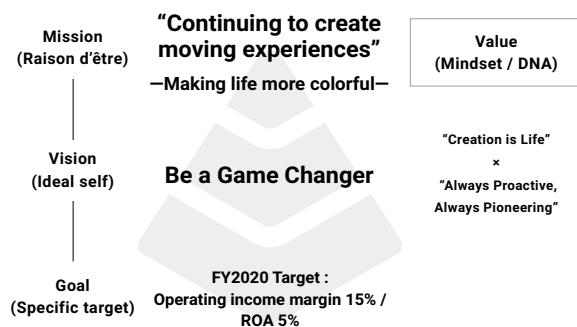
As we move forward, we would like to ask our stakeholders for their continued support.

August 2019



President and Group COO (Representative Director)  
SEGA SAMMY HOLDINGS INC.

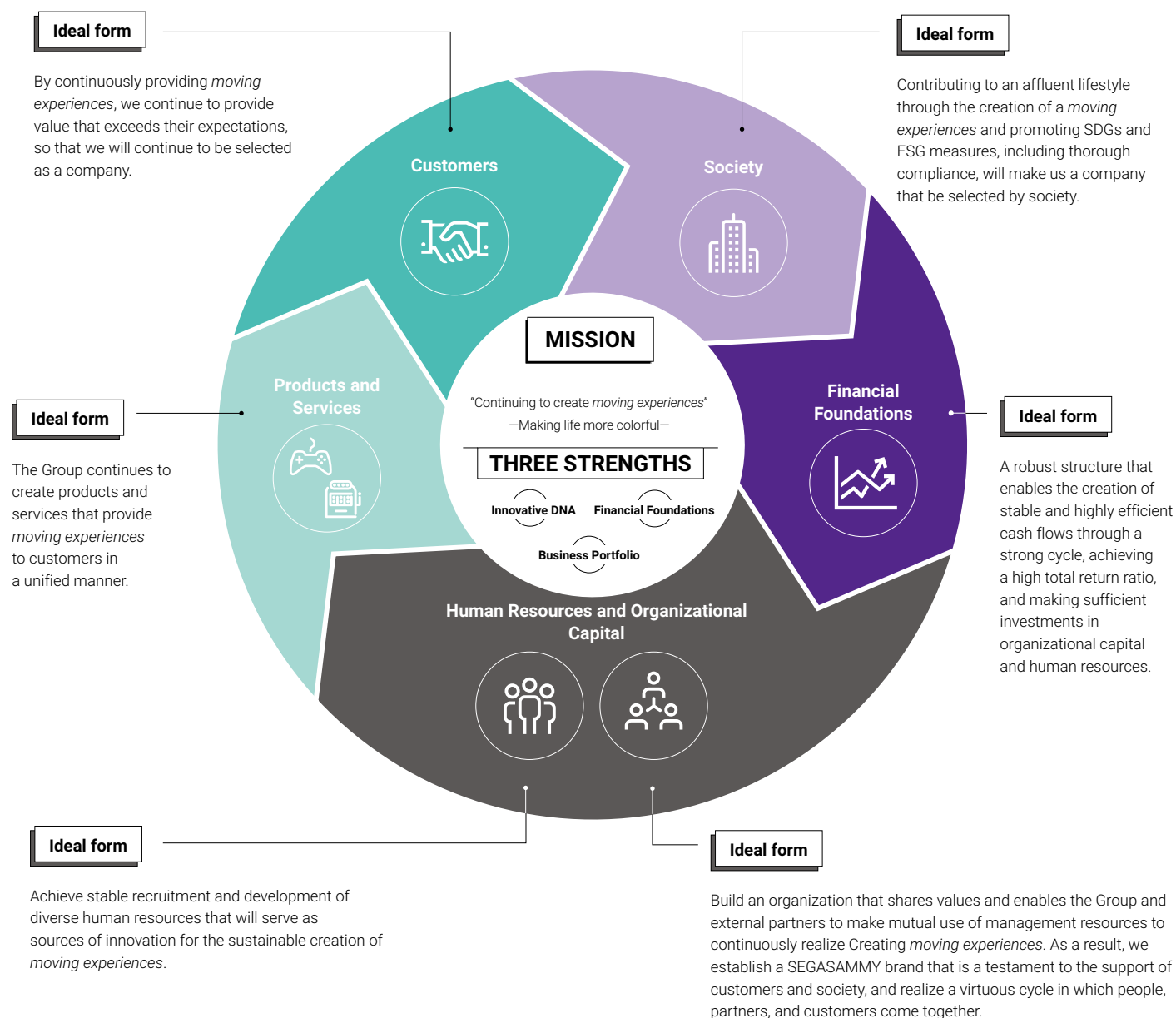
#### FY2020 SEGA SAMMY Group Mission Pyramid ...



# Moving Experience Creation Cycle

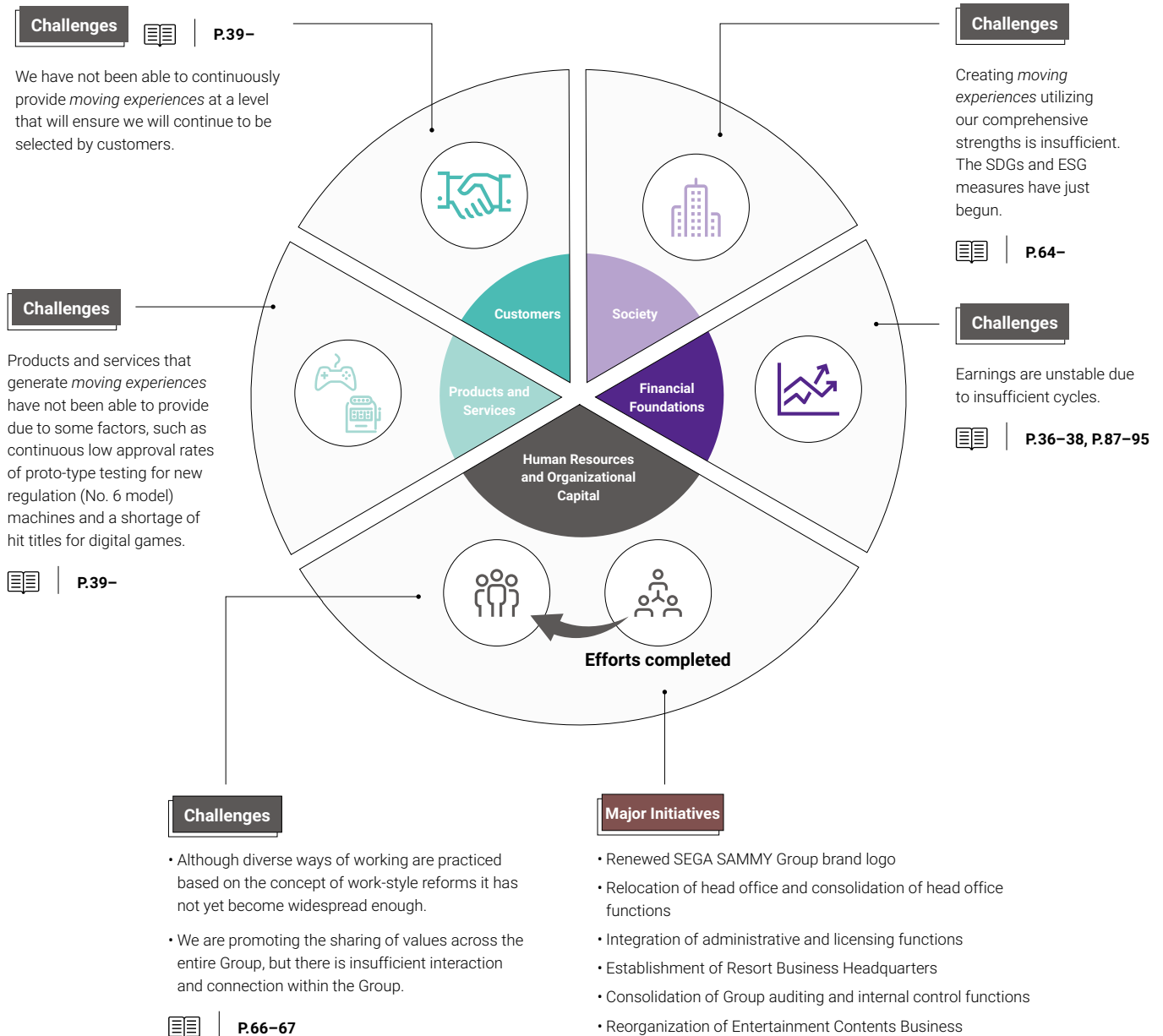
The SEGA SAMMY Group recognizes various issues that need to be resolved in order to realize a strong cycle of “*Moving Experience Creation Process*” that contributes to society and increases corporate value by continuing to create “*Moving Experiences*” that exceed customer expectations, rather than “Products” and “Services.”

## “Moving Experience Creation Cycle” We Aim to Realize



**A cycle in which “Visible Assets (Financial Foundations, Products and Services)” and “Invisible Assets (“Human Resources and Organizational Capital, Customers, and Society”)” are raised synergistically.**

## Challenges for Realizing a Strong Cycle



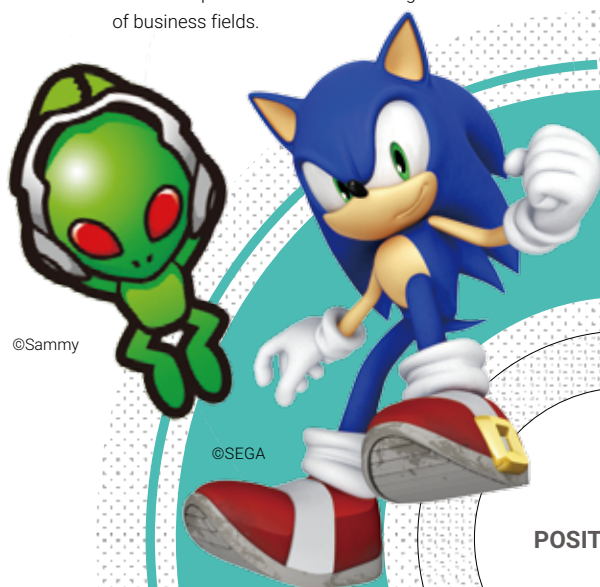
# Target Virtuous Cycles of Three Strengths

The SEGA SAMMY Group aims to achieve sustainable *Creating Moving Experiences* by unlocking the potential of its three strengths of “Innovative DNA,” “Financial Foundations” and “Business Portfolio” and creating a cycle in which these strengths are synergistically enhanced.

## CREATION

### Innovative DNA

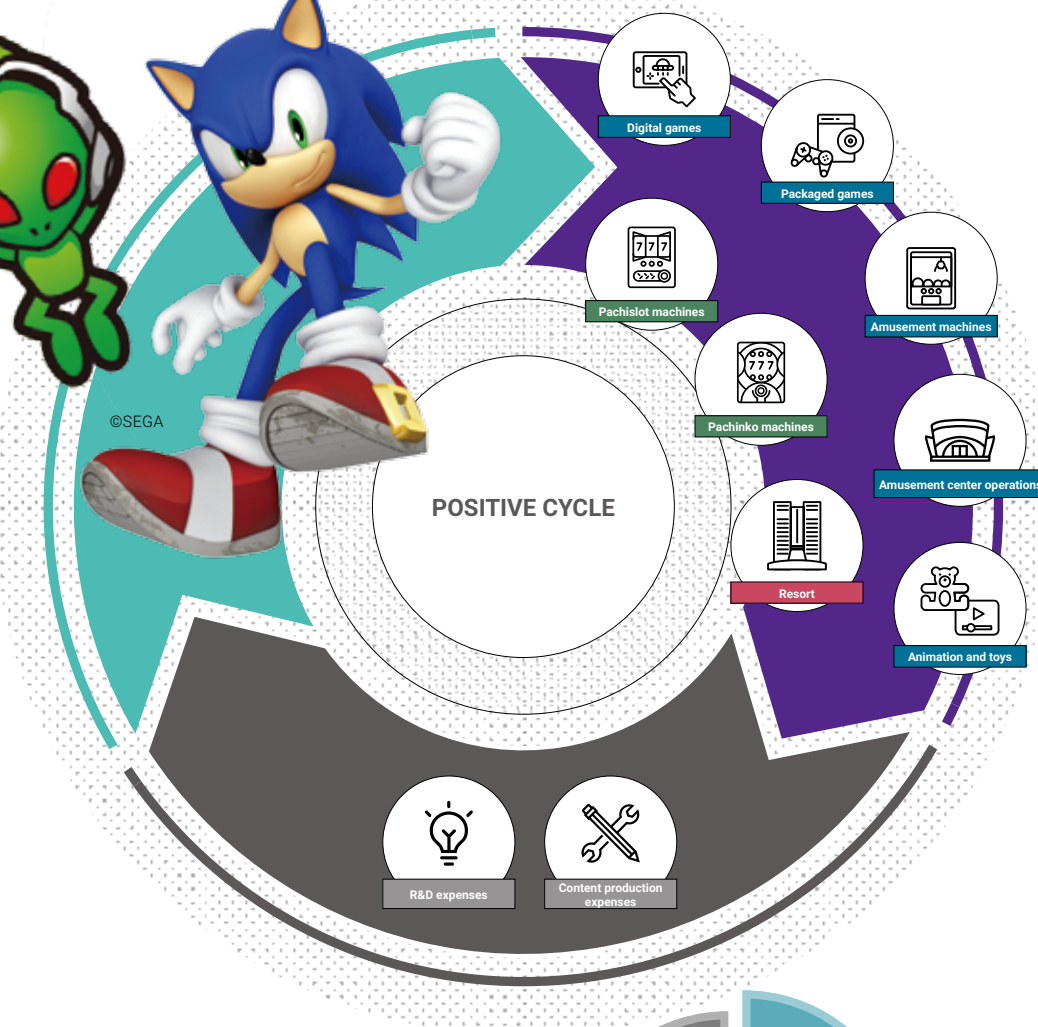
By making full use of “Innovative DNA,” we aim to strengthen our business portfolio by providing *moving experiences* with unrivaled competitiveness in a wide range of business fields.



## DIVERSITY

### Business Portfolio

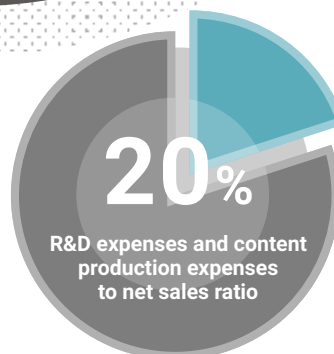
By diversifying the risk of business environmental changes, we will continue to generate stable earnings and maintain stable financial foundations.



## FINANCIAL BASE

### Financial Foundations

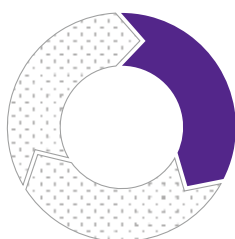
Stable investment in growth areas based on a strong financial base.  
This will lead to the strengthening of the “Innovative DNA.”





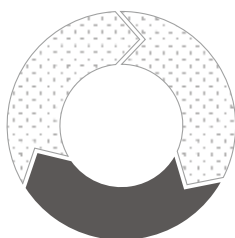
## Innovative DNA

The SEGA SAMMY Group was formed as a result of the management integration of SEGA, which pursued innovation that did not exist anywhere else in the world based on the Company Credo “*Creation is Life*,” and Sammy, which consistently challenged uncharted area in the industry based on the Company Credo “*Always Proactive, Always Pioneering*.” We will continue to create sustainable *moving experiences* by exploiting the creativity potential that each company has fostered and creating new “Innovative DNA” through the fusion of these strengths.



## Business Portfolio

The SEGA SAMMY Group is building a well-balanced business portfolio that spans a wide range of entertainment areas through management integration. We believe that this is the foundation for sustainable corporate value expansion which supporting stable earnings even in an environment that “playing options” for users are increasing and competition for capturing users occurs in the entertainment sector, and improving asset efficiency by effectively utilizing a single IP in multiple businesses.



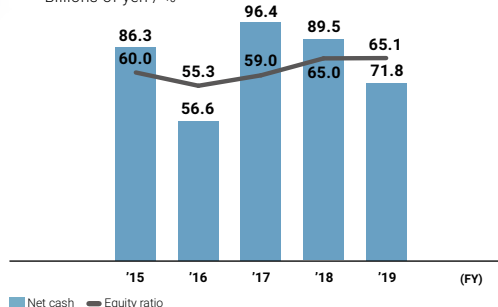
## Financial Foundations

Many of our Group’s businesses are so-called “hit business” in which continued development investment is required to create a hit, and the presence or absence of a hit has a major impact on profits. Financial stability and the ability to generate cash, primarily in the Pachislot and Pachinko Machines Business, support stable investment in development and enable long-term investment in Resort and other businesses.

**The strong financial foundations of the Group, which enable stable investment in development, will be a competitive advantage.**

### Equity Ratio / Net Cash

Billions of yen / %



	'15	'16	'17	'18	'19
Debt to equity ratio (times)	0.35	0.45	0.34	0.28	0.25

\* Net cash = Cash and deposits (cash and cash deposits + cash equivalents) – borrowings

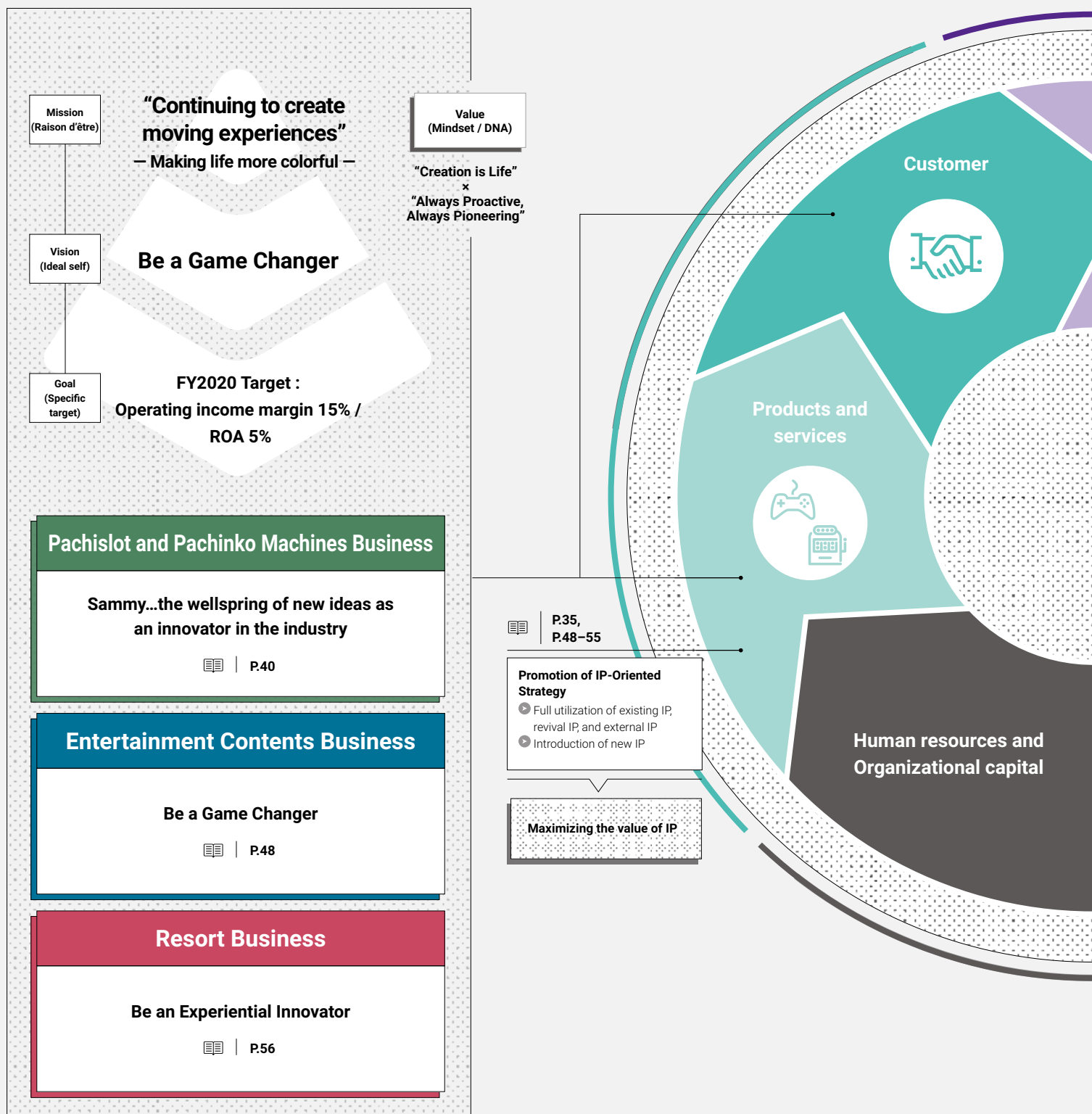
\* D/E ratio = Interest bearing debt / equity capital rounded up to the second decimal place



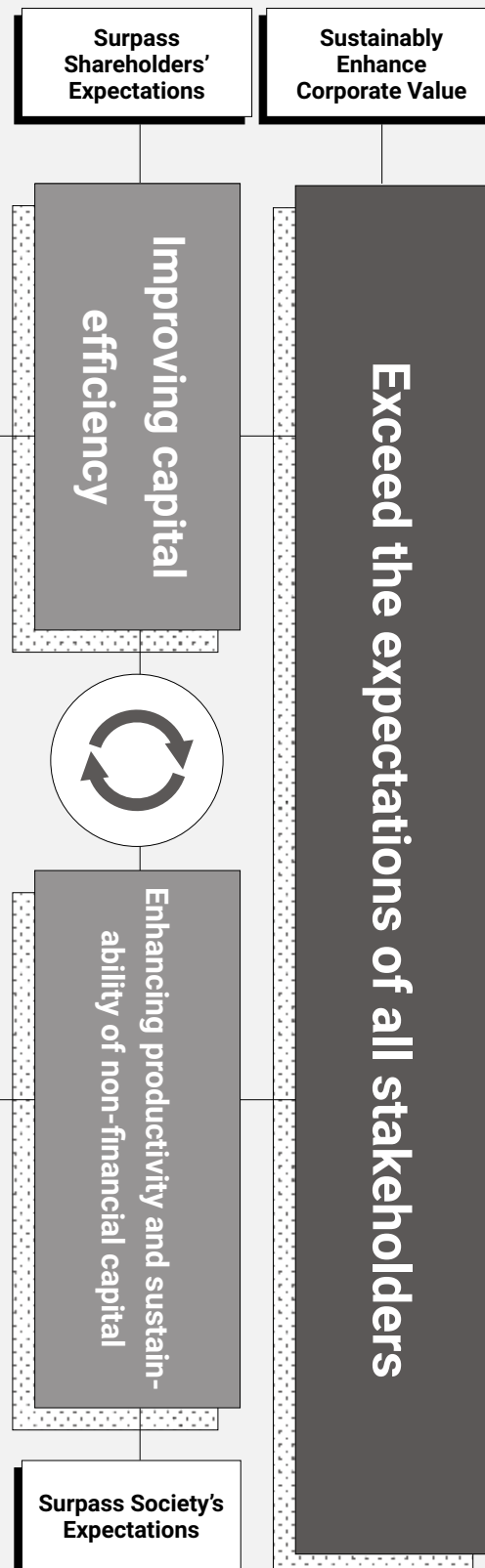
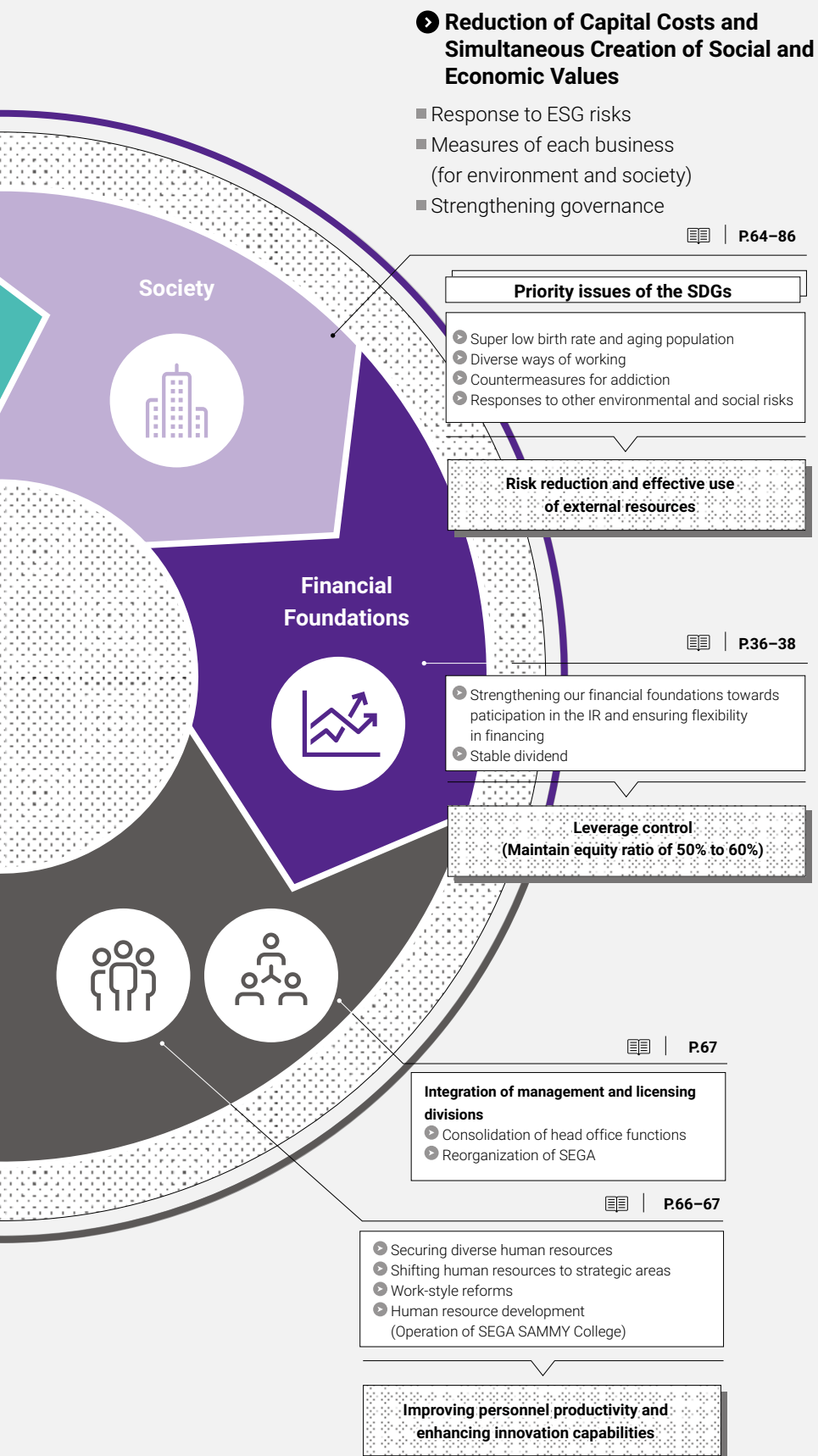
# Road Map for Corporate Value Enhancement

The Group is steadily implementing various measures to continuously exceed the expectations of its customers, society and shareholders on a long-term basis.

## 🕒 Exceed Customer Expectations





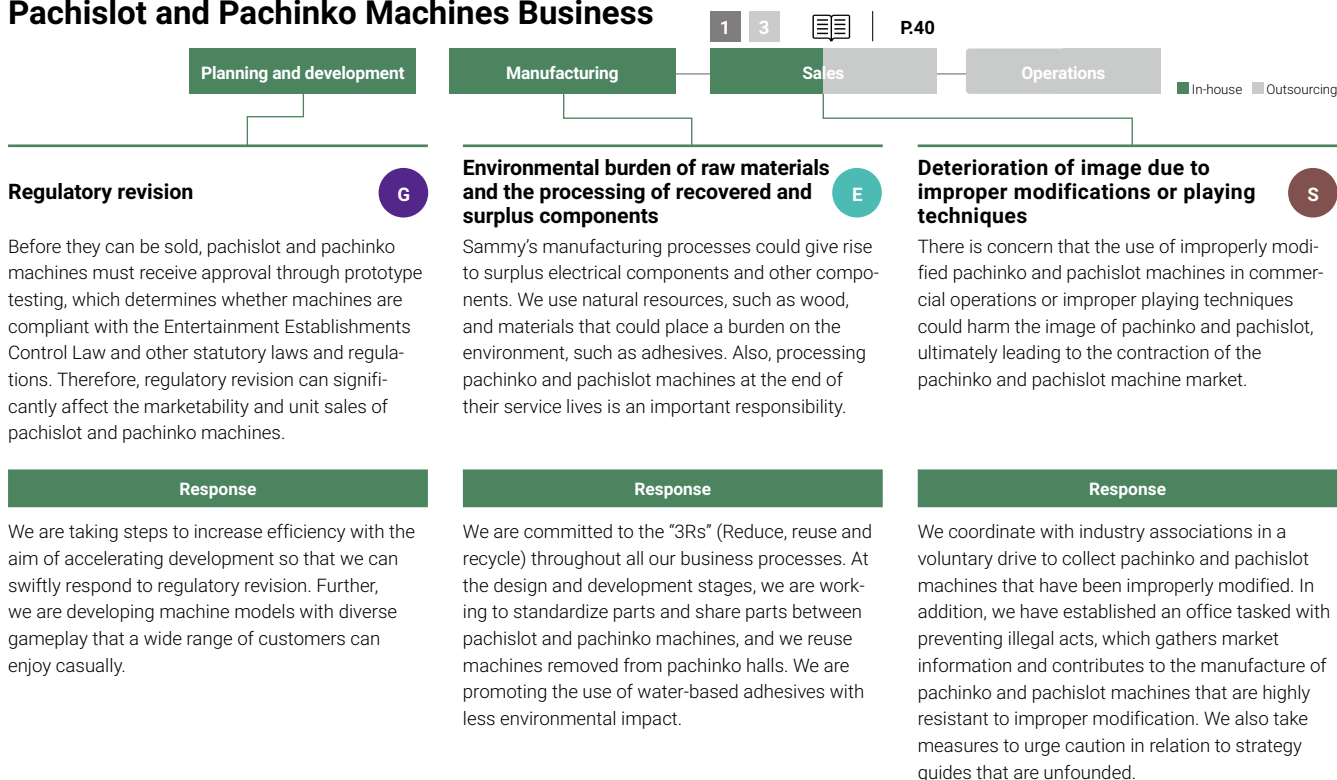


# ESG Risks and Countermeasures in the Value Chain

Recognizing that the various ESG risks faced by different face-to-face markets and business models confront different types of risk, our group has taken steps to address these risks and has identified key themes for contributing to the SDGs.

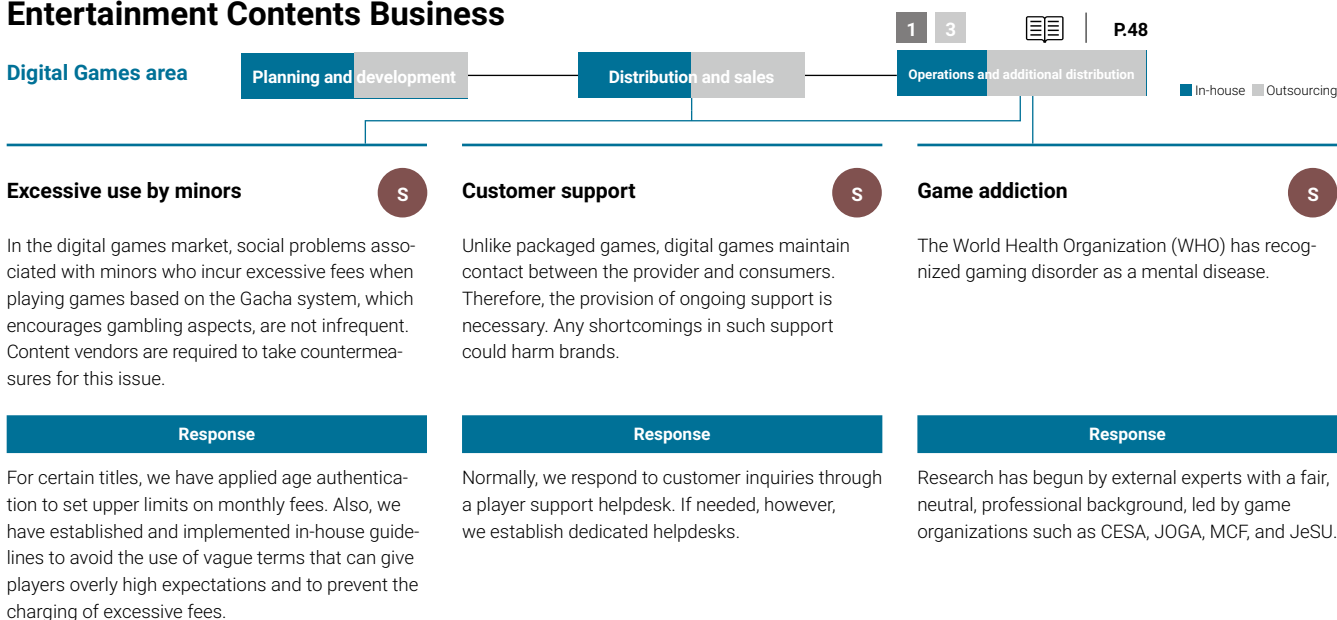
## PACHISLOT AND PACHINKO MACHINES

### Pachislot and Pachinko Machines Business



## ENTERTAINMENT CONTENTS

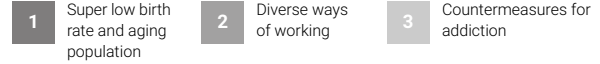
### Entertainment Contents Business



#### ESG Risks



#### Key Themes for Contribution to SDGs



 | **P.66**

#### Amusement Machine Sales area

Planning and development

Manufacturing

Sales

Operation

 In-house  Outsourcing

#### Compliance in relation to procurement



The amusement machine sales area has a fabless business model. If we used our advantageous position to conduct unfair business transactions or failed to comply with the applicable laws in relation to labor practices, we could become subject to legal sanctions. Furthermore, failure to conform to the worldwide strengthening of environmental regulations could lead to the rejection of our products.

#### Response

We strive to build fair and equitable relationships with our suppliers based on the Supply Chain Procurement Guidebook and the Group Code of Conduct. In the amusement machine sales area, which has a large number of suppliers, we have established a separate AM Material Procurement Policy to ensure fair transactions. In addition, based on the Standards for Chemical Substances in Sega machines and Products all suppliers are requested to establish and operate a chemical substance management system and are monitored.

#### Amusement Center Operations area

Planning and development

Procurement

Operation

 In-house  Outsourcing

#### Guidance and development of young people



As an operator of amusement centers, we have a social responsibility to take measures in relation to minors that comply with laws prohibiting smoking, restricting access to venues, restricting entry to amusement centers including restaurants that serve alcohol, and prohibiting alcohol consumption.

#### Response

We educate employees based on an operational manual that clarifies how to respond appropriately with regard to restricting minors' access to venues and prohibiting smoking. We strictly prohibit the consumption of alcohol and smoking by minors in our amusement centers.

## RESORT Resort Business

#### IR (Integrated resort)

Planning

Development

3



**P.56**

Management of IR facilities with casinos (Overseas)

Management of resort complexes without casinos (Japan)

 In-house  Outsourcing

#### Compliance violations



Any litigation filed against us or any penalties incurred from regulatory authorities for violations of laws or ordinances may have an impact on our brand image and possibly affect our participation in domestic integrated resort operations.

#### Measures against addiction



Lack of responsiveness to social demands for measures against gambling addiction could invite public backlash and jeopardize business continuity.

#### Response

Under the Group Compliance Liaison Committee, we are working to build a corporate structure that fosters the development of sound corporate management in observance of laws, ordinances, and societal norms.

#### Response

Through industry-academia joint research with Kyoto University we are working to develop systematic measures against gambling addiction.

# Mega Trends: Opportunities and Risks

Because we conduct business activities in fields with different industrial characteristics, the business environment varies. Based on a medium- to long-term perspective, we are continuously working to expand our corporate value.

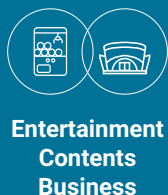
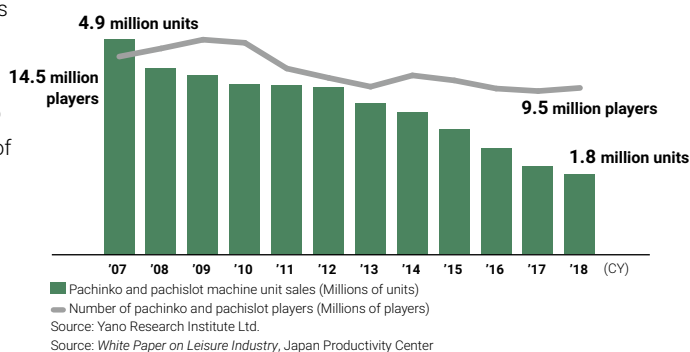
## Mega Trends



### Pachislot and Pachinko Machines Business

As a result of the gradual strengthening of regulations, the number of game players continues to decline and the number of units sold continues to decline. After the recent revisions of regulations that took effect in February 2018, environment are expected to broaden the base of users with divergence of playability, but the introduction of machines that meet the new has been delayed. To revitalize the market, game machines that attract a wide range of users are required to be introduced.

### Pachinko and Pachislot Machine Unit Sales and Number of Pachinko and Pachislot Players

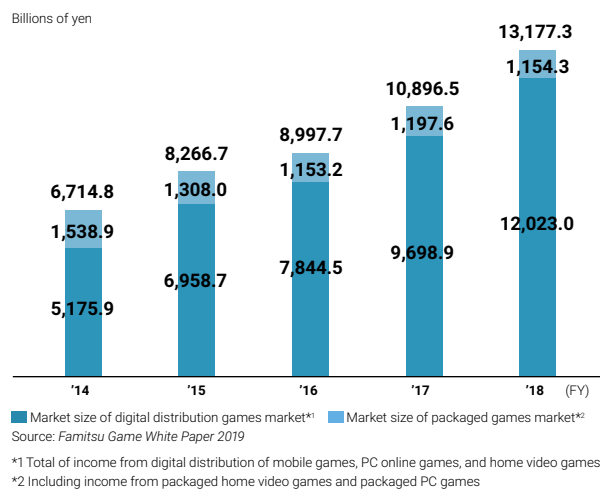


### Entertainment Contents Business

The digitally distributed games market is trending toward expansion due to increasing online distribution.

Further, Japan's mobile games market is seeing fiercer competition and increased domination by certain titles. As for the amusement center market, partial regulatory relaxation has produced a clear recovery trend.

### Market Size of Packaged Game and Digital Distribution Game



### Resort Business

In July 2018, as the Integrated Resort Development Bill, which includes casinos, was enacted, and moves toward the establishment of integrated resort, which the government regards as the trump card for "a tourism-oriented country" are gaining momentum.

Candidate locations and operators will be selected in the future.



## Anticipated Opportunities and Risks

## Responses

### ➤ Opportunities

#### ■ Possibility of expanding user base

As the scope of development has expanded due to changes in voluntary regulations, machines conforming to the new regulation may expand the user base.

#### ■ Expansion of replacement demand

With the introduction of machines conforming to the new regulation, it is necessary to gradually remove machines conforming to the previous regulation according to the installation deadline, and the replacement demand is expected to increase.

### ➤ Risks

#### ■ Decline in the number of players

The decline in the number of players will reduce the capital investment capacity of halls and affect the number of machines sold.

#### ■ Risk of approval status

The approval rate, which has remained at a low level due to the recent revision of regulations, may have a significant impact on sales.

- Promotion of reuse
- Building an industry platform
- Improvement of development efficiency
- BtoC strategy
- Application for multiple specifications
- Development of pachislot and pachinko machines in accordance with market trends

📄 | P.40

### ➤ Opportunities

#### ■ Expansion of the packaged games market

The packaged game market is expanding, supported by growth in the European, North America, and Asian markets.

#### ■ Growth potential of the overseas online games market

The expansion of diverse game distribution platforms has great potential, particularly in overseas markets.

### ➤ Risks

#### ■ Intensifying competition in the domestic digital games market

The risk of not being able to realize the expected return on investment is increasing as a result of intensified competition due to a slowdown in growth of market and the fixation of top titles. (Digital Games area)

#### Packaged Games

- Expansion of development studios
- Expansion of overseas publishing business
- Development of next-generation titles
- Maximize IP asset value

#### Digital Games

- Maintenance of earnings through long-term operation of existing titles
- Optimization of the number of titles under development and operation in the Digital Games area
- Reconsidering focus area

📄 | P.48

### ➤ Opportunity

#### ■ Commercialization of a domestic IR business

If integrated resort is realized in Japan in the future and our group's entry into the market is realized, there is a strong possibility that this business will become a major revenue source.

### ➤ Risks

#### ■ Risk of entering into domestic IR business

Delays in legislation related to integrated resorts will have a major impact on our group's long-term scenario. There is also a risk that investment may not be recovered unless the Company is selected as a business entity.

#### ■ Risks associated with response to addiction issues

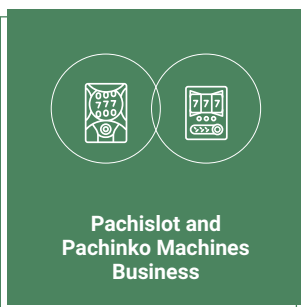
Neglecting to respond adequately to addiction issues and other social issues could expose the Group to social criticism or render sustained development of the industry impossible.

- Acquisition of know-how for the success of IR business
- Improving the profitability of Phoenix Resort
- Countermeasures to addiction

📄 | P.56

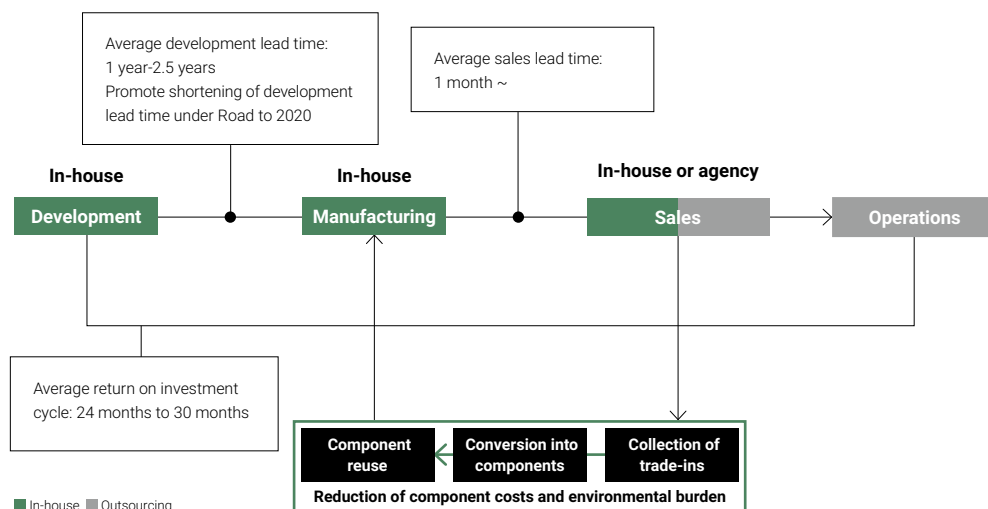
# Business Models of the Main Business Segments

The SEGA SAMMY Group advances business activities across an expansive area in the entertainment sector, and its business models in each field are markedly different. Therefore, we tirelessly adapt our business models to better reflect changes in operating environments.



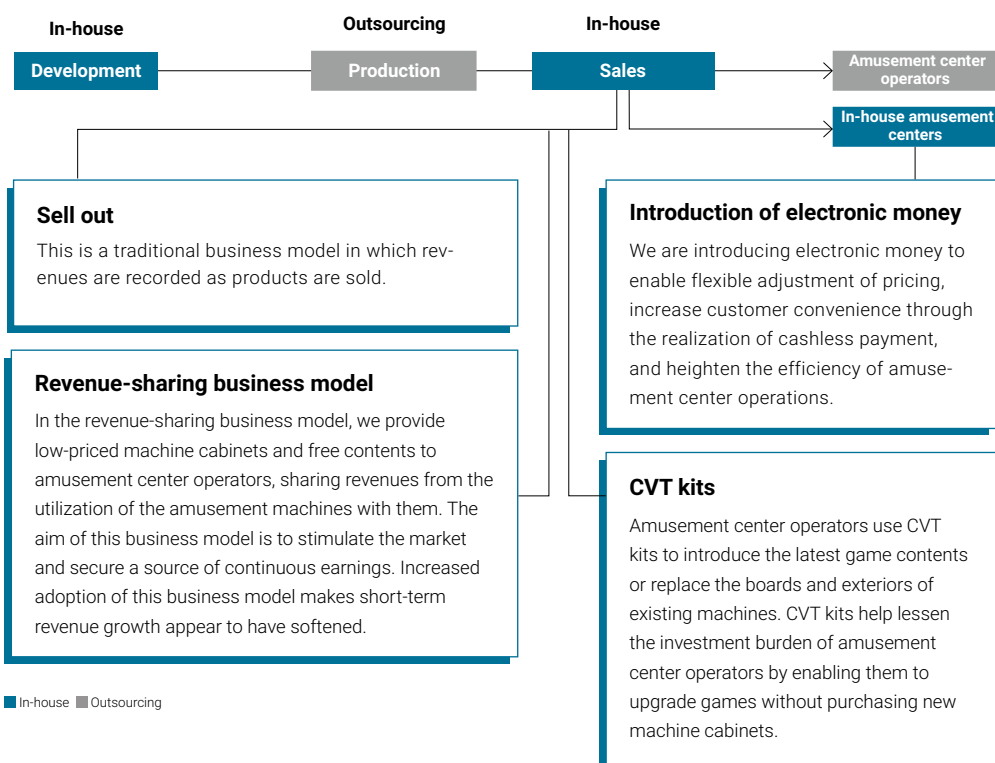
Features of this business are the susceptibility of product cycles and profit margins to new machine installations and utilization rates at pachinko halls as well as the high percentage of costs for which electronic components account. We are taking measures to realize efficient development while reusing more components to increase cost effectiveness.

## Value Chain of the Pachislot and Pachinko Machines Business



In the amusement machine sales area, we have a fables business model. We focus on planning, design, and development and contract manufacturing to partner companies. Also, we are diversifying sales models to stimulate the market. In the amusement center operations area, our business model is based on capital investment.

## Supply Chain of the Amusement Machine Sales Area and Amusement Center Operations Area



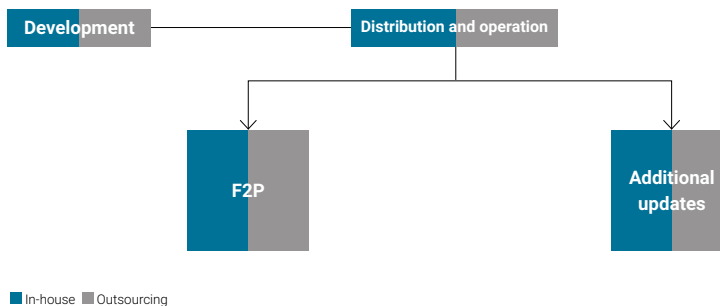


### Digital Games Area Packaged Games Area

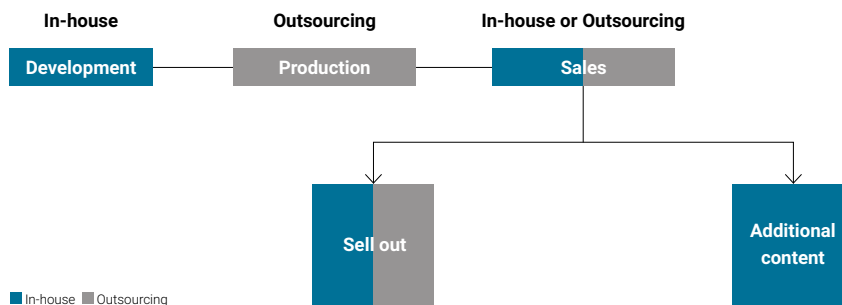
In the digital games area, F2P\* is the most common business model. This model entails continuously investing in apps after their release to extend their lifetimes while recovering initial investments (development and advertising costs). In the packaged games area, as well as selling standard packaged games through stores, we are strengthening online compatibility such as download sales and distribution of additional contents, which is resulting in the increasing emergence of long-term sales patterns.

\* Free-to-Play

## Business Model of Digital Games Area

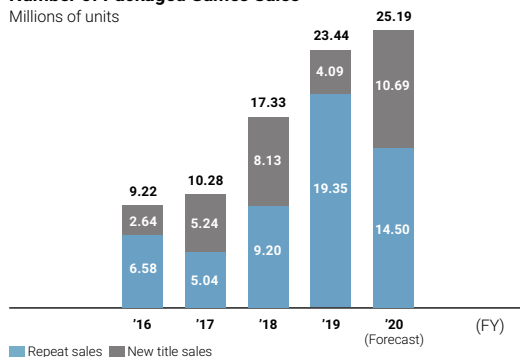


## Business Model of Packaged Games Area



### Number of Packaged Games Sales

Millions of units



### Increasing Repeat Sales

Digital distribution of packaged games is trending upward. The lengthening of sales is progressing due to the expansion of game distribution platforms for PCs such as STEAM. As with digital games, the diversification of revenues has also progressed, such as additional contents after release. In recent years, a rise in repeat sales has been contributing to the basic levels of unit sales and improving profitability.

# IP Strategy

## EXISTING IP



©SEGA.  
Developed by The Creative Assembly, Ltd.

### Total War™ Series

Themed on the Three Kingdom Saga legends, *Total War™: THREE KINGDOMS*, which is the latest installation of *Total War™*, a highly popular IP in North America and Europe as a PC game, is earning endorsement in China and other Asian countries. In the first week after release, download sales surpassed 1 million units.

TOTAL WAR™

### IP Enhancements for Existing IP Sonic Series

While continuing development of games, we plan to release a live action-computer graphics Hollywood movie in spring 2020 aimed at raising the profile of Sonic among the young generation.



©SEGA



©Kemono Friends Project2G  
©SEGA



©Kemono Friends Project2G  
©SEGA



©SEGA

Create  
new IP

## Four IP\* Strategies

Our group classifies its IP assets into four categories: existing IP, new IP, revived IP, and external IP, and is strengthening its global deployment across multiple devices such as mobile, PC, and console. We will expand profit opportunities and maximize IP value through the full utilization of IPs to achieve sustainable growth in corporate value.

Leverage  
revived IP

Utilize  
external IP

### Judgment

The Ryu ga Gotoku Studio has taken on the challenge of creating an IP in a new genre. We are also marketing this title overseas.

### Kemono Friends

(Digital Games and Amusement Machine Sales areas)

For amusement machines and smartphones, the Group launched game titles featuring an external IP that has gained popularity as an animation series for television.



©SEGA

### New Sakura Wars

We launched the first *Sakura Wars* title in 1996, rolling out the popular IP not only through subsequent iterations of the game but also through various media. We have unveiled a completely new title for the first time since the release of the previous title 14 years ago in 2005.



©SEGA

### Mega Drive Mini

We will release *Mega Drive Mini*, a miniaturized game terminal that reproduces the *Mega Drive* home video game console released in 1988 and which includes 42 video games. Overseas, we have launched *Sega Genesis Mini*, which reproduces the version marketed in North America.

NEW IP








































































EXTERNAL IP

## REVIVED IP

\* IP: Intellectual property



## IP Portfolio

Examples of acquired IP								
				Pachislot and Pachinko Machines	Digital Games	Packaged Games	Amusement Machine Sales	Toys, etc.
IP title		First appearance year	Multifaceted rollout			Total editions	Cumulative unit sales / downloads	
Megami Tensei series		1992				—		30
							Approx. <b>17.4</b> million (Units / DL <sup>*3</sup> ) (packaged and digital total)	
Persona series		1996				—		16
							Approx. <b>10.2</b> million (Units / DL) (packaged and digital total)	
Total War™ series	TOTAL WAR 	2000	—			—	—	—
							More than <b>27.6</b> million (Units / DL)	
Football Manager series	<b>FOOTBALL MANAGER</b>	2004	—			—	—	—
							More than <b>20.0</b> million (Units / DL)	
Examples of IP developed in-house								
IP title		First appearance year	Multifaceted rollout			Total editions	Cumulative unit sales / downloads	
Sonic the Hedgehog series		1991						—
							Approx. <b>920</b> million (Units / DL <sup>*3</sup> ) (packaged and digital total)	
Puyo Puyo series		1991 <sup>*1</sup>						—
							Approx. <b>29.0</b> million (Units / DL <sup>*3</sup> / ID) (packaged and digital, AM-registered ID total (total for registrations after IP acquisition))	
New Sakura Wars series		1996					—	—
							Approx. <b>3.8</b> million units (packaged and digital total)	
Ryu ga Gotoku series		2005				—		101
							Approx. <b>12.0</b> million (Units / DL) (packaged total)	
ALADDIN series		1989				—		14
							Approx. <b>570</b> thousand units (pachislot and pachinko machines and amusement machines total)	
Beast King series		2001				—		17
							Approx. <b>500</b> thousand units (pachislot and pachinko machines and amusement machines total)	
PHANTASY STAR series		1987	—			—		—
							Approx. <b>5.50</b> million users <sup>*2</sup> (cumulative total for registered IDs)	
CHAIN CHRONICLE series		2013				—	—	3
							Approx. <b>19.0</b> million (Units / DL <sup>*3</sup> ) (packaged and digital total)	
<sup>*1</sup> SEGA CORPORATION acquired the rights in 1998. Figures for cumulative unit sales are the totals for titles that SEGA sold after acquiring the rights.								
<sup>*2</sup> Total for PHANTASY STAR ONLINE 2								
<sup>*3</sup> Including downloads of free-to-play titles								
Examples of IP licensed from third parties								
IP title		First appearance year	Multifaceted rollout			Total editions	Cumulative unit sales / downloads	
SEGA feat. HATSUNE MIKU Project series		2009	—					61
							Approx. <b>6.1</b> million (Units / DL) (packaged and digital total)	
Hokuto No Ken series		2002						32
							Approx. <b>2.88</b> million units (pachislot and pachinko machines total)	
SOUTEN-NO-KEN series		2009				—		12
							Approx. <b>470</b> thousand units (pachislot and pachinko machines total)	

# CFO MESSAGE

> Driving the Moving Experience Creation Cycle

## A Message from the CFO



**We will create a management strategy geared toward clear realization of our long-term vision, driven by strong financial backing.**

### **Koichi Fukazawa**

Executive Vice President and Group CFO  
(Director of the Board)  
SEGA SAMMY HOLDINGS INC.

### **To Achieve Our Long-Term Vision**

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### **We recognize the pressing need to strengthen our existing businesses.**

Looking back on the two-year period since the start of the Road to 2020 medium-term business strategy, the Pachislot and Pachinko Machines Business declined due to the effect of an external factor, namely, regulatory revision in February 2018. Further, performance remained sluggish in the digital games area, which the Group had identified as a driver of its growth and invested in accordingly. As a result, we missed our originally announced performance targets for two consecutive fiscal years. As for our forecast for fiscal year 2020, the final

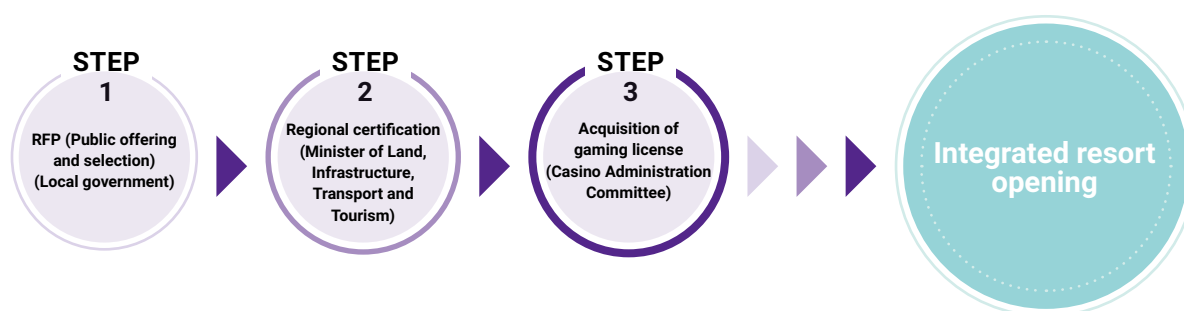
fiscal year of Road to 2020, we have already announced a forecast that falls short of initial targets.

As our existing businesses grapple with this situation, we find ourselves getting closer and closer to our entry into the IR business in Japan, positioned as a pillar of future growth, and thus a major event for the Group. To make a successful entry we need to clear three hurdles: first, we need to be selected at a local government's request for proposal (RFP); second, we need to work with that local government to acquire regional

certification; and third, we need to acquire a gaming license from the Casino Administration Committee. In actuality, it may take six to seven years before we can open an integrated resort, but to ensure that all the steps required go as planned, that we are able to make a proper entry into the domestic IR

business, and that we can achieve our long-term vision, I believe we need to build the profit structure of our existing businesses into something larger and stronger.

## Process for Opening an Integrated Resort .....



## Keeping Aware of Return on Investments

### We will enhance the earning power of our businesses.

In fiscal year 2019, net cash decreased ¥17.7 billion year on year, to ¥71.8 billion, mainly due to relocation expenses associated with consolidation of head office functions. To date, the Group has put a high priority on maintaining and expanding its net cash position. This has been a necessary move, made to ensure that we have the financial base to be able to assume any business or financial model required as the only domestic company trying to stand the equivalent position with worldwide casino operators that have announced their entry into the domestic IR business.

However, as I have mentioned earlier, while we will be looking at things in terms of entering the domestic IR business moving forward, there is a need to shift toward increasing earning power, not only in new businesses but in existing business areas as well. It is therefore necessary to be strongly conscious of capital cost further when strengthening existing businesses and investing in new businesses. Considering our

portfolio, which is formed by various businesses with different characteristics and financial situations, if we take utilization of return on invested capital (ROIC) and other performance indicators into account, while also incorporating management indicators such as cash conversion cycles into the activities of each respective business, we will be able to at once maintain control over an appropriately sized balance sheet for our existing businesses as well as making it possible to actively and effectively pursue forward-looking investments. I believe that this will in turn lead to an improved return on equity (ROE).

To strengthen the earning power of our existing businesses, we revised our management strategy for fiscal year 2020. In the Entertainment Contents Business, we will optimize the number of titles under development and operation in the digital games area. We plan to increase earning power by investing in areas where we expect to see market growth and also areas where we have strength in such that North American

## A Message from the CFO

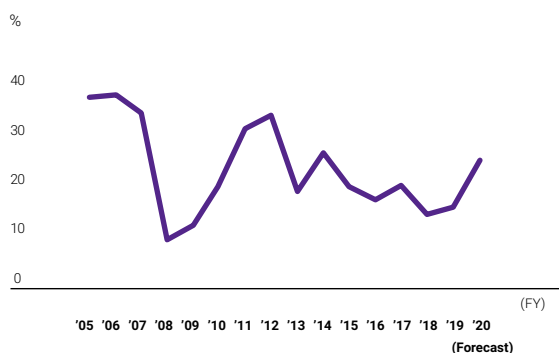
and European packaged games and PC games.

While regulatory revisions have changed the market conditions of the Pachislot and Pachinko Machines Business, we plan to expand revenue by obtaining the approval of machines

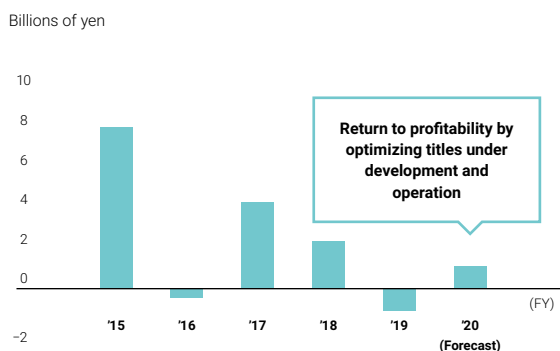
that conform to the new regulation and releasing machines

that can gain support from users while also leveraging the measures that we have implemented to improve profits to date.

### Pachislot and Pachinko Machines Business: Operating Income Margin



### Digital Games Area: Operating Income (Losses)



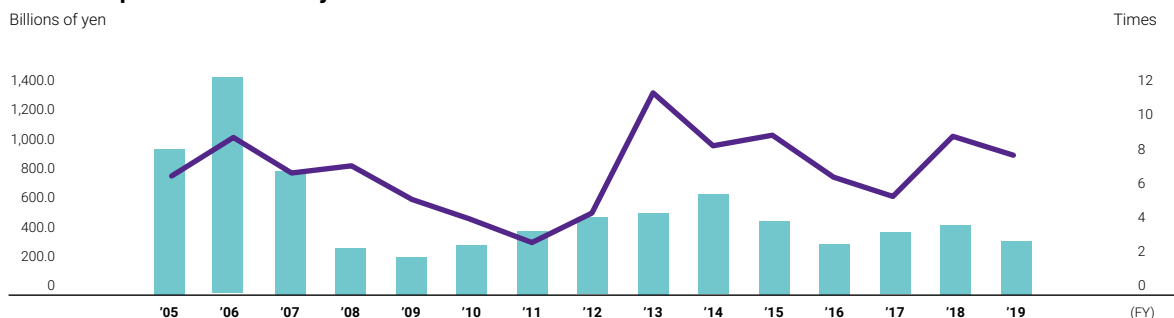
## Maintaining a Strong Sense of Caution

## We are analyzing the past 15 years from a financial perspective to identify Company issues.

It has been 15 years since the management integration in October 2004. Over this 15-year period, market capitalization has fallen one quarter, a fact which I feel is my responsibility as CFO. We are currently running a financial analysis of the last 15 years, looking at various measures we have implemented in that time, including measures to improve profitability in existing

businesses, post-merger integration (PMI), and entries into new businesses. As we move forward, I maintain a strong sense of caution and awareness of the issues facing us. At the same time, I intend to fulfill my obligation to keep improving the corporate value of the Group by driving its growth strategy on one side of the coin, and its financial strategy on the other.

### Market Capitalization and Adjusted EV / EBITDA



\* Calculated as of the end of March in respective years



# Business Strategy by Segment

Pachislot and Pachinko  
Machines Business

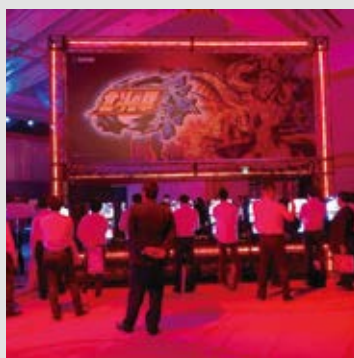
Entertainment Contents  
Business

Resort  
Business

» P.40 »

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» P.56 »





# Pachislot and Pachinko

In the Pachislot and Pachinko Machines Business, we are putting forth new efforts as a game changer of industry and improving profitability with the goal of generating stable profit.

## Business Portfolio

The Pachislot and Pachinko Machines Business is notable that the approval status of prototype testing affects its product cycles when developing new titles in both pachislot and pachinko and the percentage of costs accounted for by electronic components is high. We are making efforts to realize efficient and high-quality development while increasing cost effectiveness by reusing components.

## Net Sales Breakdown (Fiscal Year 2019)



Pachislot machines  
¥24.7 billion



Pachislot DISC UP  
©Sammy

Pachinko machines  
¥59.9 billion

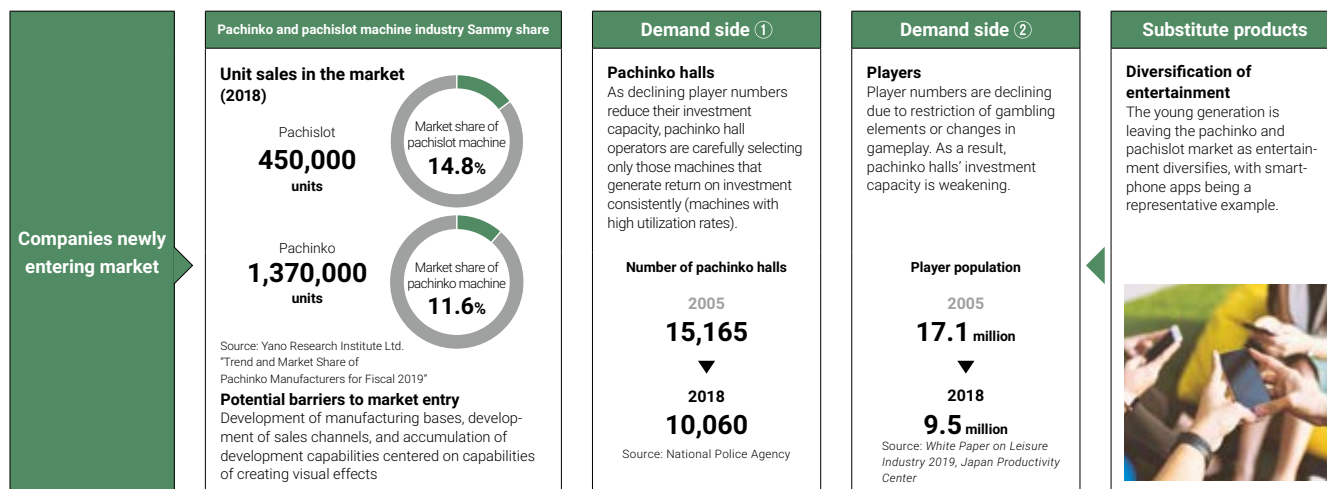


Pachinko CR Shin Hokuto Muso Chapter 2  
©Buronson & Tetsuo Hara/NSP 1983  
Approved No. KOK-115  
©2010-2013 Koel Tecmo Games Co., Ltd.  
©Sammy

Others  
(Smartphone and PC-based pachinko and pachislot contents, etc.)  
¥16.8 billion

## Industry Structure

With the player population declining as a result of regulatory changes and entertainment diversification, pachinko hall operators' financial positions have worsened and the pachinko and pachislot machine market continues to contract. Consequently, the demand for expansion of the participating users is rising.



## External factors

## Prototype testing rules and internal regulations of industry

Changes in regulations for the development and sales of new pachinko and pachislot machines can affect the gameplay of products as well as the development schedules of pachinko and pachislot machine manufacturers.

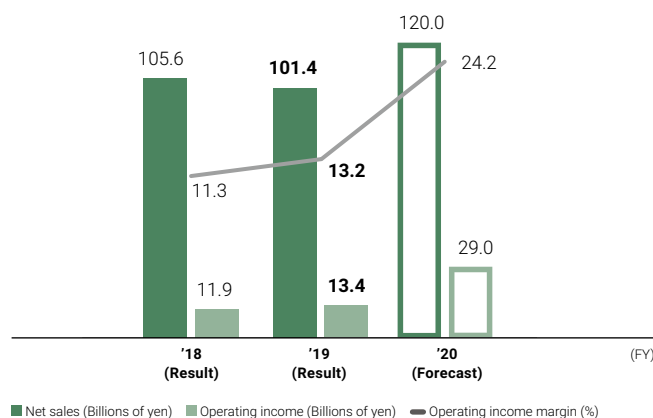


For details please see DISCUSSION POINTS P.3.

# Machines Business

## Fiscal Year 2019 Summary

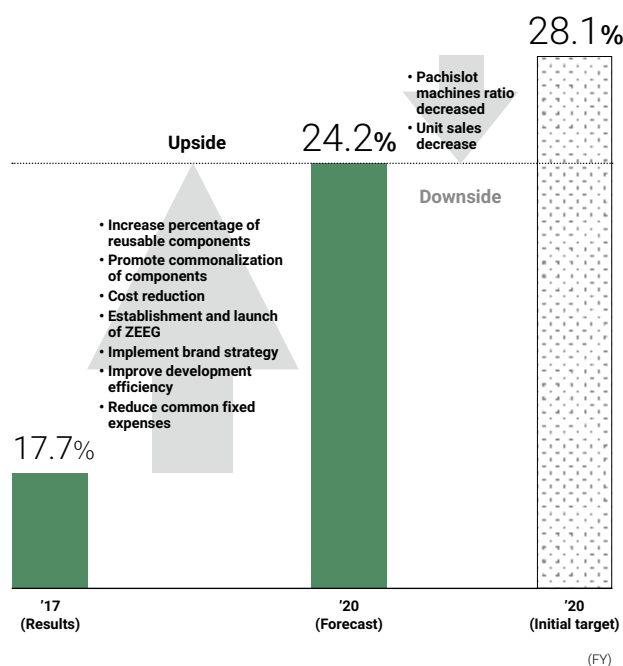
As a result of the continuous low approval rate of pachislot machines with regulatory revisions, the number of titles released went below expectations and unit sales dropped 21% compared with the previous fiscal year. On the other hand, continuous efforts to implement measures to improve profitability resulted in a 12.6% increase in operating income and an operating income margin of 13.2%, a year-on-year increase of 1.9 percentage points.



## Road to 2020 in Review

The approval rate of pachislot machines was lower than expectations, causing unit sales to fall, which in turn led to a lower operating income margin from the initial target. However, operating income margins improved steadily as a result of various measures implemented to increase profit.

### Measures Implemented during Road to 2020 and Results



Key Measures	Results
Increase percentage of reusable components	<ul style="list-style-type: none"> <li>Designed products with reusability in mind</li> <li>Increased number of reusable components</li> </ul>
Promote commonalization of components	<ul style="list-style-type: none"> <li>Increased percentage of common components to 88% for pachislot machines and 52% for pachinko machines</li> <li>Proceeded with commonalization of components between pachislot and pachinko machines</li> </ul>
Cost reduction	<ul style="list-style-type: none"> <li>Enhanced cost management utilizing cost indicators</li> <li>Reduced costs by transferring outsourced debugging work to insourced work and careful selection of exclusive items</li> </ul>
Establishment and launch of ZEEG	<ul style="list-style-type: none"> <li>Toward the unification of platform, launched machines using ZEEG-made cabinets from the previous fiscal year</li> </ul>
Implement brand strategy	<ul style="list-style-type: none"> <li>Integrated into Sammy brands</li> </ul>
Improve development efficiency	<ul style="list-style-type: none"> <li>Shortened development period (initial targets not reached due to regulation revisions)</li> <li>Enhanced review process, narrowed down number of titles to develop</li> </ul>
Reduce common fixed expenses	<ul style="list-style-type: none"> <li>Made significant reductions to fixed expenses</li> </ul>

Steady progress in improvement of profit margin

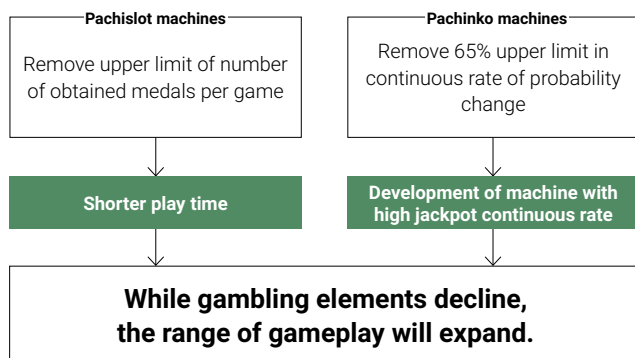


## Measures for Fiscal Year 2020

### Market Perception

The pachislot machine market is expected to expand as the deadline for the removal of machines made in accordance with the previous regulation is concentrated on October to December of fiscal year 2020. Moreover, No. 6 model machines will allow for shorter play time, which is expected to unearth new demand. Pachinko machines also benefit under the new regulation, which makes it possible to develop machines with high jackpot continuous rate and expands range of gameplay.

#### Market Environment: Changes of Voluntary Regulation



### Strengths

Sammy maintains a set of IP bearing brand strength, headed by the *Hokuto no Ken* series, which boasts cumulative sales of approximately 2.88 million units. In addition, with Sammy's top in class numbers of development personnel among the industry, making it possible to run multiple development pipeline in parallel.

#### Sammy's Strengths (IP)

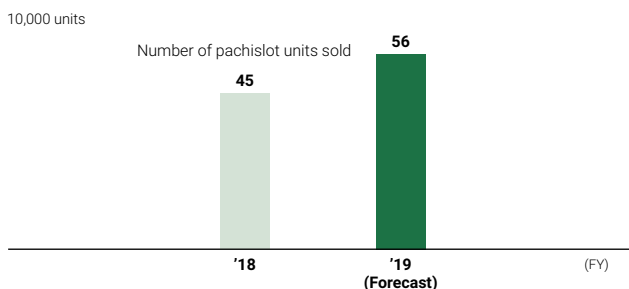


##### Owns multiple well-performing series

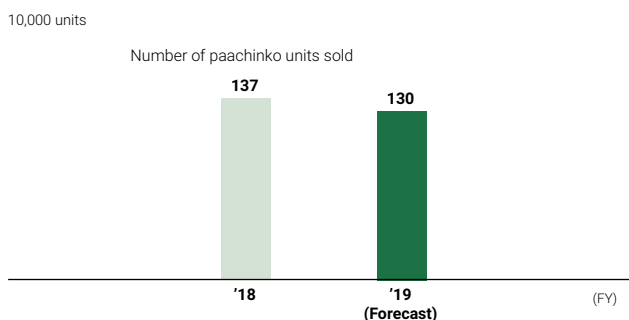
Series	Number of titles in series	Cumulative unit sales*
<i>Hokuto no Ken</i>	32	Approx. 2.88 million units
<i>ALADDIN</i>	14	Approx. 560,000 units
<i>Beast King</i>	15	Approx. 500,000 units
<i>SOUTEN-NO-KEN</i>	12	Approx. 470,000 units
<i>Hokuto Muso</i>	4	Approx. 160,000 units
<i>Eureka Seven</i>	3	Approx. 130,000 units
<i>Bakemonogatari / Nisemonogatari</i>	9	Approx. 120,000 units
<i>Code Geass</i>	3	Approx. 60,000 units

\* Including spec changes version

### Pachislot Market Forecast



### Pachinko Market Forecast



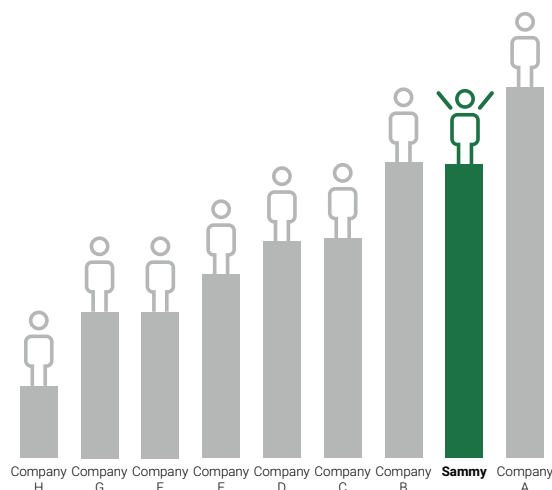
Source: Yano Research Institute Ltd.  
(2019 figures are SEGA SAMMY forecast)

#### Sammy's Strengths (Development Capabilities)



##### Industry-leading scale

433 development personnel  
(As of March 31, 2019)



## Full-Year Forecast for Fiscal Year 2020



## Pachislot machines

**Sales centered on machines conforming to the new regulation**  
**Expect increase in unit sales due to increased demand from the removal of machines conforming to the previous regulation**



## Pachinko machines

**Sales centered on machines conforming to the new regulation**  
**Expect unit sales to be on par with the previous fiscal year**

## Future Policy and Forecast for Fiscal Year 2020

In pachislot machines, we will continue to submit machines with multiple specifications in order to increase approval ratio, to ensure that we can capture the opportunity associated with the demand to replace machines. We will also continue to introduce titles that utilize common cabinets made by ZEEG Co. Ltd., a joint venture with Universal Entertainment Corporation. Furthermore, we will continue to put forth new titles that reflect market trends, including machines with the number of obtainable medals per game set at a higher range, and machines with payouts that reflect players' skill. In pachinko machines, as the regulatory revisions will allow Sammy to focus on its specialty—the development of machines with high

jackpot continuous rate—we will work actively to introduce new machines that comply with the new regulation.

In fiscal year 2020, we forecast unit sales of pachislot machines to increase by 53,000 units compared with the previous fiscal year, to 120,000, as a result of growing demand due to removal expiration of machines conforming to the previous regulation. Similarly, in pachinko machines we are projecting sales to increase by 4,000 units year on year, to 164,000, due to sales centered on machines conforming to the new regulation. Moreover, we expect a significant increase in profits margin from implementing measures to improve profitability centered on promotion of reuse.

## Future Objectives

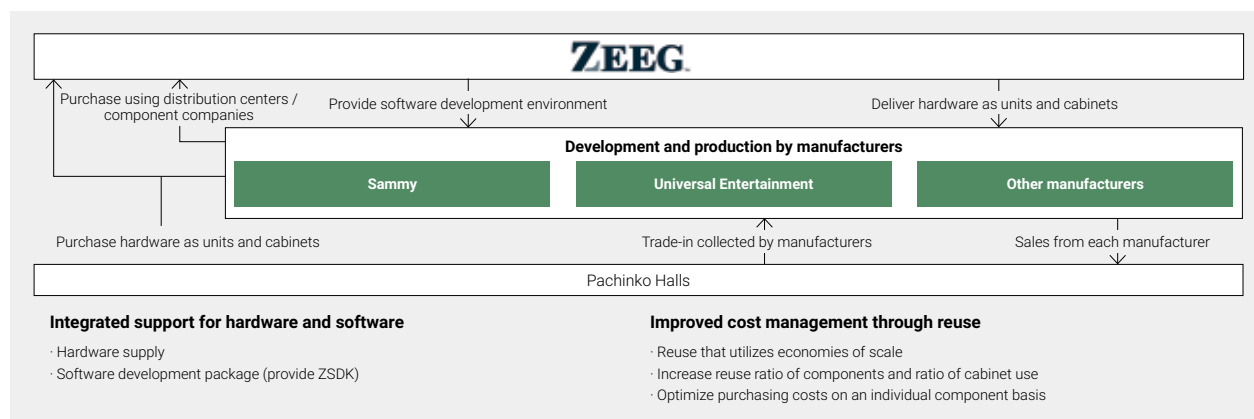
## Improve approval ratio

Submit multiple specifications for both pachislot and pachinko machines

## Develop pachislot machines reflecting market trends

- ▶ Machines with the number of obtainable medals per game set at a higher range
- ▶ Machines with payouts that reflect players' skill
- ▶ Effective use of major existing IP

## ZEEG's Business Model



## Number of Unit Sales (Units)

	2018 (Results)	2019 (Results)	2020 (Forecast)
Pachislot machines	85,401	67,140	120,000
Pachinko machines	140,013	159,848	164,000
Board + Frame	97,655	91,858	78,600
Board	42,358	67,990	85,400

# DIALOGUE

## Haruki Satomi

President and Group COO (Representative Director)  
SEGA SAMMY HOLDINGS INC.

Make pachislot and pachinko

machines “a familiar pastime”

As the number of pachislot and pachinko users continues to decline due to the revision of regulations and diversification of entertainment, the pachislot and pachinko industry is required to make concerted efforts to return to “a familiar pastime.”

Takuro Nishimura, President and CEO of Nittaku Holdings CO., Ltd., and Haruki Satomi, Group COO, President of our company, discussed the future of the industry.

PACHISLOT &  
PACHINKO MACHINES

## Takuro Nishimura

President and Chief Executive Officer  
Nittaku Holdings Co., Ltd.



### Overview of the Nittaku Group

Established in 1965 as a real estate developer. As a result of diversification, the company is now operating real estate development, rental buildings, pachinko parlors, and game centers under the motto of “Urban leisure and service industries” which is based on profits from commercial real estate located in urban areas. The company’s name “Nittaku” reflects the company’s founding spirit of “Reinventing ourselves daily and opening the way for the future.”

## ➤ To make pachislot and pachinko an enjoyable and familiar entertainment regardless of past

**Nishimura**

Pachinko developed amid the chaos of the postwar era, and during the period of rapid economic growth, it became a familiar form of entertainment.

In fact, the feature of gambling element came later, and it has been established for a long time. In order to control excessive gambling elements, regulations have been revised many times.

This is an industry with a very special history. On every new regulations revision, the pachislot and pachinko manufacturers created new game characteristics within the scope of the rules and contributed to maintaining the vitality of the pachislot and pachinko industry.

**Satomi**

I first met with President Nishimura about 15 years ago, and over those 15 years, the market environment has changed drastically due to the revision of regulations. The current situation is that the industry has yet to reach a consensus on whether to restrict “gambling elements” and aim for familiar entertainment, or to pursue high levels of gambling elements within the bounds of regulations.

At its peak in the early 1990s, more than 20 years ago, pachislot and pachinko machines were said to have about 30 million users. However, the number has now fallen to less than about 10 million. In the past, entertainment had limited options, such as movies, travel, and pachinko parlors, but now there is a wide variety of entertainment and the current situation is to compete for disposable time among them. If we want to be a mass entertainer, it's not easy given the shrinking market and the number of competitors. There are such dilemmas, but as the phrase “gameplay” indicates, we believe that the true essence of pachinko and pachislot is to provide “Play,” and so we should not go beyond that.

**Nishimura**

That's right. Humans have a natural desire to seek “more,” so it seems that their gambling element has gradually increased, and it has naturally become excessive, not intentionally. To be honest with you, there was a time when the industry as a whole wanted a gaming machine with a high level of gambling element, but I think it was undoubtedly the bubble economy. Instead of dreaming about a return to the past, I think we should move to a “familiar pastime,” where we can enjoy ourselves casually while facing reality squarely and gaining the understanding of our customers.





## > Development of easy-to-play pachislot and pachinko machines and changes in the market environment

**Satomi**

Over the past 15 years, there have been constant headwinds in the pachislot and pachinko industry.

However, we believe that the revision of regulations in February 2018 and changes in the internal regulations of industry groups since then will provide an opportunity to revitalize the market. With the revision of the internal rules, we can make a machine that can be played in a short time while the gambling element is suppressed.

I am hoping that we will be able to create demand again, for example, to stop by on the way home from work to play.

**Nishimura**

That's right. In fact, we have seen the emergence of new pachislot machines based on the new regulation (No. 6 model machines) that utilization is extremely well, and we feel the expectations of our customers. As a matter of fact, the overall ratio of utilization in pachinko halls has been improving over the past year. In addition to this trend, pachinko halls will continue to introduce machines conforming to the new regulation that are currently being developed by pachislot and pachinko machine manufacturers. We expect that the outlook for the next one to two years will be bright.

## > The future of the pachislot and pachinko industry

**Satomi**

While there are expectations for the future of new regulation machines, I also hope that "three major reasons why you don't want to go to pachinko" may be resolved from a long-term perspective.

One is "tobacco." Smoking rates in pachinko halls are extremely high, and this is one of the reasons why people avoid playing pachinko. In April 2020, the revised Health Promotion Law went into full effect and as a general rule, smoking is prohibited inside restaurants and other facilities. If all pachinko halls had separate smoking rooms and smoking was prohibited at the seats, there would be a possibility that non-smokers would visit the pachinko halls.

The second is the sound. The noise of pachinko balls which are from pachinko balls and medals paid out and sound effects of machines themselves are major causes of annoyance. Some users even play with earplugs. To address this issue, the industry is currently developing pachinko machines with digital payouts and medal-less pachislot machines as well as directional speakers that can be heard only by players. If they are put into practical use in the future and become



widespread, we will be able to resolve the problem of sound.

The third is that "it has become difficult to have draw a jackpot experience." In the current gameplay environment, even if the amount of money you spend is large, you may not be able to draw a jackpot even once. If that happens, it will be difficult for people to think "Let's come again tomorrow." As a manufacturer, we want to develop machines that are easy to draw a jackpot and that are supported by users, while restraining the overall gambling element, which could be machines with payout ratios at a high range in some cases so that users can experience more "drawing a jackpot."

On the other hand, if we can create a structure in which pachinko halls can secure profits by handling fees such as exchange rates, it will be a better environment for not only pachinko halls and users but for manufacturers as well.

Other entertainment such as movies, bowling, and karaoke cost around ¥1,000 per hour. If you look at the average expenses of pachislot and pachinko users, it's pretty close, but there's a big difference between winners and losers.

We believe that if everyone can approach that price, it will become a more casual game, bringing back dormant users, and increasing the frequency of visits by existing users.

**Nishimura**

I think it's really good if things go that way.

On the pachinko hall side, we are also working on the installation of smoking areas and other measures to address the tobacco problem, which is one of the points President Satomi mentioned. I think we will soon be able to resolve this issue. As for the noise, with the cooperation of pachislot and pachinko machine manufacturers, we can expect to see the resolution of this in the future as well. We believe the third, "providing drawing a jackpot experience" can be realized by expanding the use of new regulation machines, enhancement of the regulations, and strengthening operations at pachinko halls.

We would like to support the pachislot and pachinko machine manufacturers who are making efforts to invigorate the market by developing new game machines with our "service." I think pachinko halls are more difficult to serve customers than any other industries. If you serve delicious food at a restaurant, customers will come again. However, not all customers can have a good experience at a pachinko hall. We can't continue our business for a long time unless the customers who lost while playing come to our hall again. From that point of view, we are especially trying to improve our service and customer service skills, which will invariably help in making our customers feel like visiting again.

Although the number of pachinko and pachislot players and the number of pachinko halls still remains on a declining trend, we believe that the industry environment will gradually stabilize as the number of pachinko halls reaches an appropriate level for the number of players and the spread of new regulation machines with reduced gambling element."

## > Regarding the addiction problem

**Satomi**

In order to develop the industry in a sustainable manner, it is necessary to face the issue of seeking "countermeasures for addiction." First of all, I think the important thing is not to put it vaguely in the word "addiction" but to grasp how many people are really having trouble in their daily lives. Without that process, you don't know how much money or people to invest. The next step is how to support these people, but the important thing is how to prevent addiction before it happens.

**Nishimura**

It is a very important theme that supports the sustainability of the industry, so we will actively participate in the industry's efforts.

We have introduced "Self-Declaration and Family Declaration Programs" \*1,2 to reduce the number of times customers are allowed to enter the store beyond the limit set by the customers. In addition, we put up posters to remind customers that "Pachislot and pachinko is a game we should enjoy moderately." Hall employees are required to attend "Secure Pachinko and Pachislot Advisor" \*3 seminars. But whether we can say these efforts will help prevent addiction, the reality is not that easy. I think pachinko halls and pachislot and pachinko machine manufacturers should work together to solve essential problems. I hope that President Satomi and the SEGA SAMMY Group will continue to take the lead in these efforts and in reviving the industry as familiar entertainment.

\*1 Self-Declaration Programs: A program that can be used when a player wishes to restrict his/her play by his/her own declaration.  
(Select three items: Amount of money used, number of games played, and game time. When the specified standard is reached, store staff prompts the player to stop playing.)

\*2 Family Declaration Program: A program under which the entry of a player may be restricted by the declaration of the family of the pachislot and pachinko player.

\*3 Secure Pachinko and Pachislot Advisors: Personnel in charge of providing appropriate guidance and advice on issues related to gambling addiction at pachinko halls

**Satomi**

The SEGA SAMMY Group's raison d'être is to "Continue to create moving experiences" We believe that the pachislot and pachinko industry is capable of providing numerous *moving experiences*. Failure to make efforts to be recognized as a "Necessary presence in society" will jeopardize the future of the industry as a whole.

I will take the various problems facing the pachislot and pachinko industry seriously, and at the same time, I will work with all the players in this industry to advance our efforts as "a familiar pastime."



# Entertainment Conte

The Entertainment Contents Business takes full advantage of its wide-ranging business portfolio, abundant intellectual property (IP) assets, and global business base in order to maximize its IP value, which serves its efforts to expand business value.

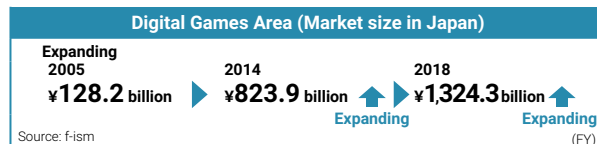
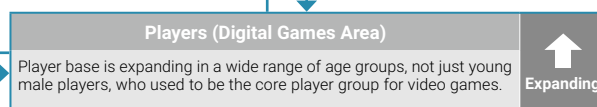
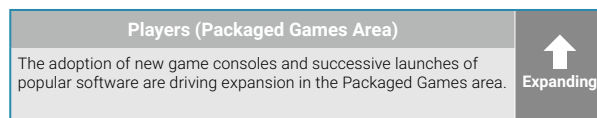
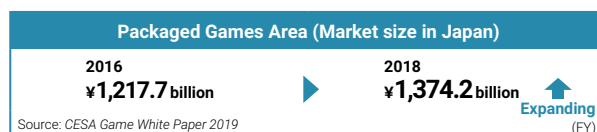
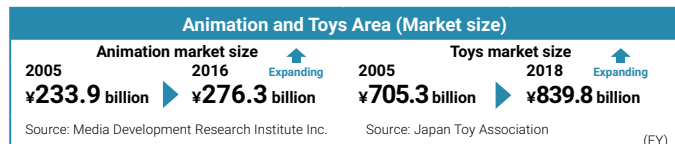
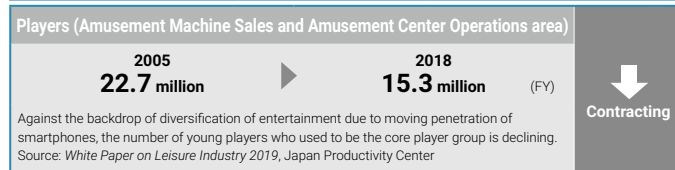
## Business Portfolio

### Net Sales Breakdown (Fiscal Year 2019)



## Industry Structure

The Entertainment Contents Business operates in diverse entertainment areas and is affected by different growth potential and competitive conditions of each market. Furthermore, the business environment is changing with the evolution of digital devices as background, such as global IT companies announcing their entry into subscription-based gaming services.





# Entertainment Contents Business

## Fiscal Year 2019 Summary

The Packaged Games area saw strong sales of repeat titles, centered on the European and North American markets. We also experienced steady performance in the Amusement Center Operations area and Animation and Toys areas. The Amusement Center Operations area achieved its fifth consecutive year of net sales growth for existing stores. The Animation and Toys area benefited from its *Detective Conan* movies, which broke box office records of the past series, as well as steady sales of its mainstay products. On the other hand, the Digital Games area recorded losses as a result of the write-down of multiple titles, caused by new titles falling short of expected sales after launch, and the continued stagnation of existing titles. Based on these factors, net sales increased 5% year on year while operating income decreased 33%.



Ryu ga Gotoku ONLINE  
©SEGA



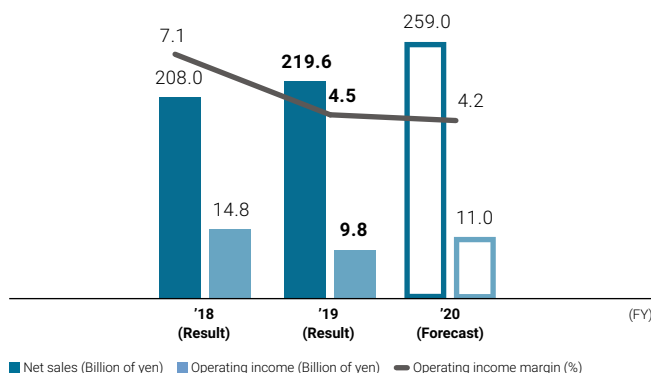
SEGA Pocket Club Manager  
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Fate/Grand Order Arcade  
©TYPE-MOON/  
FGO ARCADE PROJECT



WHOREYOU?  
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## Road to 2020 in Review

### Issues

#### Company Earnings Went Below Expectations from Insufficient Hits in the Digital Games Area

Overall performance of the Entertainment Contents Business fell below initial expectations, primarily due to the lack of hit titles in the Digital Games area. In addition to the write-down of multiple titles, a major factor in the drop in operating income within the Digital Games area, the Entertainment Contents Business recorded an impairment loss of approximately ¥7.6 billion as an extraordinary loss. As a countermeasure, the Company is taking steps to narrow down the number of new titles and adjust the number of titles under direct operation.

#### External Factors

- ▶ Top-ranking titles remain unchanged
- ▶ Increase of existing IP-based titles
- ▶ Intensified competition in the domestic market

#### Internal Factors

- ▶ Existing titles stagnating
- ▶ Lack of hit titles
- ▶ New titles delayed or canceled during development

- ▶ Released 8 new titles compare to 12 new titles initially planned
- ▶ Existing titles stagnated at a speed exceeding expectations

## Road to 2020 in Review

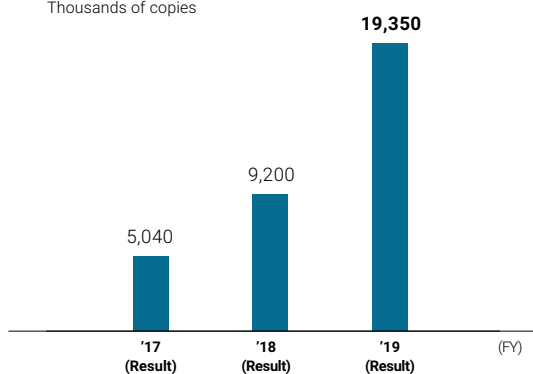
### Growth

#### Overseas and Repeat Sales in the Packaged Games Area Exceeded Expectations

Although the Entertainment Contents Business did not perform as expected, our efforts in the Packaged Games area to improve quality to date have been successful. This success can be seen in the steady stream of high ratings from external parties in Europe and North America for our packaged games. We have been able to secure long-term sales for titles through continuous distribution via PC-gaming platforms such as STEAM and those contributed to the profit.

#### Steady Sales of Repeat Titles

Thousands of copies



#### External Factors

- Markets expanding in Europe, North America, and Asia
- Platform growth

#### Internal Factors

- Overseas sales expansion for domestic studio IP
- Stable income generated by overseas studio IP
- Improved product quality

### Reconsidering Focus Areas

Focus resources in areas where we can leverage our strengths within strong overseas markets

#### Road to 2020 at Time of Announcement

		Japan	Asia	Europe and North America
Domestic studios	Package			
	CS and PC digital			
	Mobile digital	●	●	●
European and North American studios	Package			
	CS and PC digital			
	Mobile digital			



#### From Fiscal Year 2020 Onward

		Japan	Asia	Europe and North America
Domestic studios	Package		●	●
	CS and PC digital			
	Mobile digital	●	●	●
European and North American studios	Package		●	●
	CS and PC digital			●
	Mobile digital			

## Measures for Fiscal Year 2020

## Full-Year Forecast for Fiscal Year 2020

► Expect to improve profitability in the Digital Games area by optimizing the number of titles under development and operation

► Expect significant sales increase in the Packaged Games area from introducing new titles using existing IP, but the development and other costs from launch of new titles will also incur

## Digital Games Area

Focusing on new titles, we plan to optimize the number of titles under development and operation, and thereby improve profitability. Moreover, we plan to focus on new title launches that take advantage of existing IP as well as external IP. We are also taking steps to reallocate management resources to key areas such as online and packaged games.

## Measures to Improve the Digital Games Area

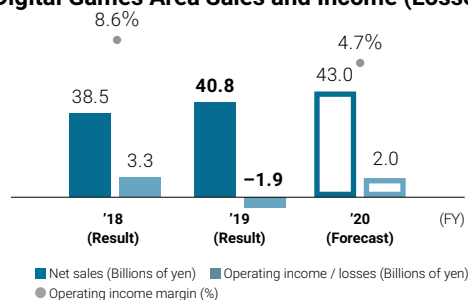
## Optimize the scale of titles under development and operation

- Narrow down the number of new titles under development
- Adjust the number of titles under direct operation
- Lineup centered on existing IP titles

## Reallocate resources

- Invest resources in focusing areas, such as online and overseas packaged games
- Proceed with shift of outsourced work on existing titles to insourcing

## Digital Games Area Sales and Income (Losses)



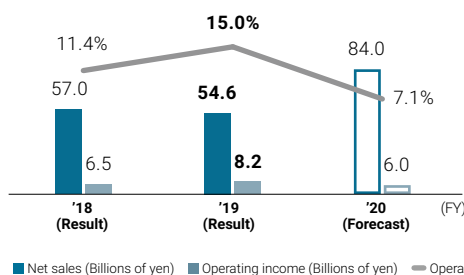
## Packaged Games Area

We plan to introduce major new titles including *Total War™: THREE KINGDOMS* and the Official Video Games of the Olympic Games Tokyo 2020, and we anticipate a sales increase driven by a significant upswing in new title sales, from 4.09 million units in fiscal year 2019 to 10.69 million units in fiscal year 2020. However, we are planning for a decrease in operating income because of the development and marketing costs associated with new title launches coupled with an anticipated drop in repeat sales compared to the previous fiscal year.



Mario & Sonic at the Olympic Games Tokyo 2020™  
TM IOC/TOKYO2020/USOC 36USC220506.  
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## Packaged Games Area Sales and Income



Total War: THREE KINGDOMS  
© SEGA.  
Developed by The Creative Assembly, Ltd.

## Amusement Machine Sales Area

In addition to the launch of *StarHorse4*, the latest game in the *StarHorse* series, we are also planning the launch of titles using external IP as well. On the other hand, we also expect running costs associated with the relocation of the head office and other expenses to increase as well.



Kemono Friends 3 Planet Tours  
© Kemono Friends Project2G  
© SEGA

## Amusement Center Operations Area

While expecting the effects of the consumption tax hike, we will continue strengthening operations through measures focused on prize game machines in addition to opening new stores and other efforts.

## Animation and Toys Area

In addition to selling mainstay animation and toys, we plan to bring multiple new products to market.



**Detective Conan: The Fist of Blue Sapphire box-office revenues have surpassed ¥9.1 billion (as of July 21, 2019).**

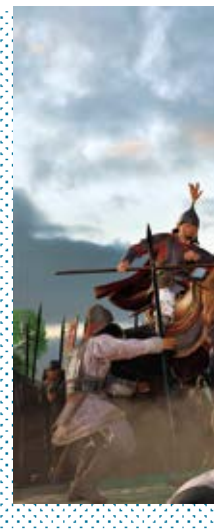
Detective Conan: The Fist of Blue Sapphire  
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# CREATED AROUND THE WORLD, DELIVERED TO THE WORLD

The Entertainment Contents Business' Global

Production and Sales Structure






In the Entertainment Contents Business, we have established development studios and publishing bases in countries around the world with which we maintain flexible relationships, allowing us to build a system that is capable of IP development from a global perspective. Looking closer, we have made efforts to utilize our IPs with a long history while generating new IP. Additionally, we have also made strides toward increasing our lineup by taking advantage of the diverse development capabilities of game studios around the world and through M&A. We are leveraging both the special traits of each studio and the characteristics of each IP to the maximum degree to develop contents for the growing global market and thereby increase earnings.



## Investing toward Bearing Fruit in the Long Term

Since 2005, the Entertainment Contents Business has continued to expand its IP pipeline, which we have accomplished through the M&A of excellent IP and highly capable development studios around the world. These ongoing investments, made from a long-term perspective, are showing steady results, with each IP beginning to bolster profits. Our product lineup of high-quality titles created in development studios around the world contributed to earnings, and fiscal year 2019 marked the fourth consecutive year of operating income growth in the Packaged Games area.

### IP Expansion Timeline

<b>The Creative Assembly (U.K.)</b> 	<b>Sports Interactive (U.K.)</b> 	<b>Relic Entertainment (Canada)</b>  <b>Atlus (Japan)</b> 	<b>Demiurge Studios (U.S.A.)</b> 
2005	2006	2013	2015

### Major Acquired Development Studios

#### The Creative Assembly, Ltd.

The Creative Assembly is a development studio based in Horsham, U.K., operating with over 500 staff. Since its acquisition in 2005, the studio



Total War: ROME II  
©SEGA.  
Developed by The Creative Assembly, Ltd.

primarily specializes in games featuring accurate portrayals of history and stellar quality, as shown in its popular real-time strategy series, *Total War™* which has sold over 27.6 million copies in total.

#### Sports Interactive Ltd.

Sports Interactive is a London-based development studio with roughly 130 employees that develops the *Football Manager* series of soccer club management simulator games. The series, which boasts an extensive and accurate database of player information, enjoys the devoted support of fans around the world, selling over 20 million total copies.



Football Manager 2019  
©Sports Interactive Limited 2018.  
Published by SEGA.

### Other Studios and Their Characteristics

Studio	Major IP
Relic Entertainment	<i>Company of Heroes, Dawn of War series</i>
Amplitude Studios	<i>Endless Space series and other</i>
Demiurge Studios	<i>Marvel Puzzle Quest and SEGA Heroes</i>
Creative Assembly Sofia	<i>Total War Saga: Troy</i>



Total War™: THREE KINGDOMS  
© SEGA. Developed by The Creative Assembly, Ltd.



Company of Heroes 2  
© SEGA. Developed by Relic Entertainment.

Amplitude Studios SAS  
(France)



2016

Creative Assembly Sofia  
(Bulgaria)



2017

Two Point Studios  
(U.K.)



2019

#### Atlus Co., Ltd.

With approximately 300 development staff, Atlus continues to provide series\* with a unique worldview—such as the *Persona*, *Megami Tensei*, and *Etrian Odyssey* series of games—from Japan to the rest of the world. *Persona5* has proven to be a major hit both in Japan and abroad, and the *Persona* series boasts total sales of approximately 10.2 million copies.



SHIN MEGAMI TENSEI IV: Apocalypse  
©ATLUS ©SEGA All rights reserved.

#### Two Point Studios Ltd.

Two Point Studios is based in Farnham, U.K., operating on a small scale with 20 employees, all experienced developers involved in multiple award-winning and highly rated titles. This studio's strength lies in its ability to develop easy-to-play simulation games with unique world views.



Two Point Hospital  
© Two Point Studios. Published by SEGA.

## Basic Policy Related to M&A

To expand its business, SEGA Games Co., Ltd., which primarily handles packaged and digital games, needs to expand its lineup, which requires it to develop IP for a variety of regions across multiple platforms. M&A is an effective method we have utilized to this end.

Since 2005, we have pursued acquisitions of overseas studios primarily that develop strategy games of various themes that exude a unique quality distinctive presence in the market. In recent years SEGA Games has established teams dedicated to gathering information and maintaining a growing number of dialogues on outside development studios at all times, and all over the world. M&A candidates are selected based on three major criteria, with a system in place to execute a decision in prompt fashion.

- 1 The candidate possesses IP with potential for future growth and franchising
- 2 The candidate demonstrates high competitiveness in a particular area
- 3 The candidate has a compatible corporate culture that can generate strong synergies

Post M&A, we provide publishing support in cooperation with our publishing bases around the world including support for marketing, sales, licensing, and other business development. In addition, we utilize the specific characteristics of each IP for development into a wide range of areas and platforms. These actions serve to increase the value of the IP itself and support each IP so that it may grow into a pillar of profit. In addition, we also support development studios according to their own individual characteristics to help them establish a better development environment.

#### Characteristics

This studio, based in Vancouver, Canada has produced several high-quality games with movie-like graphics and highly strategic gameplay.

Based in Paris, France, this studio is notable for developing turn-based strategy games, particularly in the 4X genre\*, where it has received rave reviews.

This studio, which operates out of Cambridge, Massachusetts, U.S.A., primarily develops and operates mobile games.

Creative Assembly Sofia is a satellite studio of U.K.-based the Creative Assembly, Ltd. based in Bulgaria and mainly works on development of the *Total War*™ series.

\* Games with play focused around four "X's": Explore, expand, exploit, and exterminate



# ENTERTAINMENT CONTENTS

> Business Strategy by Segment  
SPECIAL TOPIC 2

Our global sales strategy is aimed at reliably providing contents to the growing global market

In the Entertainment Contents Business, we have leveraged M&A of development studios to create a system that enables us to develop contents in locations around the world.

To ensure that we can reliably deliver these titles worldwide, we are also establishing publishing bases in each region and are working to expand our scope of operation by strengthening internationally the ties between the publishing bases and the development studios. With downloading becoming a more popular method to get contents, it is now possible to deliver games to areas where sales were once difficult for our distribution network; therefore, we are also working to strengthen our download delivery capabilities.

By adopting these strategies and expanding our operating areas, recent years have brought strong results in the packaged segment and sales of older games has also increased.

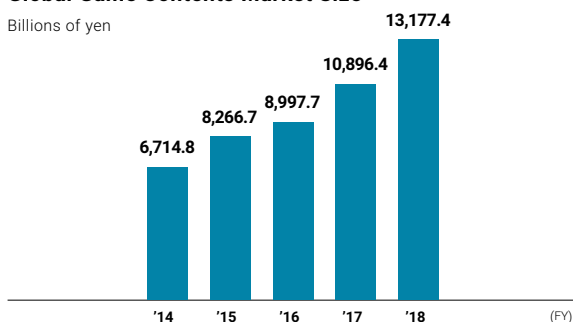
Emerging markets still have room for expansion, and we will further promote our global sales strategy.

## Global Market Conditions

The global game market has grown in size by 13.1 trillion in keeping with the expansion of the Chinese market. With the emergence of new platforms and the advancing communication environment, the user base has expanded, and we expect to maintain a high growth rate and expand further in the future.

### Global Game Contents Market Size

Billions of yen



Source: Famitsu Game White Paper 2019

## From Europe to the World

In May 2019, we launched *Total War™: THREE KINGDOMS*, the latest game in the *Total War™* series. This game, which is not set in Europe, but in the Three Kingdoms period of China, has received much support from users in China and other areas in Asia, and sold one million copies faster than any other title in the series' history, doing so in its first week after launch.



*Total War™: THREE KINGDOMS*  
©SEGA  
Developed by The Creative Assembly, Ltd.

## Europe

### Major IP

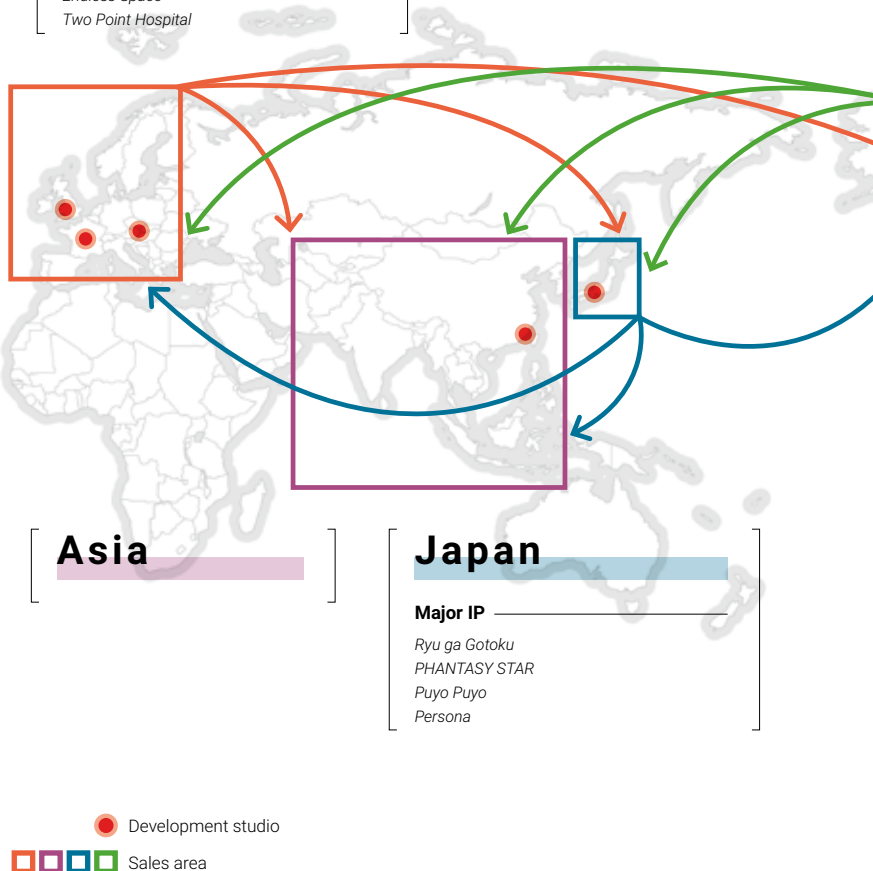
*Total War™*  
*Football Manager*  
*Endless Space*  
*Two Point Hospital*

## Asia

## Japan

### Major IP

*Ryu ga Gotoku*  
*PHANTASY STAR*  
*Puyo Puyo*  
*Persona*



## From North America to the World

*Sonic the Hedgehog* is one of our massively popular series, beloved by users around the world since its launch in 1991, with total sales exceeding 920 million copies. We currently have a brand management team set up at our North American publishing base as part of a multi-lateral development system that goes beyond IP and games.

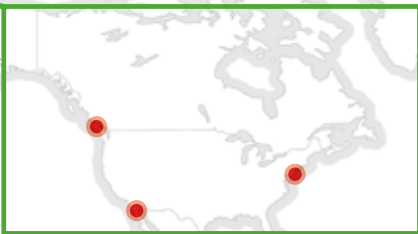


Team Sonic Racing  
©SEGA

## North America

### Major IP

*Company of Heroes*  
*Dawn of War*  
*Sonic the Hedgehog*



## From Japan to the World

Launched in 2016, *Persona5* received the "Best Role-Playing Game" award at The Game Awards 2017, held in Los Angeles U.S.A. Total sales for the game exceed 2.7 million copies worldwide.



*Persona5*  
©ATLUS ©SEGA All rights reserved.

# We will concentrate resources in areas where we can leverage the strengths of our global manufacturing and sales systems to provide *moving experiences* to the world

In fiscal 2019, we faced a hard struggle in the mobile-focused Digital Games area. The fact that several titles were late to enter the market and were unable to produce hits amid stagnating market conditions and fierce competition is a major cause for concern. At the same time, the Packaged Games area showed strong results and improved performance for PC games produced by European and North American development studios.



Kenji Matsubara, President & COO, SEGA Games Co., Ltd.

Looking at our showing for the fiscal year 2019, we can see that Japan's mobile market is hitting a standstill. As a result, we are reviewing titles that are under development and in operation and adjusting our scale of involvement. We are also planning to improve profitability by establishing a development management system. On the other hand, we can also expect continued market growth in overseas packaged games and PC digital games. We are planning to devote more resources to the already thriving market in Europe and North America, as well as the expanding market in Asia and are working toward global development.

SEGA Games' manufacturing and sales system, which comprises both overseas development studios producing unique titles as well as publishing bases, is highly distinct, even compared to other Japanese game companies. The system functions effectively because instead of simply establishing multiple bases overseas, the management teams at each base receive a certain degree of authority which they can demonstrate with the head office in Japan through the latter's connections with development studios and publishers in each region.

Original members of a development studio prior to M&A are allowed to demonstrate leadership and develop contents that utilize the studio's specific qualities. Our publishers employ management teams with extensive industry experience who construct sales plans tailored to the characteristics of a title and based on market trends in their territory. In order to make the best use of this unique manufacturing and sales system and maintain flexible ties between bases, overall courses of action are shared between the head office in Japan and regional teams while management policies are communicated to the management teams at each base at regular intervals.

In fiscal 2020, we are planning on putting this manufacturing and sales system to work. In May 2019, U.K.-based studio the Creative Assembly Limited released *Total War™: THREE KINGDOMS*, the latest in the *Total War™* series, a bona fide hit that has amassed large numbers of supporters in Asia. In September 2019, we conducted a simultaneous release in Japan, North America, and Asia of the *SEGA Mega Drive Mini* (SEGA Genesis Mini in North America), a palm-sized revival of the home video console *SEGA Mega Drive*, originally launched in 1988. U.K.-based Two Point Studios is developing a console version of *Two Point Hospital*, originally launched for PC, set for release. Going forward, we will continue to deepen ties between bases, increase the value of individual IP, and develop IP titles for a wide range of devices, regions, and platforms, and make them a valuable part of our future results.





# Resort Business

**To make the Resort Business a pillar of the Group over the medium to long term, we are building up our know-how in the integrated resort (IR) business in parallel with strengthening the profitability of existing resort facilities.**

## Business Portfolio

### 1 Japan's leading complex facilities, *Phoenix Seagaia Resort*

We provide the best resort stay utilizing the blessed environment, such as 3 accommodation facilities like *Sheraton Grande Ocean Resort*, international class convention facilities that can accommodate up to 5,000 people, the Japan's leading golf course *Phoenix Country Club* and tennis club which are spread over within the broad grove of Japanese black pine trees that is around 11 km from north to south and around 700 ha that faces the Pacific Ocean in Miyazaki Prefecture. By continuously improving the value of our facilities, we are working to strengthen our ability to attract customers while accumulating know-how in the operation of resort facilities.



©Phoenix Resort

### 2 The North Country Golf Club (Chitose, Hokkaido)

As part of its activities to promote sports and contribute to the community of Chitose City, the Company runs *Sega Sammy Cup Golf Tournament* and operates it as a facility for snow activities, *North Snowland in Chitose* in winter.



### 3 South Korea's first IR facility, *PARADISE CITY*

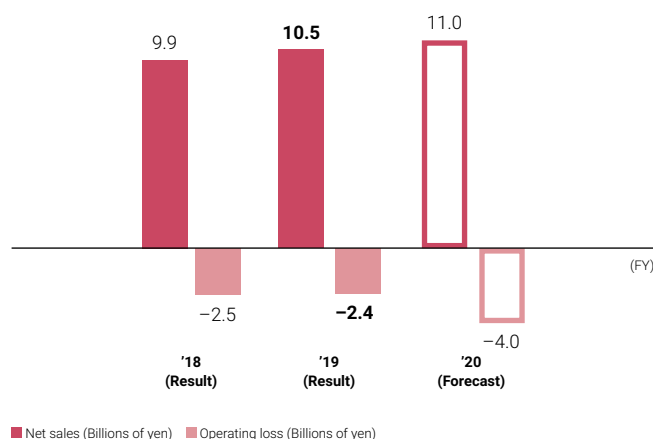
*PARADISE CITY* operated by *PARADISE SEGASAMMY Co., Ltd.*, a joint venture with the *PARADISE GROUP* of South Korea is the first IR facility in South Korea with hotels, casinos, commercial facilities, convention halls, and clubs. We aim to be the top IR facility in Northeast Asia by providing high-quality space and services, and are accumulating development and management know-how with a view to entering the IR business in Japan.



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## Overview of Fiscal Year Ended March 2019/ Measures Taken in Fiscal Year Ending March 2020

In the Resort Business, although there was an increase in expenses for the preparation of entering the domestic IR business, there was also a steady increase in the number of guests staying at hotels as a result of continued efforts to increase the number of guests in the Phoenix Seagaia Resort business and this led to improvement of profit. As a result, net sales increased by ¥10.5 billion (6.6% from the previous fiscal year) and an operating loss of ¥2.4 billion (Operating losses of ¥2.5 billion in the previous fiscal year). Overseas, we continued to acquire IR development and management know-how through *PARADISE CITY*. We also plan to increase expenses in fiscal year 2020 due to active moves toward the domestic IR business.



## PARADISE CITY Phase 1 Development Finished, Full-Scale “Art-tainment Resort” Completed

*PARADISE CITY*, which opened in April 2017 as the first integrated resort in South Korea, is based on the concept of “Art-tainment,” which is a fusion of art and entertainment, and offers high-quality services at top-class 5-star hotels, convention halls, and casinos.

The service, which incorporates space and Japanese-style hospitality, has been highly praised by many customers both in Korea and abroad.

As a development facility in Phase 1-2 in September 2018, we opened a boutique hotel, a premium spa, an event-type shopping mall, and a number of other facilities with an emphasis on entertainment. With the opening of indoor family entertainment park *Wonderbox*, the 1st phase of construction has finished and a true “Art-tainment” resort is completed.

By opening the Phase 1-2 development facility of the project, our group aims to ensure the growth of *PARADISE CITY* which has attracted more visitors. At the same time, through participation in the operation of the facility, the company is steadily accumulating know-how toward entering the domestic IR business.



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## WITH RESPONSIBILITY AS A JAPANESE COMPANY

The SEGA SAMMY Group's Readiness

to Participate in the Domestic IR business

Looking toward participation in the IR business in Japan, we are advancing preparations steadily with our sights set on certainly being selected as an operator.

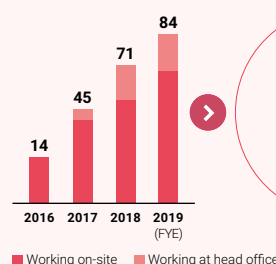
### 1 CAPABILITY

#### Accumulating IR Know-How Overseas

We have been sending personnel to casino facilities in South Korea since forming an alliance with South Korean casino operator the PARADISE GROUP in 2012. After opening South Korea's largest IR, *PARADISE CITY*, we began assigning even more personnel. In areas ranging from dealer duties through to business management, these personnel are accumulating expertise in the operation of IR, which include casinos.

For this reason, we are confident that we have built a decisive lead over other Japanese companies with respect to fostering the Japanese personnel who will be needed when IR are allowed to open in Japan.

Personnel Sent to *PARADISE CITY*



Aiming to increase to around 100 personnel

PARADISE CITY



#### > May 2012

Established *PARADISE SEGASAMMY Co., Ltd.*, as a joint venture with the *PARADISE GROUP*

#### > March 2012

Acquired all shares of *PHOENIX RESORT CO., LTD.*

2012

#### > April 2014

Began sending employees to *PARADISE SEGASAMMY Co., Ltd.*

### 2 CAPABILITY

#### Acquiring Expertise of Operating Resort Facilities at One of Japan's Premier Resort Complexes

In 2012, the Group was joined by *PHOENIX RESORT CO., LTD.*, the operator of a large resort complex in Miyazaki named *Phoenix Seagaia Resort*. The resort boasts several accommodation facilities—including a high-end resort hotel that is part of the prestigious international Sheraton hotel chain—and a world-class convention center with a maximum capacity of 5,000 people. At the resort complex, we are developing professional skills that will be useful for operating IR. For example, we are formulating measures to tap into MICE\* demand.

\* MICE is a business tourism format. The acronym stands for Meetings, including training and seminars tour; Incentives, referring to employee-reward tourism; Conferences or Conventions, such as academic conferences and international meetings; and Exhibitions or Events.

PHOENIX SEAGAIA



## 3

## CAPABILITY

## Conducting Value Chain Analysis Covering More than 118 Elements

Beginning IR operations requires not only preparations for the operation of facilities and casinos but also for a host of ancillary operations, such as cash management and rigorous security. With this in mind, we have conducted an analysis and identified more than 118 elements that comprise our IR business. More specifically, we have identified elements for which we utilize our resources to provide differentiated services, elements that are required as standard in IRs, and elements that are the external resources of partners or associates are necessary. In light of this analysis, we are proceeding with multifaceted preparations.

### Verified More Than 118 Elements

#### Before opening

- ✓ Business plan
- ✓ Floor plan design
- ✓ Task planning
- ✓ Personnel planning
- ✓ Systems design
- Etc.

#### After opening

- ✓ Attracting customers
- ✓ Settlement
- ✓ Entry
- ✓ General administration
- ✓ Provision of games
- Etc.

### December 2017

Acquired Nevada state gaming machine manufacture and distribution license

### November 2014

Began building **PARADISE CITY**, South Korea's first IR

2014

2017

2019

Participation in the IR Business  
in Japan

### April 2017

Opened **PARADISE CITY**

### December 2017

Launched research on addiction countermeasures with Kyoto University

## 5

## CAPABILITY

## Conducting Joint Research on Gambling Addiction

When operating IR in Japan, gambling addiction countermeasures will be essential. With a view to identifying the precursors of dangerous levels of gambling, we are conducting joint research on gambling addiction and prevention with Kyoto University.

We hope that this research helps clarify the onset mechanism of gambling addiction, and we will use the findings to take preventive measures in Japan for the onset, progression, and recurrence of gambling addiction.

## Aquisition of Licence for Casino Machines from Nevada State and Distribution of Them

In December 2017, the Group's wholly owned subsidiary SEGA SAMMY CREATION INC., and its wholly owned subsidiary, Sega Sammy Creation USA, INC., acquired Nevada state gaming machine manufacture and distribution licenses. Normally, the acquisition of this license takes about two years. However, we were awarded the licenses in the unusually short period of just one year. Meeting the world's most rigorous licensing standards and eligibility criteria clearly demonstrates the Group's eligibility to engage in the IR business in Japan.

## 4

## CAPABILITY

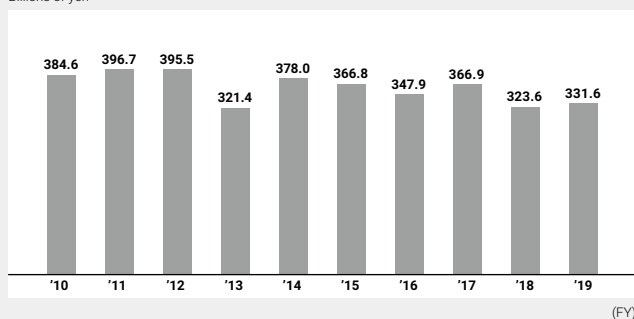


**SEGA**Sammy

# Financial Performance

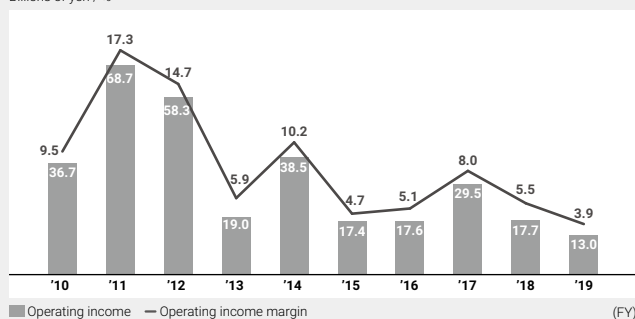
## Net Sales\*1

Billions of yen



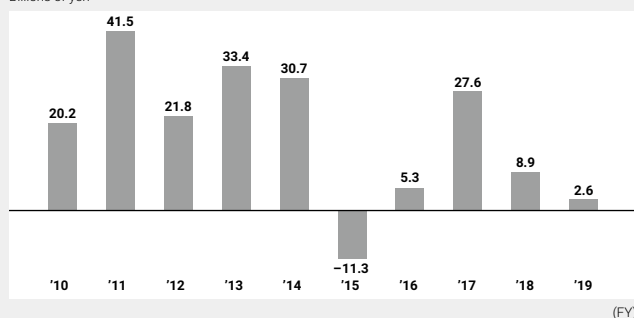
## Operating Income / Operating Income Margin

Billions of yen / %



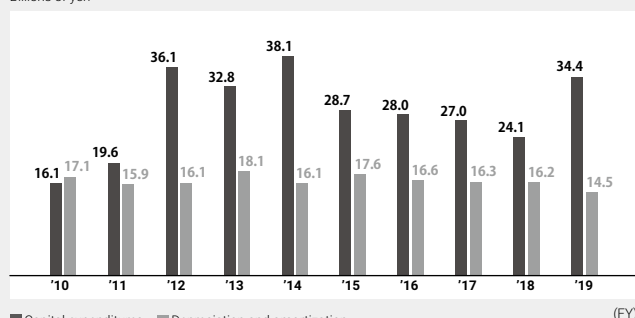
## Profit (Loss) Attributable to Owners of Parent\*2

Billions of yen



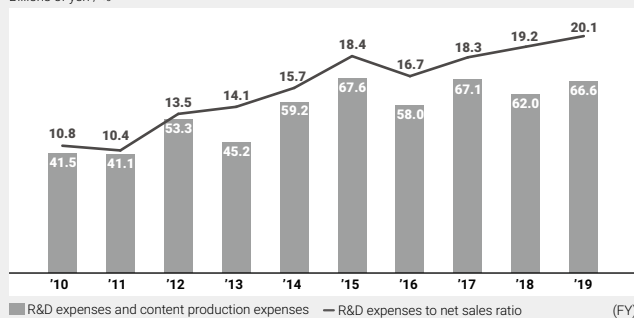
## Capital Expenditures / Depreciation and Amortization\*3

Billions of yen



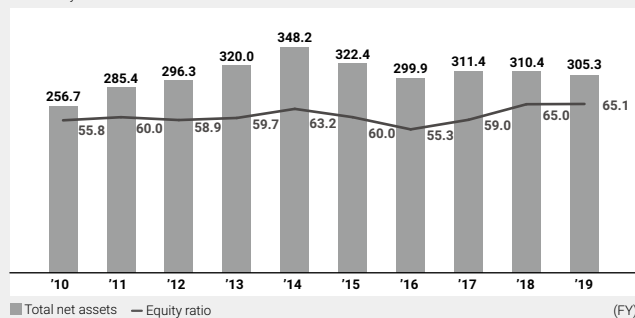
## R&D Expenses and Content Production Expenses\*3 / R&D Expenses to Net Sales Ratio

Billions of yen / %



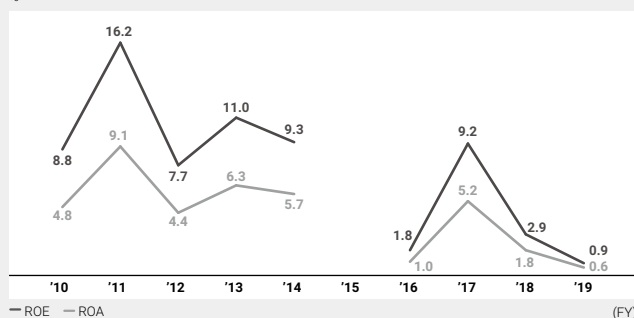
## Total Net Assets / Equity Ratio

Billions of yen / %



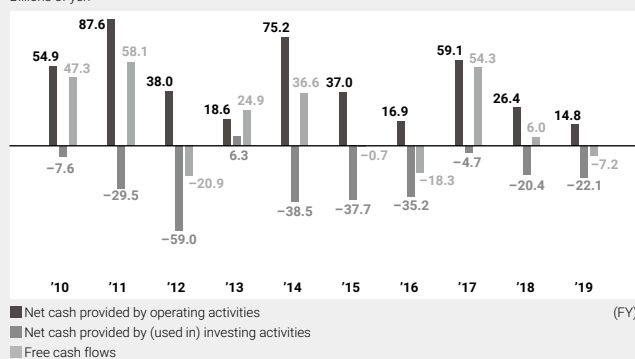
## ROE / ROA\*4

%



## Cash Flows

Billions of yen



\*1 As the recognition of net sales was changed (1) from a net basis to a gross basis and (2) from a shipment basis to a delivery basis in fiscal year 2016, figures for fiscal year 2015 reflect these changes retrospectively.

\*2 The Company has adopted the "Revised Accounting Standard for Business Combinations" (Accounting Standards Board of Japan (ASBJ) Statement No. 21, issued on September 13, 2013) and has presented "net income (loss)" as "profit (loss) attributable to owners of parent" from fiscal year 2016.

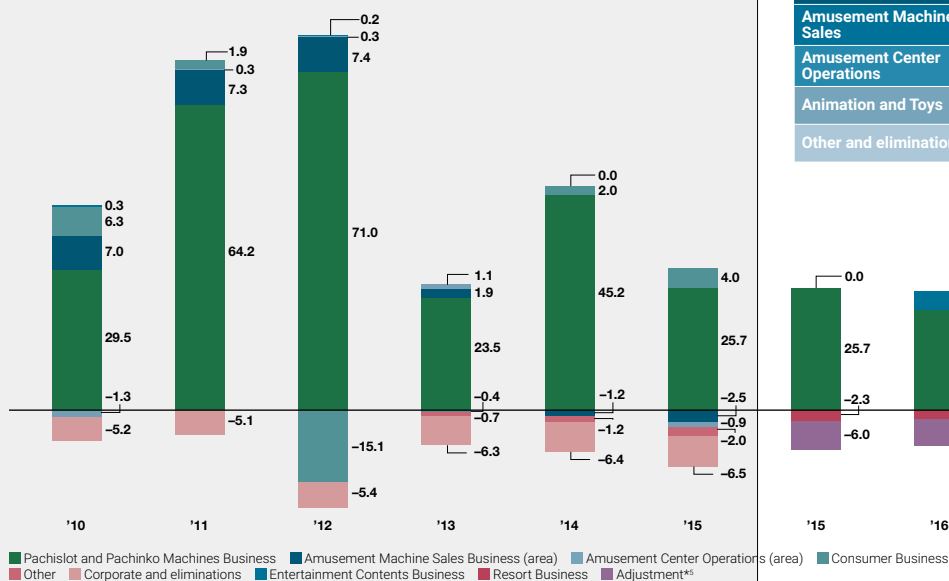
\*3 The aggregate calculation method has changed as of fiscal year 2014. Consequently, R&D expenses and content production expenses include amortization cost of digital game titles. Until fiscal year 2013, depreciation and amortization included amortization cost of digital game titles.

\*4 ROA = Profit attributable to owners of parent ÷ Total assets

\*5 As of the fiscal year 2016 change in segmentation, elimination of inter-segment transactions and general corporate expenses that are not allocated to the reporting segment are included in the adjustment to segment income (loss).

## Operating Income (Loss) by Segment

Billions of yen



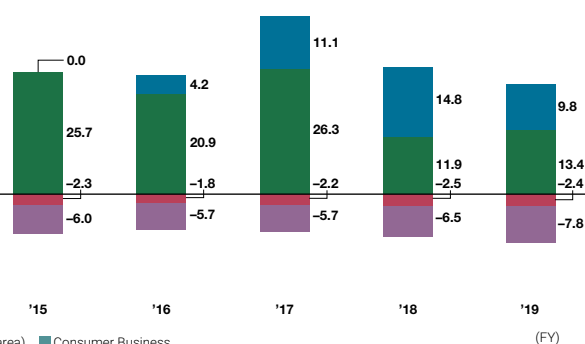
## New Segmentation

### Breakdown of Operating Income (Loss) of the Entertainment Contents Business

Billions of yen

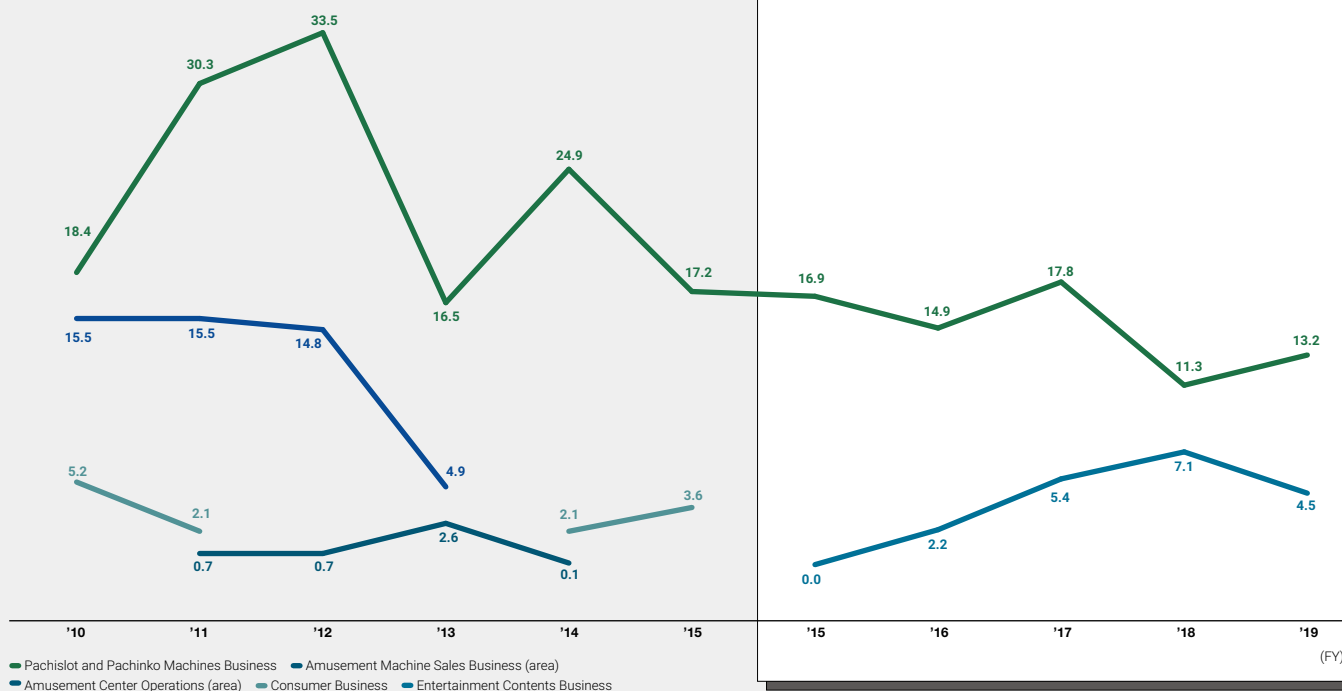
(FY)

	'15	'16	'17	'18	'19
Digital Games	8.0	-0.4	4.9	3.3	-1.9
Packaged Games	-2.7	2.4	2.6	6.5	8.2
Amusement Machine Sales	-3.9	-0.1	1.7	2.7	1.5
Amusement Center Operations	0.9	1.8	2.2	2.7	2.6
Animation and Toys	-1.7	0.6	1.2	2.0	2.5
Other and eliminations	-0.6	-0.1	-1.5	-2.4	-3.1



## Operating Income Margin by Segment

%





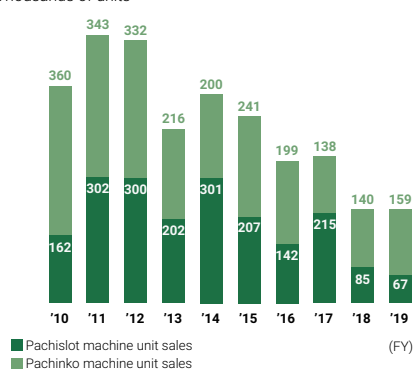
# Operating Data

## Pachislot and Pachinko Machines Business

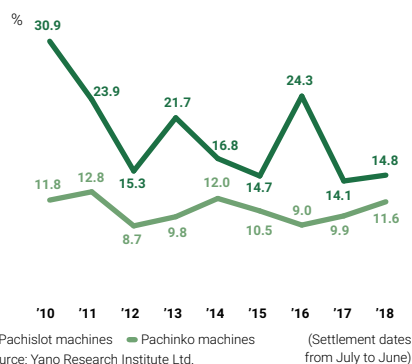


### Pachislot and Pachinko Machine Unit Sales

Thousands of units



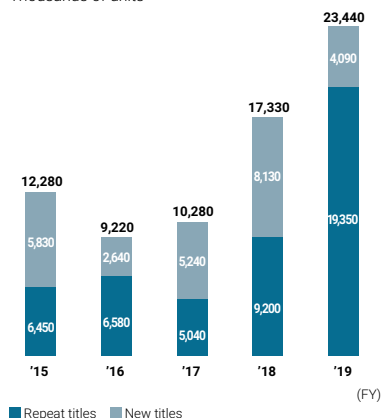
### Market Share of Pachislot and Pachinko Machines



## Entertainment Contents Business

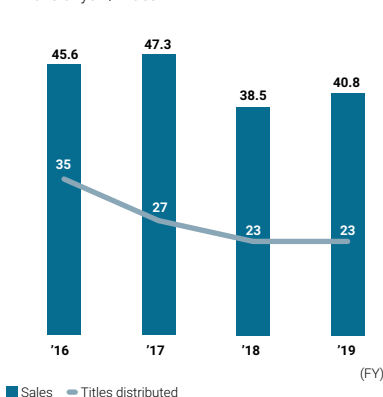
### Home Video Game Unit Sales (Cumulative)

Thousands of units



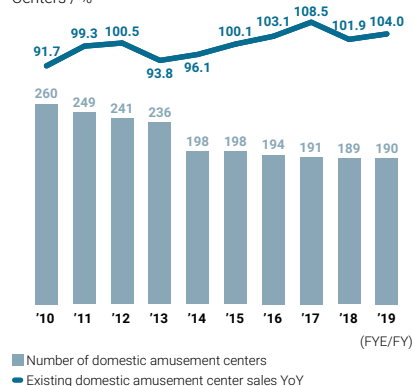
### Digital Games Area Sales / Titles Distributed

Billions of yen / Titles



### Number of Domestic Amusement Centers\*1 / Existing Domestic Amusement Center Sales YoY\*2

Centers / %



\*1 The establishment of SEGA ENTERTAINMENT Co., Ltd., integrated the Group's amusement center operations.

As a result, the aggregate calculation method for the number of amusement centers has changed as of fiscal year 2014.

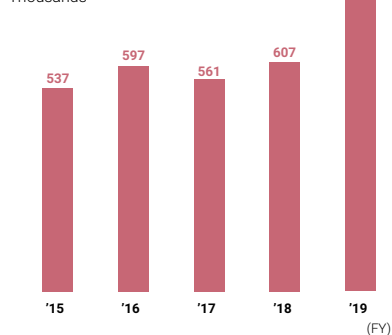
\*2 As a result of the abovementioned integration, the amusement centers classified as existing amusement centers have changed as of fiscal year 2014.

## Resort Business



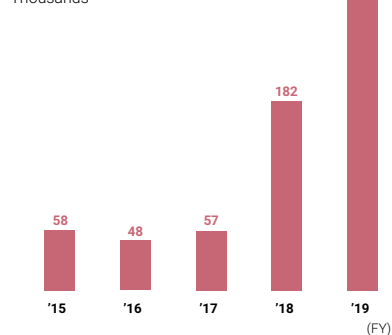
### PHOENIX RESORT: Number of Facility Users (Cumulative)

Thousands



### PARADISE CITY: Number of Casino Users (Cumulative)

Thousands





# Shareholder Value

We will meet shareholders' expectations by heightening shareholder value through the provision of stable returns to shareholders and the steady implementation of growth strategies.

## Returning Profits to Shareholders—Policy, Results, and Outlook

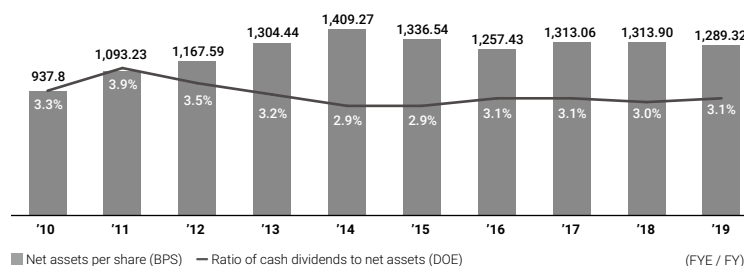
While directly returning profits to shareholders through stable cash dividends, we will retain the option of acquiring treasury stock in response to share price levels. Meanwhile, we will increase shareholder value continuously while taking care to balance strategic investments to win out against competitors in growth areas and to secure internal reserves needed for a further IR business.

In fiscal year 2019, we paid cash dividends of ¥40.00 per share. As a result, the ratio of cash dividends to net assets (DOE) was 3.1%.

In fiscal year 2020, we plan to pay interim cash dividends of ¥20.00 per share and year-end cash dividends of ¥20.00 per share, giving full-year cash dividends of ¥40.00 per share. This is the same level as in fiscal 2019. We have been conducting a shareholder incentive program since fiscal year 2018.

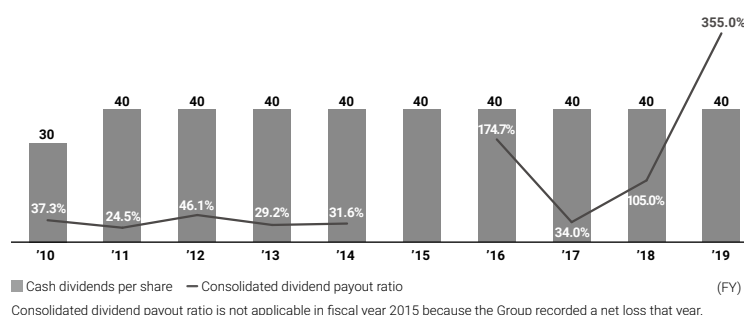
## Net Assets per Share (BPS) / Ratio of Cash Dividends to Net Assets (DOE)

Yen



## Cash Dividends per Share / Consolidated Dividend Payout Ratio

Yen

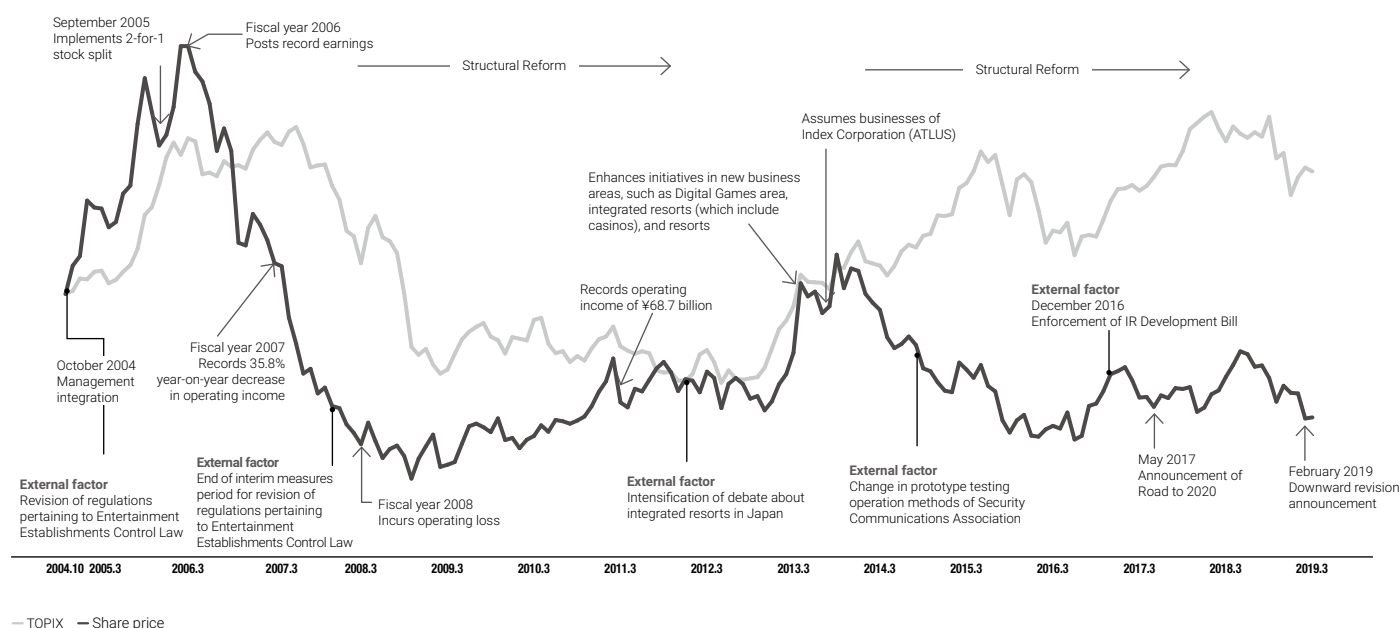


## Acquisition of Shares of Treasury Stock

(FY)	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
	—	—	—	—	14 million shares	5 million shares	10 million shares	—	10 million shares	—	—	—	—

## Comparison of Stock Price and Tokyo Stock Price Index (TOPIX)

(Comparison based on monthly closing prices and value of 1 for October 2004 management integration)



# Themes of ESG and SDGs Initiatives

With reference to environmental, social, and governance (ESG) factors and the Sustainable Development Goals (SDGs), the SEGA SAMMY Group has identified important issues and endeavors to heighten awareness of whole Group companies and takes measures to address them.

In accordance with our mission of *continuing to create moving experiences*, we will generate economic and social value simultaneously, thereby enhancing our corporate value.



## Human Resources and Organizational Capital

### Enhancement of Job Satisfaction and Diversity and Elimination of Inequality

Viewing human capital as one of our advantages, we are focusing on job satisfaction and diversity enhancement. For example, we have consolidated head office functions to reform work styles and create employee-friendly workplaces.

#### Related SDGs



## Products and Services

### Countermeasures to Addiction

We understand that we have a responsibility to take measures to tackle and prevent addiction. The types of addiction associated with our businesses include "gaming disorder," which is an addiction to video games that seriously affects health; addiction to playing pachinko and pachislot machines; and gambling addiction, which is strongly related to the IR business.

#### Related SDG



## Products and Services

### Environmental Preservation and Reduction of Environmental Burden

The SEGA SAMMY Group designs products, recycles materials, and reuses components with a view to lowering the environmental burden of manufacturing processes and enhancing efficiency. Further, we are advancing efforts to preserve the environment and reduce power consumption.

#### Related SDGs



## Products and Services

### Response to Japan's Super Low Birth Rate and Aging Society

We are moving forward with measures that heighten corporate value by using entertainment in catering to the needs of Japan's super low birth rate and aging society. These efforts focus on two areas: improving children's education by making learning fun and enhancing the well-being of senior citizens by enabling them to develop their interests and enhance social lives as well as to maintain and improve their capabilities.

#### Related SDGs



### Corporate Governance

➤ For details on governance, please see P.76.

Corporate governance and compliance are important to us. Therefore, we design systems and conduct flexible business management with a view to bolstering the supervision of various types of operational implementation and strengthening operational implementation

#### Related SDGs



## Toward Contributing the Achievement of the SDGs

We are fully aware of our responsibility not only to grow our businesses but also to help invigorate Japan's economy as a whole, realize sustainable growth worldwide, and sustain human society. Accordingly, we have begun using our unique capabilities to contribute to the achievement of the SDGs.

Our initiatives focused on the SDGs have only just begun. However, we will continue examining our options with the aim of remaining a corporate group that society trusts, needs, and respects. For example, the SEGA SAMMY Group will consider incorporating SDG-related initiatives into its next medium-term management plan.



February 2019

### ➤ Identification of Priority SDGs

The Group's Board of Directors approved a resolution on preparing and revising SDG-related policies as well as on Group companies' establishment and operation of plan-do-check-act (PDCA) cycles for the advancement of SDG-related initiatives. Based on this resolution, we revised and renamed our policy on the advancement of CSR and efforts to help achieve SDGs. The new policy sets out priority themes for our SDG-related initiatives: Enhancement of Job Satisfaction and Diversity and Elimination of Inequality (Related SDGs 5, 8, and 10), Countermeasures to Addiction (Related SDG 12), and Response to Japan's Super Low Birth Rate and Aging Society (Related SDGs 3, 4, 8, and 12). In addition, we are proceeding processing with discussions on measures for reducing environmental burden.

April 2019

### ➤ Establishment of the CSR & SDGs Office

The Group changed the name of the Group CSR Office to the CSR & SDGs Office, which is responsible for the overall control, management, and support of the Group's initiatives related to CSR and the SDGs. Further, with the aim of stepping up SDG-related initiatives, the Group has given the CSR & SDGs Office enhanced capabilities for strengthening collaboration within the Group and supporting the measures of respective divisions and departments.

May 2019

### ➤ SDGs Training for Officers

To increase awareness and knowledge of the SDGs, approximately 70 directors and executive officers of SEGA SAMMY HOLDINGS and Group companies received SDGs training.



July 2019

### ➤ Establishment of New Action Plans

Each operating company has begun preparing plans for the advancement of SDG-related initiatives. After carefully considering many different types of projects, such as those conducted within the framework of existing businesses, those that start up new businesses, and those focused on improving the environment, operating companies will advance SDG-related initiatives through PDCA cycles.

## Enhancement of Job Satisfaction and Diversity and Elimination of Inequality


### Related SDGs



### Aim of Setting Out “Enhancement of Job Satisfaction and Diversity and Elimination of Inequality” as a Theme

The diverse values and talents of our personnel are the source of the innovations that we create as an entertainment company. Also, as a super low birth rate and aging society approaches, we believe that it is important to prevent the loss of human capital caused by employees resigning to provide family members with nursing care, for example. With this in mind, we are creating workplace environments that are amenable to diverse work styles.

### Reduction of Long Overtime Hours

The SEGA SAMMY Group has been taking measures to reduce long overtime hours since 2013. Measures such as consultations with superiors for employees working long overtime hours and the issuance of individual alerts for employees in relation to overtime hours per month have lowered those working more than 80 hours of overtime per month to approximately 1.0% of all employees. Further, for the Group as a whole the percentage of paid leave taken is improving steadily, reaching 69.5%.  | **P.75**

#### Primary Measures

- Labor training, compliance training (establishing and improving awareness)
- Management of attendance status, enforcement of punching-in (check for excessive or unpaid overtime)
- Individual alerts for employees on a monthly basis
- Monthly reports on number of employees working overtime and amounts of overtime (Releasing report through executive committee or the council of managing directors and sharing information regarding actual conditions)
- Consultations with superiors for employees working long overtime hours
- Establishment and fixation of no-overtime and no-meeting days
- Adjustment of work volumes, streamlining of meetings, revision of operational flow, etc.

#### Results

- Reduced number of employees working long overtime hours (more than 80 hours per month) by 80%–90%
- Currently reviewing initiatives for further improvement

### Promotion of Work–Life Balance

With our sights set on full-fledged introduction of flextime and telework systems, we introduced these systems on a trial basis at major operating companies between June and November 2018. At the same time, we conducted questionnaire surveys of employees and established a range of systems. We have introduced a work-at-home system, which recognizes work performed by employees outside of the office, and the Job Plus (JOB+) side job system, allowing certain employees to obtain side job employment. Also, initiatives to encourage respect for diversity included the establishment of workplace environments in which LGBT employees feel comfortable working in February 2019.

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## Relocation and Consolidation of Head Office Functions

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In 2018, the Group consolidated its head office functions at a new office. By eliminating physical distances between Group companies' offices and having shared functions between divisions, we have established an environment that removes barriers among divisions, encourages interaction between personnel, and is conducive to business collaboration and synergy creation. With a view to enhancing productivity, we have introduced leading-edge information and communications technology (ICT) to all companies that have relocated to the office. Further, the new office includes a co-working space of 1,322 square meters, which supports the businesses of startups and individual entrepreneurs. In addition, we are eliminating overlapping functions by using the relocation as an opportunity to consolidate management functions in such areas as accounting, human resources, finance, general affairs, legal affairs, and IT solutions integrate licensing functions and streamline decision-making processes.

## Opening of SEGA SAMMY Soramori Nursery School —New Work Styles for Employees with Children

---

Aiming to help employees meet their work and child-rearing responsibilities, we opened SEGA SAMMY Soramori Nursery School in April 2019. Employees can commute with their children because the new facility is an in-house nursery school located in a building next to the head office. We will continue developing environments that enable employees engaged in child-rearing to fully realize their talents.



## Participation in Tokyo Rainbow Pride 2019

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The SEGA SAMMY Group promotes diversity to help realize a society in which many different individuals can play important roles. As part of these efforts, we participated in Tokyo Rainbow Pride 2019, which heightened society's awareness of LGBT individuals and other sexual minorities and celebrated gender and identity diversity. Approximately 40 of our employees and their families took part in the Tokyo Rainbow Pride 2019 parade held on April 28. We endorse the realization of a society that makes it easier for everyone to be themselves and live with positivity, enjoyment, and pride.

## Countermeasures to Addiction

Related SDG



### ! Aim of Setting Out “Addiction” as a Theme

Society is becoming increasingly concerned about various addictions. The World Health Organization has classified “gaming disorder” as a mental disease whereby severe addiction to online games or other video games seriously affects the daily life and health of an individual. Further, the pachislot and pachinko industry needs to address addiction to playing pachinko and pachislot. Similarly, conducting an IR business in Japan will require gambling addiction countermeasures. Given this situation, negligence in taking measures risks incurring such as regulatory strengthening or brand damage that could threaten continuity of our business.

### Countermeasures to Pachinko and Pachislot Addiction

Pachinko and pachislot have been a popular source of public entertainment in Japan for many years. However, these machines involve gambling elements and excessive addiction is seen as an important issue. Discussions regarding addiction began when the Society for Research on Pachinko Addiction was formed in 2003. The Recovery Support Network (RSN) was established with support from industry groups in 2006 and conducts wide-ranging problem-solving initiatives such as public outreach and telephone counseling while collaborating with public institutions. The industry is also developing Self-Declaration Program that allow customers to set limits on the amounts of money they use in machines. It is also in the process of stationing Secure Pachinko and Pachislot Advisors who provide consultation regarding addiction issues at pachinko halls across Japan. In January 2017, 14 groups from the pachislot and pachinko industry (collectively referred to as the 21st Century Pachinko and Pachislot Industry Association) released their Statement Regarding Issues Involving Pachinko and Pachislot Addiction and announced their commitment to participating in industry-wide addiction countermeasures. The association resolved to strengthen its countermeasures to addiction issue in November 2017 with an emphasis on enhancing its support for the RSN. The SEGA SAMMY Group will play a leading role in such initiatives and contribute to sound development in the industry.







## Countermeasures to Gaming Disorder

In May 2019, the World Health Assembly of the WHO recognized excessive playing of online games and home video games that impedes a person's everyday life as a new mental disease, referred to as "gaming disorder." In response, preventive measures and treatment methods for gaming disorder are likely to be developed worldwide. In Japan, four game-related bodies (CESA, JOGA, MCF, and JeSU) has established a joint investigative commission, which has tasked impartial outside experts to begin research.

Taking into consideration the issue of excessive game playing and excessive microtransaction payments by minors which mainly lead by Gacha system, the Entertainment Contents Business is taking measures to prevent excessive micro-transaction payments. These measures include setting upper limits on monthly micro-transaction payments for certain titles based on the use of age authentication; the establishment of in-house guidelines in conformity with the guidelines stipulated by the Computer Entertainment Supplier's Association, which is an industry body; and prior disclosure of the probability of winning.

## Launch of Joint Industry— Academia Research on Gambling Addiction



**SEGA**Sammy

Japan is proceeding in earnest with preparations for the introduction of integrated resorts to the country. While integrated resorts promise to invigorate the tourism industry, boost local economies, and provide other economic benefits, attendant social issues, such as the potential for an increase in gambling addicts, are a concern.

Mindful of such concerns, we have begun joint research with Kyoto University on gambling addiction. This research aims to find ways of preventing gambling addiction by identifying the precursors of dangerous levels of gambling. To this end, the project is gathering and analyzing the play data of players. We hope that the results of this research will shed light on the onset mechanism of gambling addiction, and we plan to use the results in formulating and implementing measures in Japan for the prevention of the onset, progression, and recurrence of gambling addiction. Capitalizing on our strengths in development, we are focusing efforts on the development of a system that collects all play data from casinos, which is something that is not possible in existing casino operations. By using this system in combination with the results of the aforementioned research, we aim to establish a system that detects players exhibiting early signs of addiction and prevents escalation. Further, we will conduct the operations of casino facilities in a manner that encourages players to exercise self-control and gamble responsibly. Through these measures, we aim to build a range of integrated, systematic gambling addiction countermeasures that encompasses heightening awareness and prevention through to treatment based on partnerships with medical institutions.

## Environmental Preservation and Reduction of Environmental Burden

### Related SDGs



### Aim of Setting Out “Environmental Preservation and Reduction of Environmental Burden” as a Theme

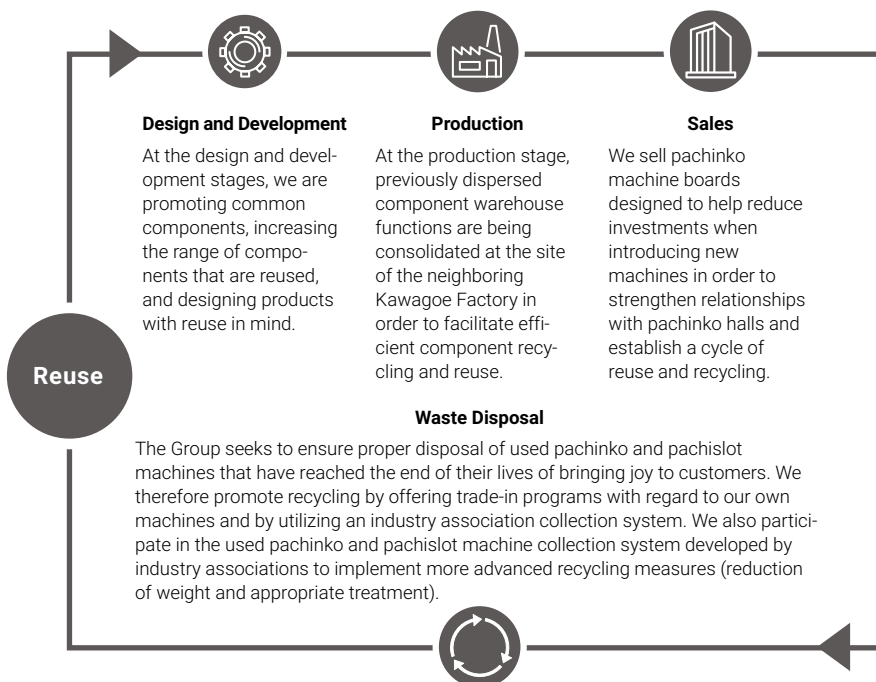
The SEGA SAMMY Group manufactures products in the Pachislot and Pachinko Machines Business and in the amusement machine sales area of the Entertainment Contents Business. At the production stage, various natural resources are used in the manufacture of components and in production processes. Also, we are required to reduce the environmental burden of production processes. Moreover, given the relatively short lifecycles of our products, we must stringently manage waste. Failing to take appropriate environmental measures would result in social sanctions and issues as well as regulatory enforcement, which could affect the continuity of our businesses.

#### In-House Production Businesses

### Reduction of Environmental Impact and Improvement of Profitability in the Pachislot and Pachinko Machines Business

The SEGA SAMMY Group is pursuing optimization in all areas of the pachinko and pachislot machine value chain, including development, manufacturing, and sales. Through these efforts, we aim to reduce environmental impact by cutting back on component use while also improving profitability by reusing components. The range of components to which these initiatives apply is being expanded and we are also increasing the rate of using common components. In addition, through such measures as cooperation with other companies, we are promoting these initiatives in the industry as a whole. We thereby aim to lead the industry in improving efficiency.

#### Promotion of Reuse across the Value Chain



#### Environmental Indicators at Sammy's Kawagoe Factory

	(FY)	2017	2018	2019
<b>Pachinko and pachislot machine recycle rate</b>	<b>Recycle rate</b>	97.21%	95.99%	<b>95.00%</b>
<b>Use of environment-friendly raw materials</b>	<b>Amount of wood used</b>	1,494t	566t	<b>370t</b>
	<b>Of which, PEFC-certified wood*</b>	84t (5.6%)	38t (6.8%)	<b>51t (13.8%)</b>

\* PEFC-certified wood: This refers to wood certified by the Programme for the Endorsement of Forest Certification. This wood is appropriately procured from forests that have received third-party certification as sustainably managed forests. All of the components we procure use water-based adhesives, which place less burden on the environment. Components glued together using environment-friendly water-based adhesives have been purchased from suppliers since fiscal year 2014.

## Environment-Conscious Product Design

We are conducting ongoing energy conservation initiatives in the Entertainment Contents Business. We are curbing waste by designing amusement machines so that the components of current products can be reused in new products. Also, aiming to extend product service lives, we have prepared an inspection and maintenance manual and shared it with amusement centers. Sega Logistics Service Co., Ltd., manually disassembles and completely recycles the parts of discarded machines from amusement centers. Sega Logistics Service is achieving its goals of zero landfill waste and zero unnecessary waste incineration by inviting intermediary industrial waste disposal contractors to its business locations to reduce disposal costs and by rolling out a nationwide recycling system that prevents illegal waste dumping.

## The Plastic Waste Issue and Measures to Reduce Power Consumption

Worldwide, initiatives that aim to preserve the oceans' ecosystems by reducing plastic use are gathering momentum. In response, SEGA ENTERTAINMENT Co., Ltd., is reducing the amount plastic bags by having amusement centers appropriately sort plastic waste in conformity with the requirements of their respective regions or facilities and by having amusement centers dispose of plastic waste based on contracts concluded with industrial waste disposers. Further, reflecting our belief that manufacturers have a responsibility to reduce trash through the use of simpler product packaging, we minimize packaging through such measures as reusing product shipment bags. Also, we are introducing light-emitting diode (LED) lighting to our facilities, and are replacing air-conditioning equipment, mainly when we remodel amusement centers. In addition, we have unified our power providers and conduct monitoring to optimize the energy use of each amusement center.



Ikebukuro GIGO  
©SEGA ENTERTAINMENT Co., Ltd.

## Response to Society's Environmental Expectations (Commencement of measures in compliance with TCFD\*)

In response to the recent rise in calls for companies to take environmental measures, we have begun countermeasures for climate change risks, begun disclosing our CO<sub>2</sub> emissions, and reorganized governance systems.

Although climate change risks do not directly affect the entertainment industry, we view an increase in cost of energy consumption as a risk. We identify our energy emissions and analyze the effect our operations have on the environment from the procurement stage onward. Further, for each initiative we have established dedicated projects tasked with examining policies going forward.

\* TCFD: Task Force on Climate-related Financial Disclosures

## Response to Japan's Super Low Birth Rate and Aging Society

### Related SDGs



### ! Aim of Setting Out "Response to Japan's Super Low Birth Rate and Aging Society" as a Theme

As a super low birth rate and aging society emerges in Japan, our businesses will almost certainly see customer numbers decline from the current level. Consequently, attracting customers from a wider range of age groups is a key task for ensuring our continuity. Further, by leveraging entertainment to help children develop soundly and to help senior citizens to lengthen their healthy life spans, we will address social issues while creating new businesses.

### Darts Classes and Programming Classes for Elementary School Students

As part of its support for the development of the next generation, the SEGA SAMMY Group conducts experience programs for elementary school students. We implement initiatives that promote interest in darts as a sport among a wide range of generations and foster future customers and employees.

Anticipating the introduction of compulsory programming education for elementary school students by Japan's Ministry of Education, Culture, Sports, Science and Technology, since 2016 SEGA ENTERTAINMENT Co., Ltd., has been conducting programming workshops in which students have fun while learning. In fiscal year 2019, we held SEGA Labo events mainly at shopping centers and other public facilities nationwide in which more than 1,500 children and their guardians participated.



### Development of a Senior Citizen-Friendly Driving Simulator

In 2013, we established a new business and began developing and selling driving simulators. As of March 2019, we have delivered 260 driving simulators for use at driving schools, facilities of the Japan Ground Self-Defense Force (JGSDF), and logistics companies. Driving schools and the JGSDF facilities use the simulators for training people hoping to acquire driving licenses, while logistics companies use the simulators for in-house training that enhances driving safety by increasing drivers' ability to anticipate danger.

Going forward, we will use the software developed for driving simulators to hold corporate training and develop and roll out compact driving simulators for senior citizens as well as automobile driving simulators for licensing centers.



# Social Contributions

## ! Why Social Contributions Are Important

As well as energizing society, the SEGA SAMMY Group's businesses can have negative effects on society. We believe that providing *moving experiences* that outweigh these negative effects and continuing to return benefits to society is important for both business continuity and the strengthening of brand power.

## Establishment of the SEGA SAMMY Culture and Arts Foundation

In contributing to society as a company that continuously *creates moving experiences*, the development and advancement of culture and the arts is indispensable. For this reason, we believe in the paramount importance of cultivating and sharing with society at large an array of works of art and novel ideas. Through the SEGA SAMMY Culture and Arts Foundation, we aim to enrich society by actively helping culture and the arts to flourish.



Photo: Aichi Prefectural Art Theater  
Photo by Naoshi Hatori

## Launch of the Shichigahama-machi × SEGA SAMMY Group Regional Revitalization Project

The Group has executed a comprehensive partnership agreement on regional revitalization with Shichigahama-machi in Miyagi Prefecture. Since July 2019, our personnel have been visiting Shichigahama-machi to help plan and advance a range of projects aimed at revitalizing the region. Since directly after the Great East Japan Earthquake, we have been sending employee volunteers to the town. We have used our products and services to hold local events and conducted a variety of other support activities aimed at bringing smiles to the faces of residents of the disaster area so that they can set about reconstructing the region with a positive attitude. Through public-private sector partnerships, we will tackle regional revitalization—one of Japan's social issues. Accordingly, we will use our unique capabilities as a comprehensive entertainment corporate group to conduct in-depth initiatives with Shichigahama-machi.



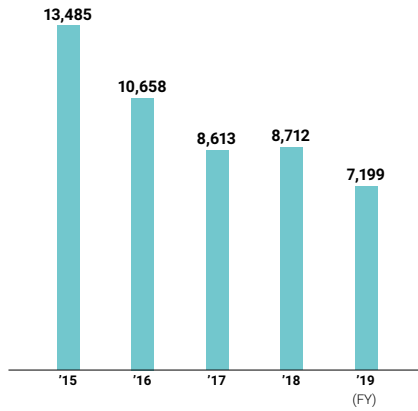
### Main Initiative Themes

- Support aimed at independent management of the town's tourism association
- Creation of an experience-type tourism industry
- Development of new brand products
- Publicizing the appeal of the fisheries industry and agriculture
- Surveys and research on the feasibility of introducing private-sector vitality to relocation sites
- Planning and development of projects for IT-enabled healthy longevity
- City promotion activities and supporting activities aimed at independent management of the town

# Non-Financial Data

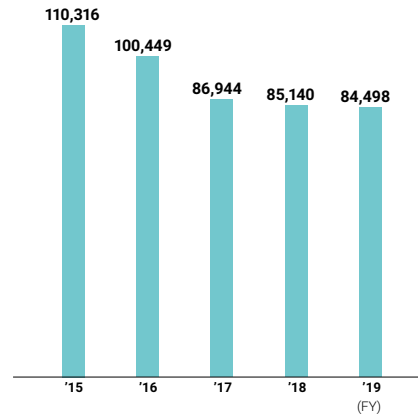
## CO<sub>2</sub> (Scope 1)

t-CO<sub>2</sub>



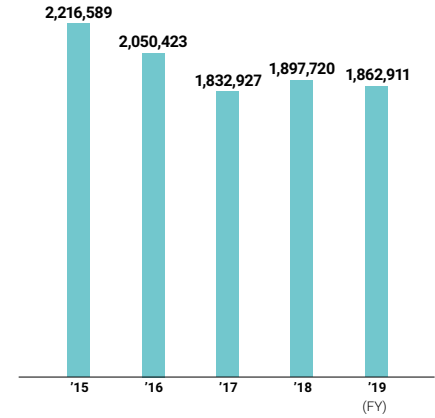
## CO<sub>2</sub> (Scope 2)

t-CO<sub>2</sub>



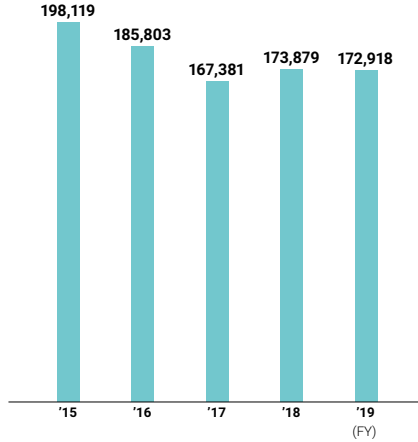
## Total Energy Input

GJ



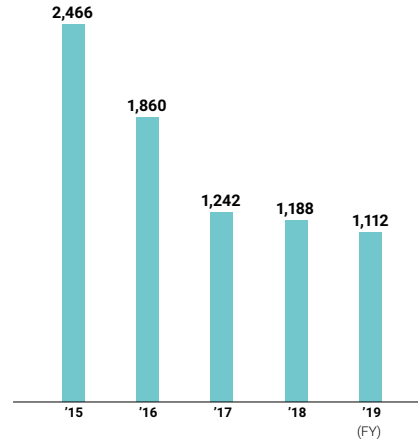
## Electricity Usage

MWh



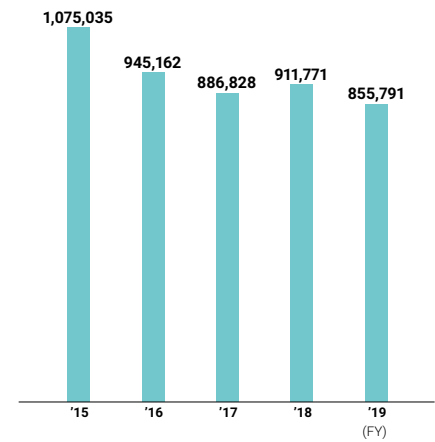
## Industrial Waste Discharge

t



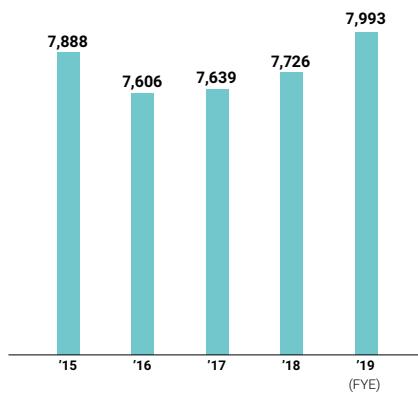
## Water Usage

m<sup>3</sup>



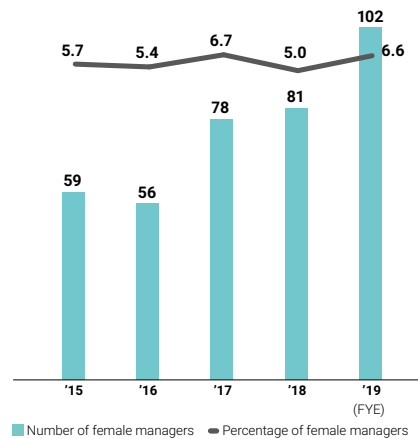
## Number of Employees

People



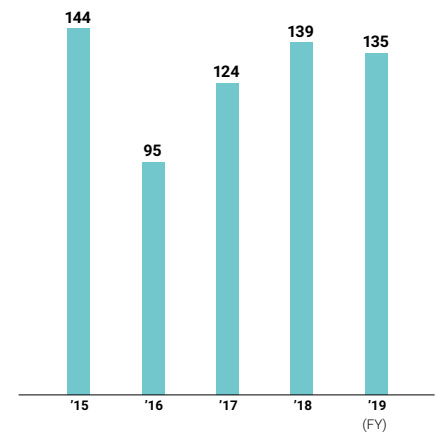
## Number and Percentage of Female Managers

People / %



## New Graduate Hires

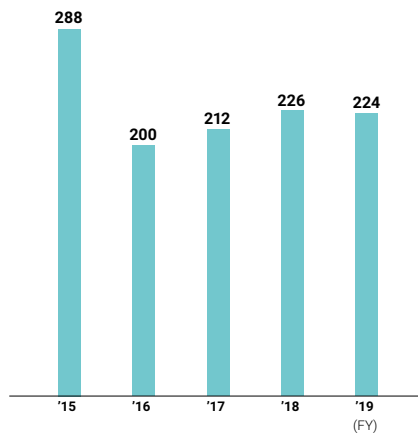
People





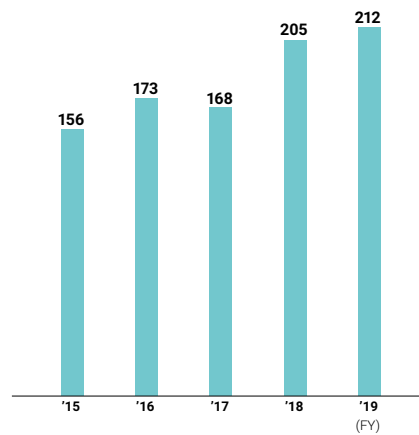
### Mid-Career Hires

People



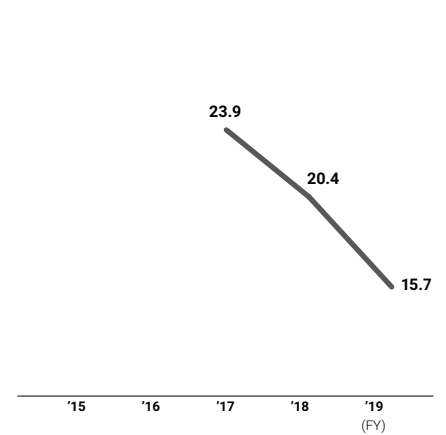
### Hiring of Persons with Disabilities

People



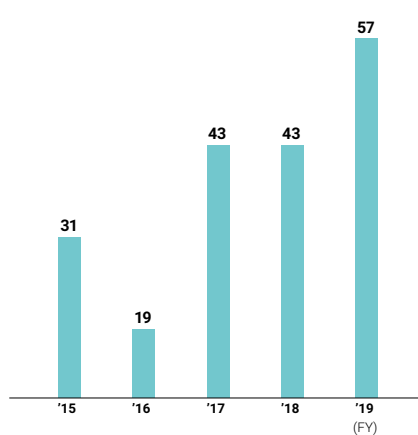
### New Employee Turnover Rate

%



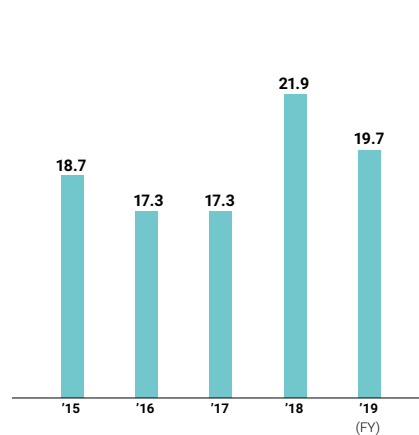
### Employees Rehired after Retirement

People



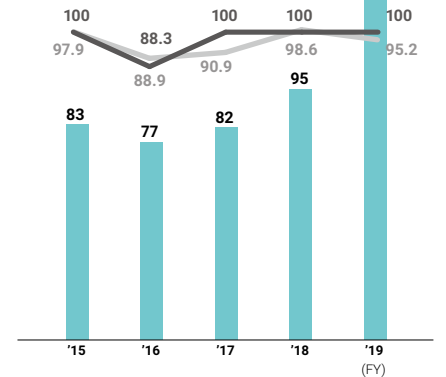
### Average Overtime Hours per Month

Hours



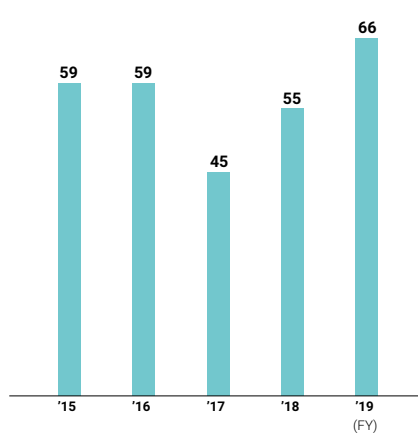
### Employees Taking Childcare Leave and Percentage of Employees Returning to Work after Childcare Leave

People / %



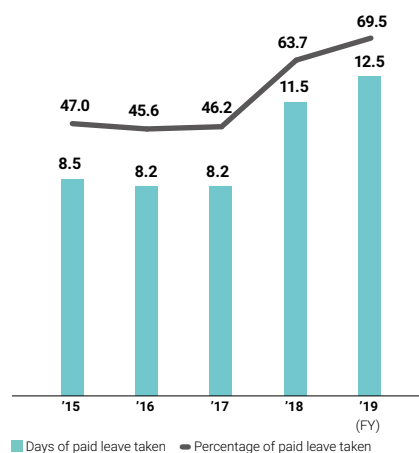
### Employees Taking Maternity Leave

People



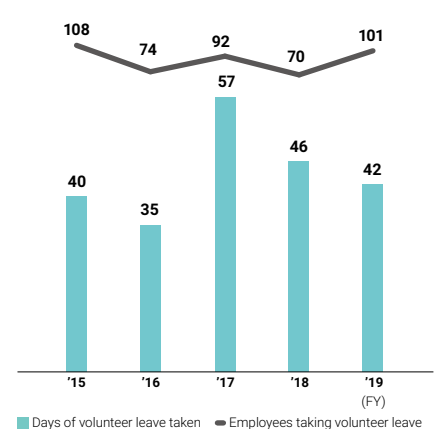
### Days and Percentage of Paid Leave Taken

People / %



### Days of Volunteer Leave Taken and Employees Taking Volunteer Leave

Day / People

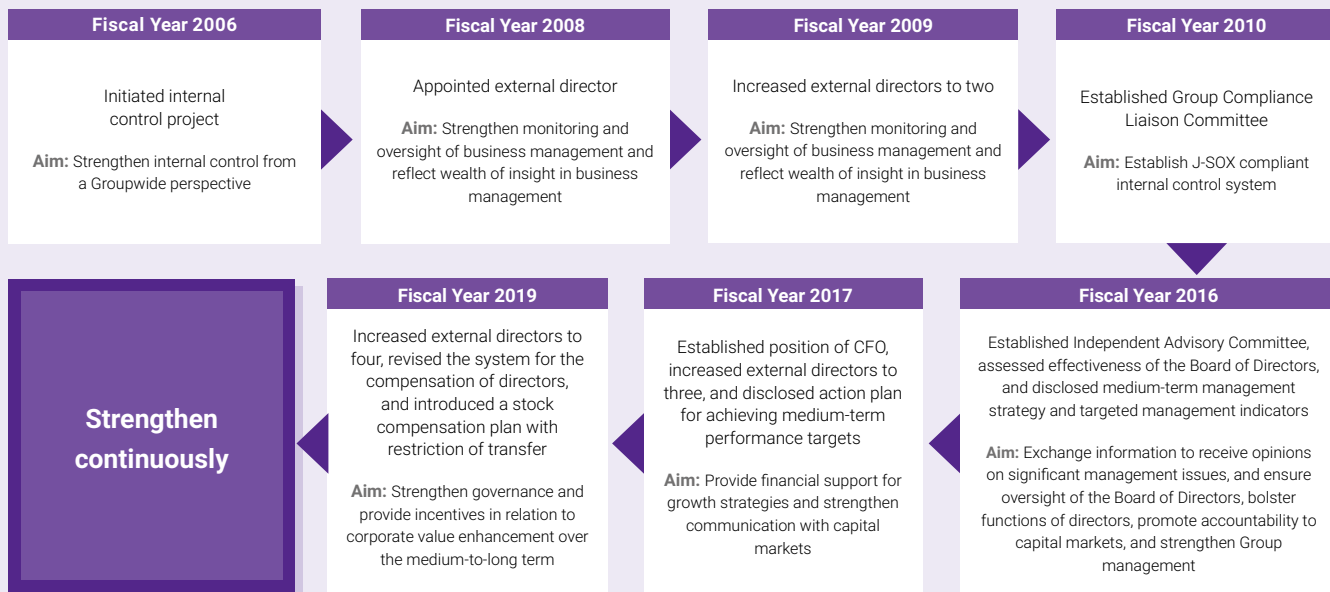


# Corporate Governance

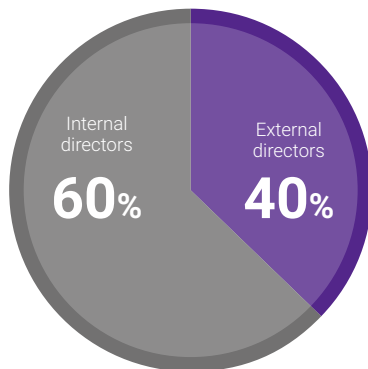
## Related SDGs



## Corporate Governance System



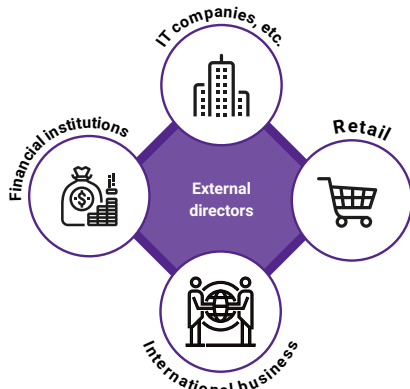
## Composition of External Directors



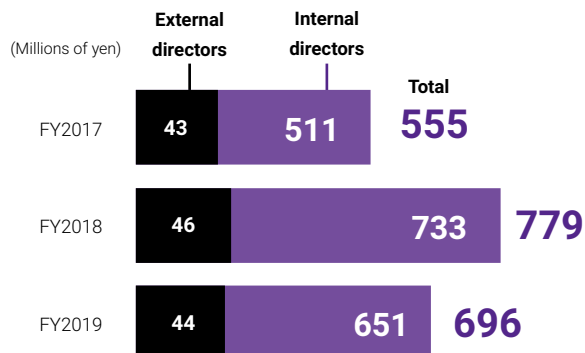
## Internal Directors' Periods of Service (As of August 2019)



## Careers of External Directors



## Compensation of Directors (SEGA SAMMY HOLDINGS non-consolidated)



## Overview of Governance Structure

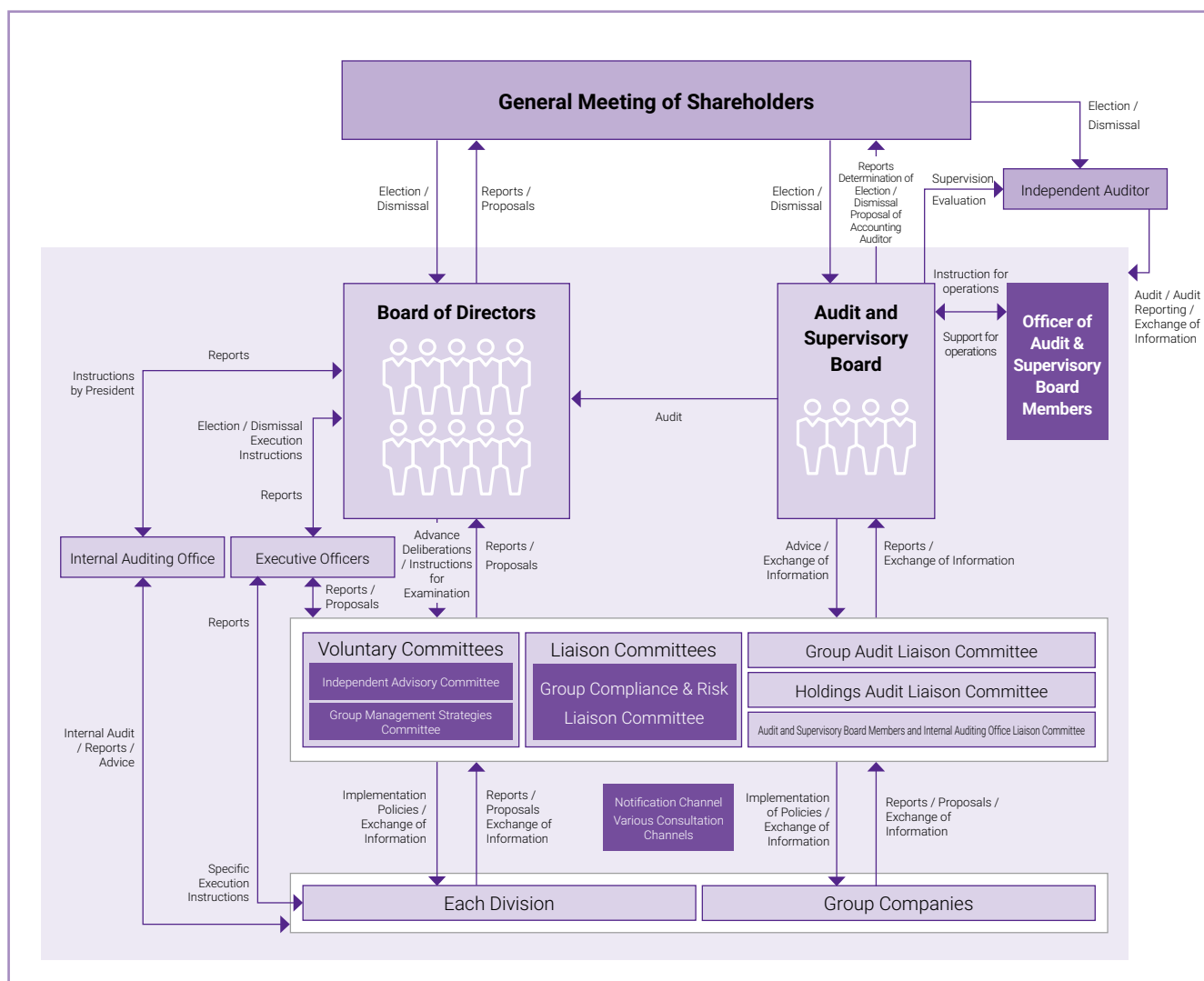
The SEGA SAMMY Group has adopted an Audit and Supervisory Board member system to enable directors to make prompt, optimal decisions amid volatile business conditions based on their wealth of expertise and experience regarding the industry, market trends, products, merchandise, and services. At the same time, we have appointed external directors and strengthened our executive officer system and internal auditing system, thereby reinforcing corporate governance with respect to operational management and oversight.

Comprising 10 directors, the Board of Directors strives for agile business management. It convenes once a month in principle, holding extraordinary sessions as required.

Comprising four members, the Audit and Supervisory Board thoroughly examines and analyzes specific issues. It meets once a month and holds extraordinary sessions as required.

The SEGA SAMMY Group has established voluntary committees—the Group Management Strategies Committee and the Independent Advisory Committee—as well as the Group Compliance & Risk Liaison Committee, the Group Audit Liaison Committee, the Holdings Audit Liaison Committee, and the Audit and Supervisory Board Members and Internal Auditing Office Liaison Committee. These committees were established to facilitate intra-Group information sharing, discussion, verification, and coordination, and they are also tasked with issuing reports and making proposals to the Board of Directors. Furthermore, the Company has adopted an executive officer system with the aim of expediting management decision-making and enhancing operational implementation and related oversight functions.

### Corporate Governance System (As of June 30, 2019)



## Corporate Governance

### External Directors and Audit and Supervisory Board Members

The Company has 10 directors, four of whom are external directors and three of whom are independent directors, as well as four Audit and Supervisory Board members, two of whom are outside Audit and Supervisory Board members and independent directors. At the various meetings that they attend, external directors and outside Audit and Supervisory Board members provide guidance and advice based on their abundant experience and highly specialized knowledge.

#### Selection Policy

External directors provide advice on raising the corporate value of the Company and the Group from an external perspective, based on their extensive expertise and experience. Aiming to enable the oversight of directors' implementation of operations, we appoint external directors from among business executives. We appoint outside Audit and Supervisory Board members with extensive expertise and experience in a wide range of areas because we appreciate the important role outside Audit and Supervisory Board members perform in realizing corporate governance by heightening the impartiality and independence of the auditing system. Also, we aim to ensure the soundness of business management through auditing from an objective standpoint.

#### Policy Regarding Independence

Regarding the independence of external directors and external Audit and Supervisory Board members, the Company determines based on "significant business partners" or "large monetary amounts," which are cited in the independence criteria stipulated by the Tokyo Stock Exchange (TSE), with reference to the publicly announced standard model for appointing independent directors and based on said criteria. We deem that persons satisfying the requirements of the said criteria do not have conflicts of interest with general shareholders. The Company has adopted a policy of appointing all independent directors as external directors and outside Audit and Supervisory Board members that meet the independence criteria stipulated by the TSE.

#### Reason for Appointment of External Directors

Kohei Katsukawa	Melanie Brock
<b>Corporate manager (Financial institutions)</b>  To reflect Mr. Katsukawa's wealth of experience and extensive expertise in the financial field in the Company's business management	<b>Corporate manager (International business)</b>  Ms. Brock is the Company's first female director and also the first non-Japanese director. Her appointment reflects her wealth of experience and extensive expertise as an international business leader. It also underpins the Company's commitment to business management built on diverse philosophy and values.
Takeshi Natsuno	Hiroshi Onishi
<b>Corporate manager (IT companies, etc.)</b>  To reflect Mr. Natsuno's wealth of experience as a business executive and extensive expertise in the information communication field in the Company's business management	<b>Corporate manager (Retail)</b>  To reflect Mr. Onishi's wealth of experience and extensive expertise in the retail and department store industry in the Company's business management

#### Reason for Appointment of Outside Audit and Supervisory Board Members

Mineo Enomoto	Kazutaka Okubo
To reflect Mr. Enomoto's wealth of experience and extensive expertise as an attorney in the Company's auditing	To reflect Mr. Okubo's wealth of expertise and extensive experience in auditing work as a certified public accountant in the Company's auditing

### Independent Advisory Committee

The Independent Advisory Committee comprises all of the Company's independent external directors and independent outside Audit and Supervisory Board members. In response to consultation by the Board of Directors or the chief executive officer, the Independent Advisory Committee provides opinions from an independent standpoint that primarily relate to analyses and assessments of the effectiveness of the Board of Directors as a whole; involvement in the decision-making process for compensation; and assessments of candidates for the positions of director or Audit and Supervisory Board member.

#### Status, Composition, and Chairs of Voluntary Committees

	Committee name	Total committee members	Full-time committee members	Internal directors	External directors	External experts	Others	Committee chair
Voluntary committee equivalent to a nomination committee	Independent Advisory Committee	5	0	0	3	0	2	None
Voluntary committee equivalent to a compensation committee	Independent Advisory Committee	5	0	0	3	0	2	None

## Assessment of the Effectiveness of the Board of Directors

The Independent Advisory Committee analyzes and assesses the Board of Directors as a whole with respect to its size, composition, management method, deliberations, and support systems as well as other matters that are important for the effective performance of roles and duties by the Board of Directors. In fiscal year 2019, each director responded to a questionnaire. In light of these responses, the Independent Advisory Committee conducted an assessment and reported that the effectiveness of the Company's Board of Directors was being maintained at an ordinary Board of Directors' meeting. The Independent Advisory Committee favorably evaluated measures to

encourage in-depth discussions of matters, which included creating opportunities to discuss important matters in advance of Board of Directors' meetings. At the same time, the Committee recommended that (a) thorough feedback be provided with regard to remarks and opinions provided during advance discussions and that (b) explanations of matters already explained beforehand at Board of Directors' meetings be streamlined to ensure adequate time for deliberation in order to ensure effective management. In light of this effectiveness assessment, the Board of Directors will improve its functions and effectiveness.

### Activity in Fiscal Year 2019

Board of Directors	Meeting Attendance	Main Activities
Board of Directors convened	13 times	
External directors		
Takeshi Natsuno	Attended 13 of 13 meetings (including 12 of 12 ordinary Board of Directors' meetings)	He attended 13 of the 13 Board of Directors' meetings (12 of 12 ordinary meetings) convened in the fiscal year under review. He principally provided expert opinions on business management and stated recommendations with a view to ensuring the appropriateness and fairness of the Board of Directors' decision-making.
Kohei Katsukawa	Attended 13 of 13 meetings (including 12 of 12 ordinary Board of Directors' meetings)	He attended 13 of the 13 Board of Directors' meetings (12 of 12 ordinary meetings) convened in the fiscal year under review. He principally provided expert opinions on business management and stated recommendations with a view to ensuring the appropriateness and fairness of the Board of Directors' decision-making.
Hiroshi Onishi	Attended 9 of 10 meetings (including 9 of 10 ordinary Board of Directors' meetings)	He attended 9 of the 10 Board of Directors' meetings (9 of the 10 ordinary meetings) convened in the fiscal year under review following his appointment. He principally provided expert opinions on business management and stated recommendations with a view to ensuring the appropriateness and fairness of the Board of Directors' decision-making.
External directors' attendance	97%	
Outside Audit & Supervisory Board members		
Tomio Kazashi	Attended 13 of 13 meetings (including 12 of 12 ordinary Board of Directors' meetings)	He attended 13 of the 13 Board of Directors' meetings (12 of 12 ordinary meetings) convened in the fiscal year under review. He principally provided expert opinions on business management and stated recommendations with a view to ensuring the appropriateness and fairness of the Board of Directors' decision-making. Further, he attended 15 of the 15 the Audit & Supervisory Board meetings convened in the fiscal year under review, where he exchanged opinions on audit results and deliberated significant matters related to audits.
Mineo Enomoto	Attended 13 of 13 meetings (including 12 of 12 ordinary Board of Directors' meetings)	He attended 13 of the 13 Board of Directors' meetings (12 of 12 ordinary meetings) convened in the fiscal year under review. He principally provided opinions based on his professional insight as an attorney, provided expert opinions on business management, and stated recommendations with a view to ensuring the appropriateness and fairness of the Board of Directors' decision-making. Further, he attended 14 of the 15 Audit & Supervisory Board meetings convened in the fiscal year under review, where he exchanged opinions on audit results and deliberated significant matters related to audits.
Outside Audit & Supervisory Board members' attendance	100%	

### Melanie Brock, Director of the Board (External)

#### A Global Perspective

My name is Melanie Brock, and I am SEGA SAMMY HOLDINGS' newly appointed Director of the Board (External). As a director, I hope to support and to enhance the Company business and corporate values by providing a global perspective.

I first came to Japan in 1982. I have lived here in Japan for close to 30 years and during that time I have worked hard to promote goodwill between Japan and Australia. I have consulted widely on corporate governance, focusing on Australian and Japanese companies in Asia, as well as in both Australia and Japan. Japanese society is rapidly globalizing and a diversity of approach and thought is needed more and more. As such, business is undergoing significant change.

The SEGA SAMMY Group has a clear sense of and commitment to current and future business and entertainment trends. As a global entertainment group, it is well placed to take advantage of this shift in a constructive and all-encompassing way, and to build on this foundation. To achieve this, overall respect for the importance of diversity of thought and values is needed. Diversity will create innovation. As such, a Companywide commitment to SDGs is necessary.

Going forward, as Japan's commitment to the implementation of integrated resorts takes shape, there will be a heightened requirement for the SEGA SAMMY Group vis a vis enhanced compliance, including that of corporate governance. I hope that my experience in business, my strong commitment to a global perspective, and my IR background, will help me contribute to enhanced corporate value for the SEGA SAMMY Group.



Melanie Brock

## Corporate Governance

### Compensation of Directors

Compensation of directors and Audit and Supervisory Board members for fiscal year 2019 is as follows.

Position		Directors / Audit and Supervisory Board members	Total compensation (Millions of yen)	Total compensation by type (Millions of yen)		
				Basic compensation	Bonus	Stock options
Directors	Internal	5	651	483	155	13
	External	4	44	44	—	—
Audit and Supervisory Board members	Internal	1	18	18	—	—
	External	2	20	20	—	—

The compensation paid to directors who received ¥100 million or more in consolidated compensation for fiscal year 2019 is as follows.

Name	Position	Total consolidated compensation, etc. (Millions of yen)	Company	Total consolidated compensation by type (Millions of yen)		
				Basic compensation	Bonus	Stock options
Hajime Satomi	Director	380	The Company	276	100	4
Haruki Satomi	Director	160	The Company	105	36	4
			Sammy	9	—	—
			SEGA Holdings	3	—	—
			SEGA Games	1	—	—
			Sammy Networks	1	—	—

### Revision of Directors' Compensation Amounts

The Company implemented an overall revision of the system for the compensation of directors with the aim of ensuring transparency and increasing incentives to focus business management on corporate value enhancement.

At the same time, the Company introduced a stock compensation plan with restriction of transfer to facilitate convergence between the long-term interests of directors and shareholders. Further, the plan will motivate directors to pursue corporate value enhancement based on longer-term viewpoints and to take maximum advantage of their talents in such efforts.

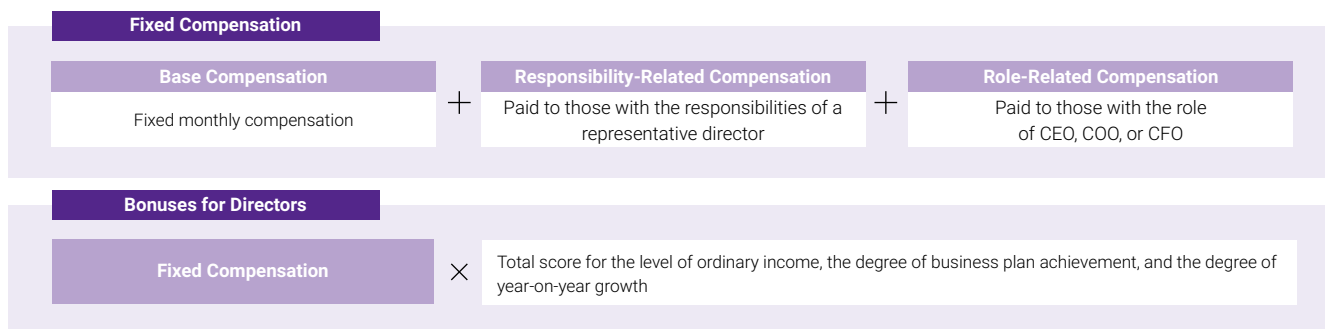
As a result of the revision of the system for compensation of directors, compensation of directors now comprises fixed compensation and single-fiscal-year, performance-based compensation.

With regard to fixed compensation, a compensation table designates amounts for base compensation, responsibility-related compensation, and role-related compensation. In accordance with this table, the total of these three types of compensation is paid as monthly fixed compensation.

Meanwhile, single-fiscal-year, performance-based compensation is paid in the form of bonuses for directors. Specifically, the level of ordinary income, the degree of business plan achievement, and the degree of year-on-year growth are converted into scores, and the total scores for these three factors determine evaluations. Bonuses are then paid based on a bonus table, which designates directors' bonuses in numbers of months.

Further, directors' bonuses are not to be paid if loss attributable to owners of parent is recorded.

#### Outline of the New System for the Compensation of Directors





## Fixed Compensation (Monthly compensation, millions of yen)

Base Compensation		Responsibility-Related Compensation		Role-Related Compensation	
Chairman	15.0	Representative Director	3.0	CEO	5.0
President	8.0			COO	3.0
Deputy COO	4.5			CFO	1.0
Senior Executive Vice President	4.0				
Executive Vice President	3.5				
Director	3.0				
Those Serving Concurrently as Representative Director and President of Sammy Inc. or SEGA Holdings Co., Ltd.					
	4.0				

\* The above is not applicable to external directors.

\* For those serving in positions concurrently, the base compensation of the Board.

\* Directors assigned to overseas posts receive overseas assignment benefits in addition to the above.

## Bonuses for Directors

Bonuses are determined by multiplying fixed compensation by a coefficient, which is calculated based on the criteria stated in the bonus table below.

### Ordinary income

Evaluation	Ordinary income
SS	¥70 billion or higher
S	¥50 billion or higher but less than ¥70 billion
A+	¥35 billion or higher but less than ¥50 billion
A	¥20 billion or higher but less than ¥35 billion
B	¥10 billion or higher but less than ¥20 billion
C	Less than ¥10 billion
D	Ordinary loss

### Degree of business plan achievement and degree of year-on-year growth

#### Degree of business plan achievement

Sales	Ordinary income	Score
Achieved	Achieved	7
Not achieved	Achieved	5
Achieved	Not achieved	1
Not achieved	Not achieved	0

#### Degree of year-on-year growth

Sales	Ordinary income	Score
Achieved	Achieved	3
Not achieved	Achieved	2
Achieved	Not achieved	1
Not achieved	Not achieved	0

Evaluation determined based on the total of the scores for degree of business plan achievement and degree of year-on-year growth

Score	Evaluation
9 points or more	5
7 or 8 points	4
5 or 6 points	3
2 to 4 points	2
1 point or less	1

## Introduction of a Stock Compensation Plan with Restriction of Transfer

The purpose of the stock compensation plan with restriction of transfer is to provide directors with incentives to sustain enhancement of the Company's corporate value and to further increase the sharing of value between eligible directors and shareholders. Moreover, to

coincide with the scheduled announcement of its new medium-term management plan, the Company also plans to expand stock with restriction of transfer that is similar to the aforementioned stock with restriction of transfer to Group companies.

## Corporate Governance

### Nomination of Directors and Audit and Supervisory Board Members

In determining candidates for the positions of director and Audit and Supervisory Board member, the Company's basic policy is to conduct a comprehensive assessment of their personal qualities, expertise, knowledge, capabilities, and experience. The Independent Advisory Committee considers the candidates that the president has nominated, interviews the candidates, and submits an opinion based on assessment results to the president. With reference to these assessment results and in accordance with the abovementioned policy, the president determines candidates for the position of director or Audit and Supervisory Board member, and the Board of Directors examines and approves the candidates. The same procedure is followed if the Independent Advisory Committee recommends a candidate to the president for the positions of director or Audit and Supervisory Board member.

### Shares Held for Strategic Reasons

In addition to shares it holds purely as investments, the Company holds shares to enable the expansion of operational alliances and business transactions and thereby enhance corporate and shareholder value. Meetings of the Board of Directors regularly verify economic rationality and outlooks in relation to such shares and

### Transactions with Related Parties

Transactions between the Company and directors or between the Company and companies under the effective control of directors that would constitute a conflict of interest or competition with the Company require approval through a resolution of the Board of Directors pursuant to laws and regulations. Further, in securities reports the Company discloses transaction conditions and policies

### Internal Control

In addition, an internal control project launched in fiscal year 2006 established an assessment and reporting framework for internal control in accordance with the stipulations of Japan's Financial Instruments and Exchange Act, which requires "Management Assessment and Audit concerning Internal Control Over Financial Reporting" (J-SOX). Also, the Company has rectified deficiencies that the project identified. As a result, systems to ensure the reliability of financial reports have become firmly established in the Group.

### Training of Directors and Audit and Supervisory Board Members

When appointing a director or Audit and Supervisory Board member, the Company conducts an orientation about its systems and provides opportunities to participate in training aimed at the acquisition of knowledge about the roles and duties that a director or Audit and Supervisory Board member of a listed company is expected to fulfill as well as about related laws and regulations and compliance. After appointing a director or Audit and Supervisory Board member, the Company continuously provides opportunities for them to acquire required knowledge. For example, after meetings of the Board of Directors the Company holds workshops, which are conducted by outside lecturers who are lawyers or specialists in particular fields. Also, the Company encourages self-improvement by supporting participation in outside seminars or workshops.

consider the pros and cons of holding the shares going forward. In exercising voting rights associated with the shares, the Company's criterion is whether proposals will contribute to the sustained growth of the Company and the investee and thereby enhance corporate value over the medium-to-long term.

on the determination of transaction conditions. The Company has established systems to ensure that transactions with directors or companies under the effective control of directors and transactions with customers that are major shareholders do not disadvantage the Company.

We believe that internal controls operated effectively in relation to the financial reports the Group issued for fiscal year 2019. As we continue to ensure the reliability of financial reports, we will maintain and build internal control systems to increase efficiency and ensure soundness.  
(For details, please see Our Stance and Status on the Corporate Governance Code on our corporate website.)

## Compliance

Based on the Group Code of Conduct and the Group Management Policy, the SEGA SAMMY Group is undertaking a variety of initiatives to ensure that all employees are aware of compliance and to enable them to act appropriately. Furthermore, having identified loss risks within and outside the scope of its business management and clarified the tasks it should address, the Group implements operations, minimizes the loss of management resources, and prevents recurrence.

### Compliance Promotion Structure

Established in fiscal year 2010 to strengthen initiatives throughout the Group, the Group Compliance Liaison Committee spearheads efforts to build internal structures that enable sound management in accordance with statutory laws and regulations and social norms. Also, the Company is developing and implementing Groupwide initiatives.

These include continuation of Compliance Advancement Initiatives, which it began in fiscal year 2010, and informing employees about a comprehensive revision of the whistleblower system to ensure operational duties are performed appropriately.

### Informing Employees about the Group Code of Conduct and Other Commitments

The SEGA SAMMY Group complies rigorously with corporate ethics and statutory laws and regulations by ensuring all employees of the Group understand the Group CSR Charter and by providing guidance on conduct and performance of duties consistent with the spirit of this charter in the Group Code of Conduct and the Group Management Policy.

Because inculcating the Group Code of Conduct among employees is important to our compliance program, we distribute a CSR guidebook to employees that includes the Group Mission, the Group Management Philosophy, and the Group CSR Charter. Employees can also view these and the Group Management Policy on the Company's intranet.

### Whistleblower System

The Group has established a whistleblower system to enable self-correction within the Group and to prevent scandals due to illegal or unfair practices. Each Group company has established a whistleblower system and a contact point at an external law office. The Group investigates reported matters, rectifies them, and takes measures to prevent recurrence of such issues. Also, the Group has established a system that protects whistleblowers and uses its intranet and posters to inform all employees about the system. In fiscal year 2017, the Group introduced a whistleblower system to overseas operations.

In Japan, the whistleblower system responded to 9 cases in fiscal year 2016, 16 in fiscal year 2017, 19 in fiscal year 2018, and 24 in fiscal year 2019. Breaking down whistleblower reports between fiscal 2015 and fiscal 2019, suspected power harassment cases accounted for 38% of reports, suspected rule or law violation cases 26%, suspected sexual harassment cases 11%, employment-related cases 8%, and other cases 17%. As for the whistleblowers, 53% were employees; 16% were part-time or temporary personnel; 5% were retirees, family members, or business partners; and 26% were unknown due to anonymous reporting.

## Communication with Shareholders and Other Investors

The Company has defined its basic stance toward information disclosure described in its Investor Relations Policy. Based on this stance, the director in charge of the Finance & Accounting Division, who is also responsible for information management, guides the Investor Relations Department within the Finance & Accounting Division in conducting information disclosure. The disclosure activities of this specialized organization are advanced in accordance with the Financial Instruments and Exchange Act and other laws and ordinances as well as the Regulations Governing the Timely Disclosure of Corporate Information by Issuer of Listed Securities set forth by the TSE. In addition to information disclosure mandated by laws or the abovementioned timely disclosure regulations, the Company also conducts proactive voluntary disclosure of information with the potential to significantly influence the decisions of investors. Further, we participate in conferences that securities companies organize.

In addition, the Company continually takes measures to further investors' understanding of its business activities. For example,

we are increasing and improving the investor relations-related materials available on our corporate website. Moreover, our website has a section for individual investors that includes readily understandable explanations of the Group.

Furthermore, the Company endeavors to heighten the objectivity of its business management by reflecting valuable opinions and requests received from shareholders and investors in its business management.



# Corporate Governance

Directors, Audit & Supervisory Board Members, and Executive Officers  
(As of June 21, 2019)

## Directors

### Hajime Satomi

Chairman and Group CEO  
(Representative Director)



- 1980 President (Representative Director) of Sammy Industry Co., Ltd. (now Sammy Corporation)
- 2004 Chairman of the Board (Representative Director) of SEGA CORPORATION (now SEGA Games Co., Ltd.)  
Chairman and CEO (Representative Director) of Sammy Corporation  
Chairman and CEO (Representative Director) of SEGA CORPORATION (now SEGA Games Co., Ltd.)  
Chairman, President and CEO (Representative Director) of the Company
- 2007 President, CEO and COO (Representative Director) of SEGA CORPORATION (now SEGA Games Co., Ltd.)
- 2008 Chairman and CEO (Representative Director) of the above
- 2012 Chairman of the Board of Sammy Corporation  
Chairman of the Board of PHOENIX RESORT CO., LTD.
- 2013 Chairman and CEO (Representative Director) of Sammy Corporation
- 2015 Chairman and CEO (Representative Director) of SEGA Holdings Co., Ltd.
- 2016 Chairman, President, CEO and COO (Representative Director) of the Company
- 2017 Chairman and CEO (Representative Director) of the Company  
Chairman of the Board (Representative Director) of Sammy Corporation (current position)  
Honorary Chairman of the Board of SEGA Holdings Co., Ltd. (current position)  
Chairman of the Board of MARZA ANIMATION PLANET INC. (current position)
- 2018 Chairman and Group CEO (Representative Director) of the Company (current position)  
Senior Advisor (Director of the Board) of PHOENIX RESORT CO., LTD. (current position)

### Haruki Satomi

President and Group COO  
(Representative Director)



- 2004 Joined Sammy Corporation
- 2005 Joined SEGA CORPORATION (now SEGA Games Co., Ltd.)  
Director of SEGA of America, Inc.
- 2011 Senior Vice President (Director of the Board) of Sammy Networks Co., Ltd.
- 2012 President and CEO (Representative Director) of the above  
Senior Vice President (Director of the Board) of SEGA CORPORATION (now SEGA Games Co., Ltd.)  
President and CEO (Representative Director) of SEGA Networks Co., Ltd. (now SEGA Games Co., Ltd.)
- 2014 Senior Vice President (Director of the Board) of Sammy Corporation  
Deputy COO (Representative Director) of SEGA CORPORATION (now SEGA Games Co., Ltd.)
- 2015 Deputy COO (Representative Director) of SEGA Holdings Co., Ltd.  
President and CEO (Representative Director) of SEGA Games Co., Ltd.  
Deputy COO (Representative Director) of Sammy Corporation
- 2016 President and COO (Representative Director) of the above  
Chairman of the Board (Representative Director) of Sammy Networks Co., Ltd. (current position)  
Executive Vice President (Director of the Board) of the Company
- 2017 President and COO (Representative Director) of the Company  
President and CEO (Representative Director) of Sammy Corporation (current position)  
Chairman and CEO (Representative Director) of SEGA Holdings Co., Ltd. (current position)  
Chairman and CEO (Representative Director) of SEGA Games Co., Ltd. (current position)
- 2018 President and Group COO (Representative Director) of the Company (current position)  
Chairman of the Board of PHOENIX RESORT CO., LTD. (current position)

### Naoya Tsurumi

Senior Executive  
Vice President  
(Director of the Board)



- 1992 Joined SEGA Enterprises, Ltd. (now SEGA Games Co., Ltd.)
- 2004 Vice President, Executive Officer of SEGA CORPORATION (now SEGA Games Co., Ltd.)
- 2005 CEO of SEGA Publishing Europe Ltd.
- 2006 Vice President, Senior Executive Officer of SEGA CORPORATION (now SEGA Games Co., Ltd.)  
CEO and President of SEGA Holdings U.S.A., Inc.  
Chairman of SEGA of America, Inc.
- 2008 Senior Vice President (Director of the Board) of SEGA CORPORATION (now SEGA Games Co., Ltd.)
- 2009 Executive Vice President (Director of the Board) of the above  
Chairman of SEGA Europe Ltd.
- 2012 President and COO (Representative Director) of SEGA CORPORATION (now SEGA Games Co., Ltd.)  
Vice Chairman and CEO of Sega Jinwin (Shanghai) Amusements Co., Ltd.  
Senior Vice President (Director of the Board) of the Company  
CEO and President of SEGA Holdings Europe Ltd.
- 2014 Senior Executive Vice President (Representative Director) of the Company  
Vice Chairman of the Board of SEGA CORPORATION (now SEGA Games Co., Ltd.)  
Vice Chairman of the Board of PHOENIX RESORT CO., LTD. (current position)  
Member of the Board of Directors of PARADISE SEGASAMMY Co., Ltd.
- 2015 Vice Chairman of the Board of SEGA Holdings Co., Ltd.  
Chairman, Representative Director and President of SEGA LIVE CREATION Inc. (now CA Sega Joypolis Ltd.)  
Chairman of the Board of Sega Sammy Golf Entertainment Inc. (current position)
- 2016 Senior Executive Vice President (Director of the Board) of the Company (current position)
- 2017 Chairman and Director of CA Sega Joypolis Ltd. (current position)  
Senior Executive Vice President of PARADISE SEGASAMMY Co., Ltd. (current position)

## External Directors

### Takeshi Natsuno\*\*

Director of the Board  
(External)



- 1997 Joined NTT Mobile Communications Network, Inc. (now NTT DOCOMO, Inc.)
- 2005 Executive Officer and General Manager of Multimedia Services Department of the above
- 2008 Guest Professor, Graduate School of Media and Governance of Keio University (current position)  
Director of the Board (External) of the Company (current position)  
Outside Director of transcosmos inc. (current position)  
Director of NTT Resonant Inc. (current position)
- 2009 Outside Director of DLE, Ltd. (current position)  
Outside Director of GREE, Inc. (current position)
- 2010 Outside Director of U-NEXT Co., Ltd. (now USEN-NEXT HOLDINGS Co., Ltd.) (current position)
- 2016 Outside Director of Oracle Corporation Japan (current position)

- 2017 Outside Director of AWS Holdings (now Ubicom Holdings) (current position)  
Director of GENETEC CORPORATION (current position)  
Advisor of ecohol Co., Ltd. (current position)  
Outside Director of Cool Japan Fund Inc. (current position)
- 2018 Chairman and Representative Director of MOVIE WALKER Co., Ltd. (current position)  
Director of BOOK WALKER Co., Ltd. (current position)  
Director, Member of the Board of KADOKAWA CORPORATION (current position)
- 2019 President and Representative Director of DWANGO Co., Ltd. (current position)

### Kohei Katsukawa\*\*

Director of the Board  
(External)



- 1974 Joined Sumitomo Bank (now Sumitomo Mitsui Banking Corporation)
- 2001 Executive Officer, Head of Osaka Corporate Banking Division II of Sumitomo Mitsui Banking Corporation
- 2005 Managing Executive Officer, Deputy Head of Wholesale Banking Unit (in charge of East Japan) of the above
- 2007 Executive Vice President and Representative Director of NIF SMBC Ventures Co., Ltd. (now SMBC Venture Capital Co., Ltd.)
- 2010 President and Representative Director of SMBC Venture Capital Co., Ltd.
- 2014 President and Representative Director of GINSEN Co., Ltd.  
Outside Director of Kyoto University Innovation Capital Co., Ltd. (current position)
- 2016 Director of the Board (External) of the Company (current position)  
Special Advisor of GINSEN Co., Ltd. (current position)  
Outside Director of ELECOM CO., LTD. (current position)
- 2017 Director of DX ANTENNA CO., LTD. (current position)

**Koichi Fukazawa**

Executive  
Vice President and  
Group CFO  
(Director of the Board)



- 2003 Joined Sammy Corporation  
Vice President, Executive Officer and Managing Director of President's Office of the above
- 2004 Vice President, Executive Officer and Managing Director of President's Office of the Company  
Vice President, Executive Officer and Managing Director of Chairman's Office and President's Office of SEGA CORPORATION (now SEGA Games Co., Ltd.)
- 2005 Senior Vice President (Director of the Board) and Managing Director of Chairman's Office and President's Office of the above
- 2007 President (Representative Director) of SEGA SAMMY ASSET MANAGEMENT INC. (now MARZA ANIMATION PLANET INC.)  
Senior Executive Officer and in charge of Corporate Strategy and External Affairs of the Company
- 2008 Senior Vice President (Director of the Board) and Managing Director of New Business Division of SEGA CORPORATION (now SEGA Games Co., Ltd.)
- 2009 President (Representative Director) of SEGASAMMY VISUAL ENTERTAINMENT INC. (now MARZA ANIMATION PLANET INC.)
- 2014 Senior Executive Vice President (Representative Director) of SEGA TOYS CO., LTD.
- 2015 Senior Vice President (Director of the Board) of the above  
Senior Vice President (Director of the Board) of the Company
- 2016 Executive Vice President and CFO (Director of the Board) of the Company
- 2018 Executive Vice President and Group CFO (Director of the Board) of the Company (current position)

**Hideki Okamura**

Executive  
Vice President  
(Director of the Board)



- 1987 Joined SEGA Enterprises, Ltd. (now SEGA Games Co., Ltd.)
- 1997 Senior Vice President (Director of the Board) of the above
- 2003 Vice President, Senior Executive Officer of SEGA CORPORATION (now SEGA Games Co., Ltd.)
- 2004 Director of the Board of TMS ENTERTAINMENT CO., LTD.  
Executive Vice President (Director of the Board) of SEGA CORPORATION (now SEGA Games Co., Ltd.)  
Senior Vice President (Director of the Board) of the Company
- 2007 Senior Vice President (Director of the Board) of SEGA CORPORATION (now SEGA Games Co., Ltd.)
- 2008 President (Representative Director) of TMS ENTERTAINMENT CO., LTD.
- 2014 Vice Chairman of the Board of the above  
President and COO (Representative Director) of SEGA CORPORATION (now SEGA Games Co., Ltd.)  
Senior Vice President (Director of the Board) of the Company
- 2015 President and COO (Representative Director) of SEGA Holdings Co., Ltd. (current position)  
Chairman of the Board of SEGA Interactive Co., Ltd. (current position)  
Chairman of the Board (Representative Director) of TMS ENTERTAINMENT CO., LTD. (current position)  
Chairman of the Board (Representative Director) of SEGA TOYS CO., LTD. (current position)  
Chairman of the Board (Representative Director) of MARZA ANIMATION PLANET INC.  
Chairman of the Board (Representative Director) of DARTSLIVE Co., Ltd. (current position)  
President (Director of the Board) of SEGA ENTERTAINMENT CO., Ltd. (current position)
- 2017 Executive Vice President (Director of the Board) of the Company (current position)  
Senior Vice President (Director of the Board) of SEGA Games Co., Ltd. (current position)  
President (Representative Director) of MARZA ANIMATION PLANET INC. (current position)  
Chairman of the Board of SEGA ENTERTAINMENT Co., Ltd. (current position)

**Hideo Yoshizawa**

Director of the Board



- 2001 Joined Sammy Corporation
- 2002 Vice President, Executive Officer and Deputy Managing Director of President's Office of the above
- 2004 Senior Vice President (Director of the Board) and Managing Director of Administration Division of the above  
Senior Vice President (Director of the Board) and Managing Director of Corporate Division and President's Office of the above
- 2007 Vice President, Senior Executive Officer of the Company
- 2012 Senior Vice President (Director of the Board) of PHOENIX RESORT CO., LTD.
- 2015 President (Representative Director) of TAIYO ELEC Co., Ltd.
- 2016 Senior Vice President (Director of the Board) of SEGA Holdings Co., Ltd.  
Senior Vice President (Director of the Board) and Managing Director of Corporate Division of the above  
Senior Vice President (Director of the Board) of SEGA ENTERTAINMENT CO., LTD. (current position)  
Auditor of Sega Amusements Taiwan Ltd. (current position)
- 2017 Executive Vice President (Director of the Board) and Managing Director of Corporate Division of SEGA Holdings Co., Ltd. (current position)  
Audit & Supervisory Board Member of SEGA Games Co., Ltd. (current position)
- 2018 Vice President, Senior Executive Officer and Managing Director of Legal Division of the Company
- 2019 Director of the Board of the Company (current position)

**Hiroshi Onishi\*1**

Director of the Board  
(External)



- 1979 Joined Isetan Co., Ltd. (now Isetan Mitsukoshi Ltd.)
- 2005 Executive Officer, Manager, General Planning Section, Management Planning Department of the above
- 2009 President, Representative Director and Executive Officer of Isetan Co., Ltd. (now Isetan Mitsukoshi Ltd.)
- 2010 Director of Isetan Mitsukoshi Holdings Ltd.
- 2011 President, Representative Director, Executive Officer and Division Manager / Department Store Business Planning & Operation Headquarters of Isetan Mitsukoshi Ltd.
- 2012 President, Representative Director and Executive Officer of Isetan Mitsukoshi Holdings Ltd.  
President, Representative Director and Executive Officer of Isetan Mitsukoshi Ltd.
- 2016 Chairman of Japan Department Stores Association
- 2017 Director of Isetan Mitsukoshi Holdings Ltd.
- 2018 Director of the Board (External) of the Company (current position)  
Director and Executive Vice President of Japan Airport Terminal Co., Ltd.  
President and Representative Director of Haneda Future Research Institute Incorporated (current position)  
Outside Director of STRIPE INTERNATIONAL INC. (current position)

**Melanie Brock\*1**

Director of the Board  
(External)







- 2003 CEO of AGENDA (now Melanie Brock Advisory Ltd.) (current position)
- 2010 Board Member of Australia-Japan Foundation  
Board Member of Australia Japan Business Co-operation Committee (current position)  
Chair of Australian and New Zealand Chamber of Commerce in Japan  
Regional Manager - Japan of Meat & Livestock Australia
- 2012 Chair of Australian Business Asia
- 2016 Chair Emeritus of Australian and New Zealand Chamber of Commerce in Japan (current position)
- 2019 Director of the Board (External) of the Company (current position)

\*1 Qualified external director as provided in Paragraph 2, Clause 15 of the Companies Act of Japan

## Corporate Governance










Directors, Audit & Supervisory Board Members, and Executive Officers  
(As of June 21, 2019)

### Audit and Supervisory Board Members

<p><b>Shigeru Aoki</b> Standing Audit &amp; Supervisory Board Member</p> 	<p><b>Yukito Sakae</b> Audit &amp; Supervisory Board Member</p> 	<p><b>Mineo Enomoto*<sup>2</sup></b> Audit &amp; Supervisory Board Member (External)</p> 	<p><b>Kazutaka Okubo*<sup>2</sup></b> Audit &amp; Supervisory Board Member (External)</p> 
<p>2005 Joined SEGA CORPORATION (now SEGA Games Co., Ltd.) as Head Counselor Vice President, Executive Officer and Managing Director of Office of China and Asia Business Management of the above</p> <p>2006 President of Sega Networks (China) Co., Ltd.</p> <p>2008 Vice President, Executive Officer and Managing Director of Business Administration Department of Sammy Corporation Vice President, Executive Officer and Managing Director of Corporate Division of the above</p> <p>2009 Senior Vice President (Director of the Board) and Managing Director of Corporate Division of the above</p> <p>2011 Executive Vice President (Director of the Board) and Managing Director of Corporate Division of the above</p> <p>2012 President and COO (Representative Director) of the above</p> <p>2013 Senior Vice President (Director of the Board) of the Company</p> <p>2016 Vice Chairman of the Board (Representative Director) of Sammy Corporation Standing Audit &amp; Supervisory Board Member of the Company (current position) Audit &amp; Supervisory Board Member of Japan Multimedia Services Corporation (now JMS-United Co., Ltd.) (current position)</p> <p>2017 Audit &amp; Supervisory Board Member of SEGA SAMMY BUSINESS SUPPORT INC. (current position)</p> <p>2018 Audit &amp; Supervisory Board Member of Sammy Corporation (current position)</p> <p>2019 Audit &amp; Supervisory Board Member of PHOENIX RESORT CO., LTD. (current position)</p>	<p>2003 Joined Sammy Corporation as Director of Audit Office</p> <p>2004 Director of Legal Department of Administration Division of the above</p> <p>2006 Director of Audit &amp; Supervisory Board Members' Office of the Company</p> <p>2014 Audit &amp; Supervisory Board Member of the Company (current position) Standing Audit &amp; Supervisory Board Member of SEGA CORPORATION (now SEGA Games Co., Ltd.)</p> <p>2015 Audit &amp; Supervisory Board Member of SEGA Interactive Co., Ltd. (current position) Standing Audit &amp; Supervisory Board Member of SEGA Holdings Co., Ltd. (current position) Audit &amp; Supervisory Board Member of SEGA Games Co., Ltd. (current position) Audit &amp; Supervisory Board Member of TMS ENTERTAINMENT CO., LTD. Audit &amp; Supervisory Board Member of SEGA ENTERTAINMENT Co., Ltd. (current position) Audit &amp; Supervisory Board Member of MARZA ANIMATION PLANET INC. (current position)</p>	<p>1978 Registered with the Japan Federation of Bar Associations</p> <p>2000 Established Enomoto Law Office (now Enomoto and Matsui Law Office)</p> <p>2004 Audit &amp; Supervisory Board Member (External) of Sammy Networks Co., Ltd. Audit &amp; Supervisory Board Member (External) of SEGA CORPORATION (now SEGA Games Co., Ltd.)</p> <p>2005 Substitute Audit &amp; Supervisory Board Member (External) of the Company</p> <p>2006 Outside Audit &amp; Supervisory Board Member of Nippon Koei Co., Ltd.</p> <p>2007 Audit &amp; Supervisory Board Member (External) of the Company (current position)</p> <p>2014 Outside Audit &amp; Supervisory Board Member of SHIMOJIMA Co., Ltd. (current position)</p> <p>2015 External Audit &amp; Supervisory Board Member of SEGA Holdings Co., Ltd. (current position) Audit &amp; Supervisory Board Member of SEGA Games Co., Ltd. Audit &amp; Supervisory Board Member of SEGA Interactive Co., Ltd.</p>	<p>1995 Joined Century Audit Corporation (now Ernst &amp; Young ShinNihon LLC)</p> <p>1999 Certified Public Accountant registered</p> <p>2003 Director of Shinnihon Integrity Assurance, Inc. (now Ernst &amp; Young Shinnihon Sustainability Co., Ltd.)</p> <p>2005 Managing Director of the above</p> <p>2006 Partner of Ernst &amp; Young ShinNihon (now Ernst &amp; Young ShinNihon LLC)</p> <p>2012 Senior Partner of Ernst &amp; Young ShinNihon LLC</p> <p>2016 Senior Executive Board Member of Ernst &amp; Young ShinNihon LLC</p> <p>2019 Audit &amp; Supervisory Board Member (External) of the Company (current position)</p>

\*2 Qualified outside company auditor as provided in Paragraph 2, Clause 16 of the Companies Act of Japan

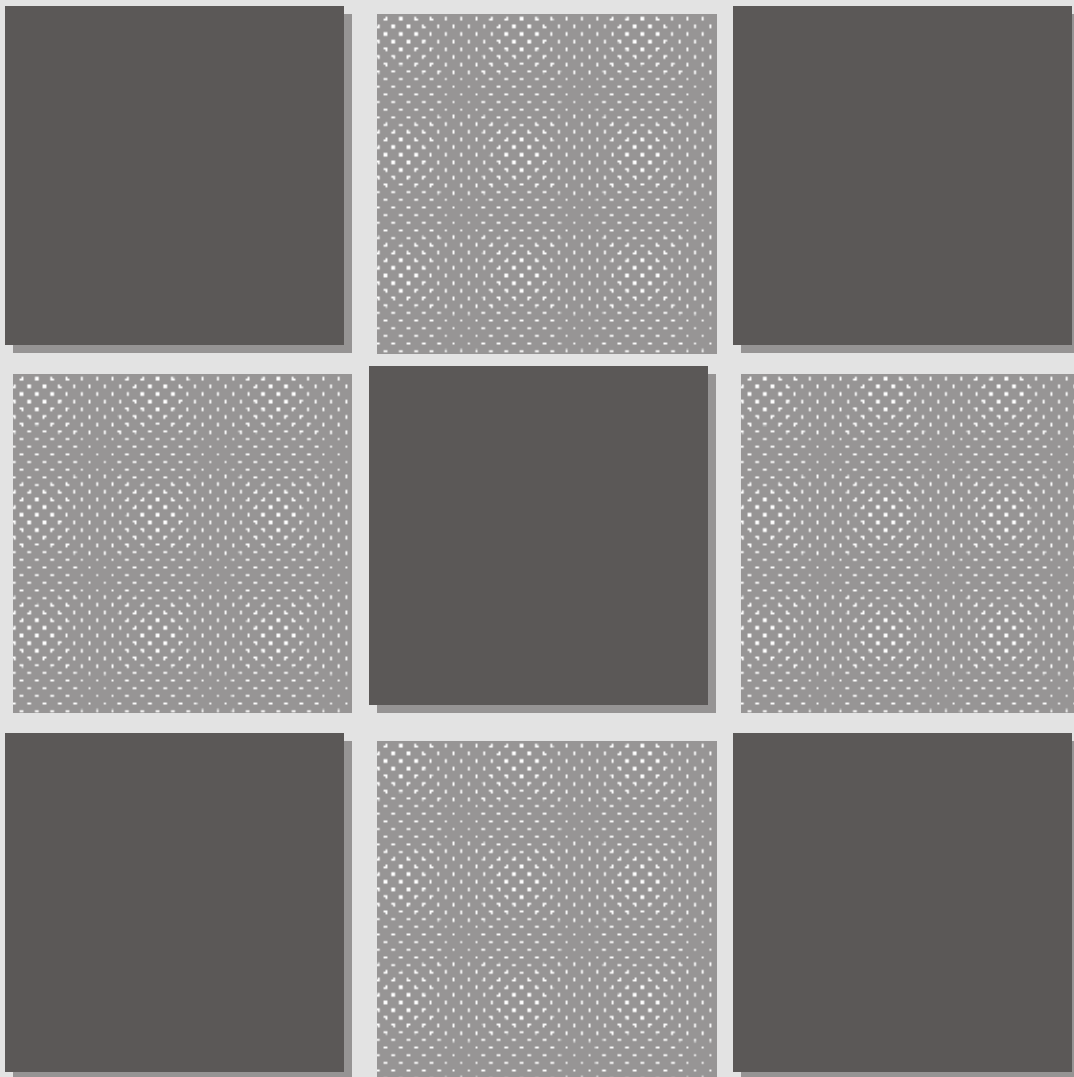
### Executive Officers

<p><b>Makoto Takahashi</b> Vice President, Senior Executive Officer</p> 	<p><b>Toru Nakahara</b> Vice President, Senior Executive Officer</p> 	<p><b>Yoichi Owaki</b> Vice President, Senior Executive Officer</p> 	<p><b>Shuji Utsumi</b> Vice President, Senior Executive Officer</p> 
<p><b>Hiroshi Ishikura</b> Vice President, Executive Officer</p> 	<p><b>Koichi Takahashi</b> Vice President, Executive Officer</p> 	<p><b>Takaharu Kato</b> Vice President, Executive Officer</p> 	<p><b>Rei Kudo</b> Vice President, Executive Officer</p> 
<p><b>Hironobu Otsuka</b> Vice President, Executive Officer</p> 			



# Financials

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# Management's Discussion and Analysis

## Consolidated Statements of Income and Comprehensive Income

### Long-Term Trends

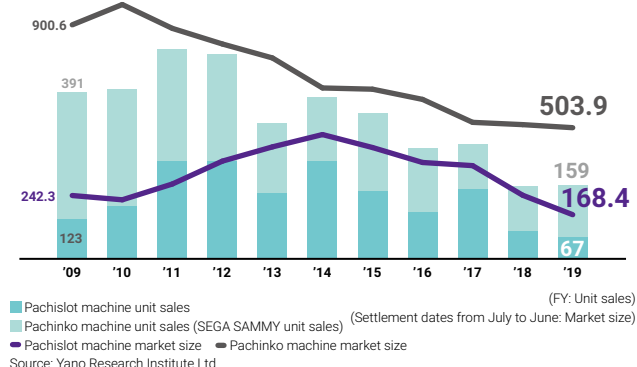
The principal factors causing the decline in net sales are a decrease in the revenues of the Pachislot and Pachinko Machines Business due to the strengthening of regulations and a decrease in sales accompanying a reduction in business scale, which resulted from the structural reform of the existing businesses of SEGA Games (including the closure and disposal of amusement centers in the amusement center operations area). Regarding earnings, structural reforms in fiscal year 2015 improved the profitability of the Entertainment Contents Business, which contributed to earnings and enabled the Company to depart from a downward earnings trend. In the previous two fiscal years, however, earnings have declined due to lower earnings from the Pachislot and Pachinko Machines Business, which has been affected by market environment changes associated with regulatory reform, and from the Digital Games area, where competition is intensifying.

#### Main Causes of the Decline in Earnings

##### Declining Earnings within Existing Businesses amid Market Contraction

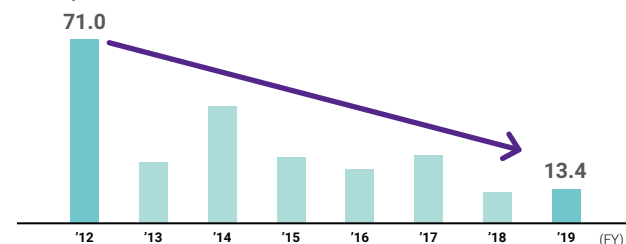
##### SAMMY Unit Sales / Pachislot and Pachinko Market Size

Thousands of units / Billions of yen



##### Pachislot and Pachinko Machines Business Operating Income

Billions of yen

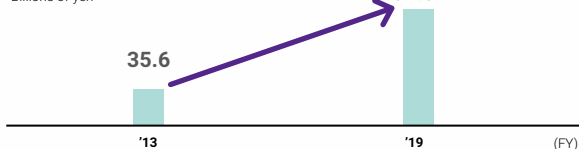


#### Improvement in Profitability

##### Packaged Games Area Earnings Growth

##### Packaged Games Area Net Sales

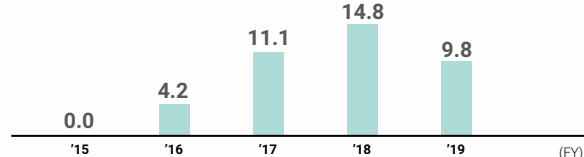
Billions of yen



##### Entertainment Contents Business Profitability Improvement

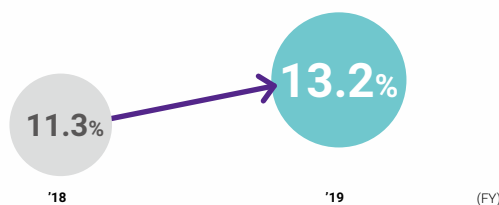
##### Entertainment Contents Business Operating Income

Billions of yen



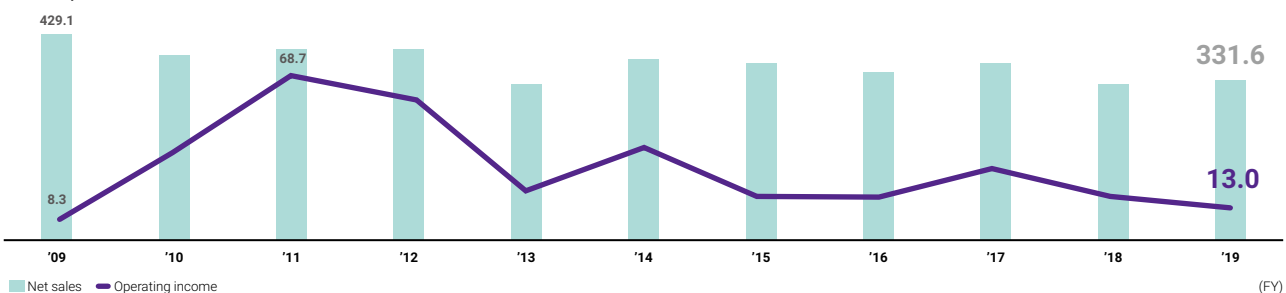
##### Improvement in Profitability in Pachislot and Pachinko Machines Business

Although net sales declined year on year, profitability improvement measures led to an increase in the operating income margin.



#### Long-Term Trends in Net Sales and Operating Income

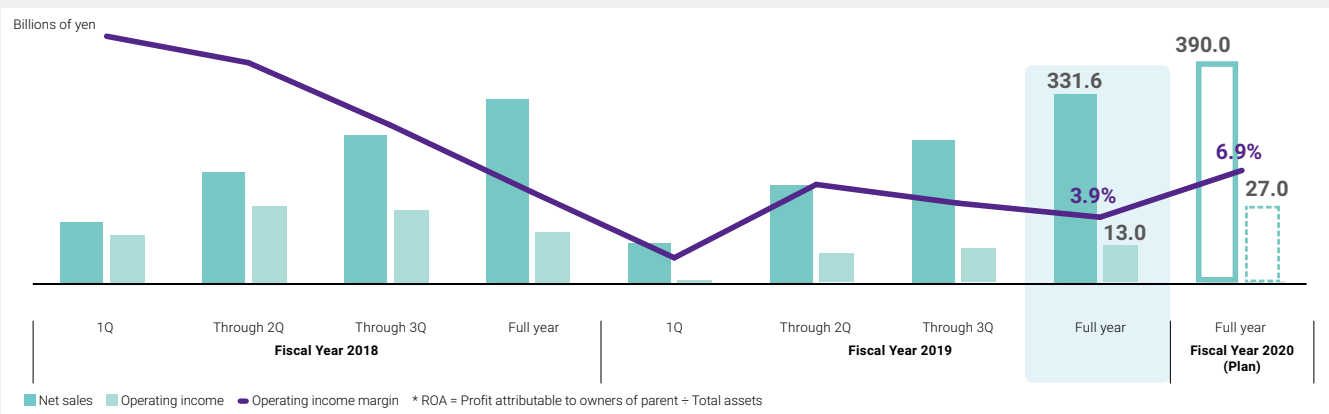
Billions of yen



## Comparing Fiscal Year 2018 and Fiscal Year 2019

(Fiscal Year 2019)

Net sales: ¥**331.6** billion | Operating income: ¥**13.0** billion | Operating income margin: **3.9%** | ROA\*: **0.6%**



### Summary of Consolidated Financial Statements

	2018	2019	YoY Change
<b>Net sales</b>	323.6	<b>331.6</b>	+2%
Pachislot and Pachinko Machines Business	105.6	<b>101.4</b>	-4%
Entertainment Contents Business	208.0	<b>219.6</b>	+6%
Resort Business	9.9	<b>10.5</b>	+6%
Cost of sales	202.9	<b>211.1</b>	+4%
Gross profit	120.7	<b>120.4</b>	+0%
Selling, general and administrative (SG&A) expenses	103.0	<b>107.3</b>	+4%
<b>Operating income (losses)</b>	17.7	<b>13.0</b>	-27%
Pachislot and Pachinko Machines Business	11.9	<b>13.4</b>	+13%
Entertainment Contents Business	14.8	<b>9.8</b>	-34%
Resort Business	-2.5	<b>-2.4</b>	-
Other and eliminations	-6.5	<b>-7.8</b>	-
Operating income margin	5.5%	<b>3.9%</b>	-1.6 pts.
Other income (expenses)	3.2	<b>2.1</b>	-34%
Non-operating income	6.4	<b>7.7</b>	+20%
<b>Ordinary income</b>	14.5	<b>7.4</b>	-49%
Extraordinary income	0.9	<b>8.2</b>	-
Extraordinary loss	3.1	<b>8.7</b>	-
Income before income taxes	12.4	<b>6.9</b>	-44%
Total income taxes	3.0	<b>4.2</b>	-
<b>Profit attributable to owners of parent</b>	8.9	<b>2.6</b>	-71%
Cash dividends per share (Yen)	40	<b>40</b>	-
Net income per share (Yen)	38.10	<b>11.27</b>	-
Net assets per share (Yen)	1,313.90	<b>1,289.32</b>	-

#### Net Sales (Pachislot and Pachinko Machines Business)

Revenues from the Pachislot and Pachinko Machines Business decreased year on year mainly due to lower unit sales, which reflected the low approval rates in prototype testing of No. 6 machine models that accompanied regulatory revision.

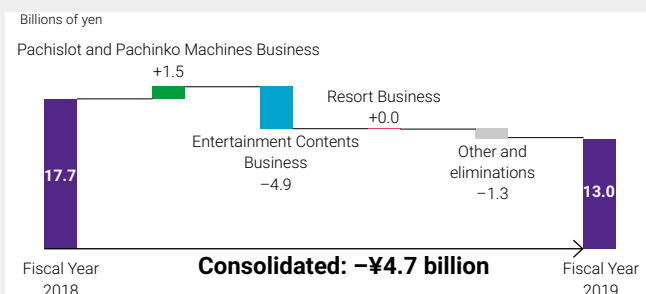
#### Selling, General and Administrative (SG&A) Expenses

R&D expenses and content production expenses increased 7% due to the introduction of new digital game titles. Capital expenditures rose 42% as a result of expenses incurred due to relocation of the head office.

#### Operating Income (Losses)

Earnings decreased due to the recognition of an operating loss in the Digital Games area as a result of recording a valuation loss on multiple titles. This operating loss outweighed the higher earnings of the Pachislot and Pachinko Machines Business, which reflected the success of profitability improvement measures, as well as the higher earnings of the Packaged Games area, which enjoyed brisk repeat sales.

#### Change in Segment Operating Income (Losses)



# Management's Discussion and Analysis

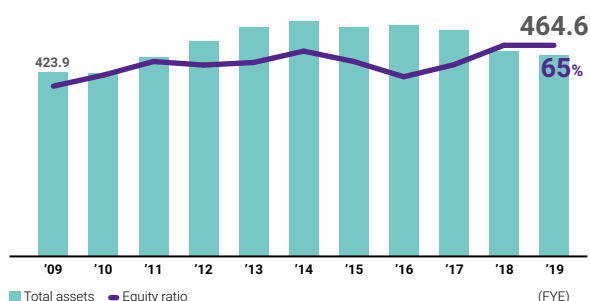
## Consolidated Financial Position

### Long-Term Trends

In fiscal year 2011, total assets—which had been decreasing as a consequence of a reduction in the business scale of the amusement center operations area and a valuation loss on securities and sales of securities—began trending upward due to an increase in goodwill accompanying acquisitions in the Entertainment Contents Business, the Group's initiatives in preparation for participation in the IR business, and an increase in investment securities accompanying new investment in growth areas. In recent years, however, total assets have again been trending downward, reflecting a decrease in cash and deposits accompanying relocation of the head office, a decrease in securities, and the redemption of bonds. The equity ratio has remained consistently around 60% due to a policy of securing a certain level of internal reserves that enable investment in growth areas, the payment of stable cash dividends and ensuring financial soundness in consideration of future participation in the domestic IR business, even amid the earnings volatility stemming from the presence or absence of hit products, which is the nature of the Group's businesses.

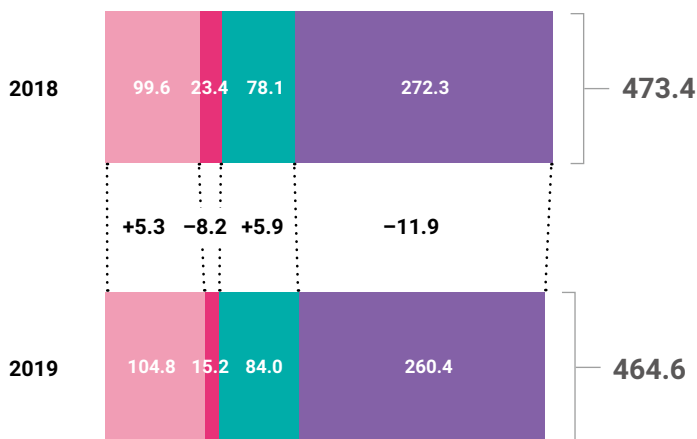
### Total Assets and Equity Ratio

Billions of yen / %

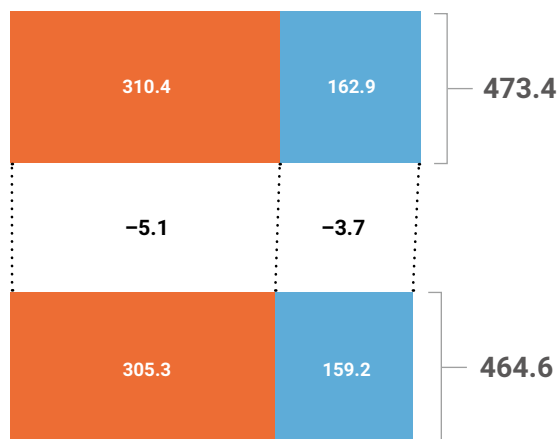


### Comparing Fiscal Year 2018 and Fiscal Year 2019

#### Assets (Billions of yen)



#### Liabilities and Net Assets (Billions of yen)



#### Total investments and other assets

+¥5.3 billion

• Rose due to an increase in the mark-to-market valuation of investment securities held and investment in capital

#### Total intangible assets

-¥8.2 billion

#### Total property, plant and equipment

+¥5.9 billion

#### Total current assets

-¥11.9 billion

• Declined due to a decrease in notes and accounts receivable—trade and short-term investment securities  
• Decreased because lower cash and deposits and short-term investment securities offset an increase in notes and accounts receivable—trade and inventories

#### Total net assets

-¥5.1 billion

• Decrease in total shareholders' equity due to cash dividends paid; however, recognition of profit attributable to owners of parent  
• Equity ratio approximately unchanged at 65.1%

#### Total liabilities

-¥3.7 billion

• Decreased due to lower bonds payable and short-term loans payable. Long-term loans payable of ¥40.3 billion, up ¥1.7 billion from the previous fiscal year-end

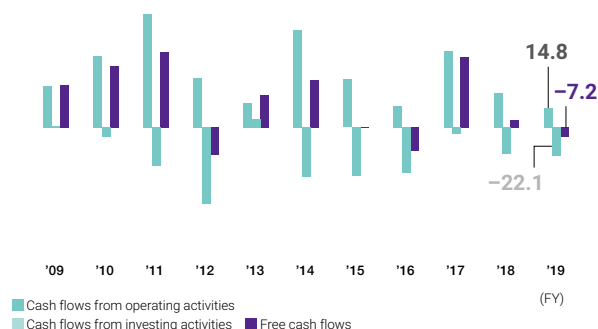
## Consolidated Cash Flows

### Long-Term Trends

With the exception of certain fiscal periods, the Group has continued to record net cash outflows in investing activities due to M&As in growth areas and strategic investments to raise production capacity. Since fiscal year 2011, the Group has been investing in organizational restructuring. These efforts included investments to make three listed subsidiaries into wholly owned subsidiaries. In addition, the Group is investing actively in such growth areas as the IR business and the Digital Games area. Through a cash management system, the Group uses internal capital efficiently. Also, the Group uses a range of methods to support liquidity and meet investment needs flexibly, including borrowings and bond issuance.

#### Cash Flows

Billions of yen

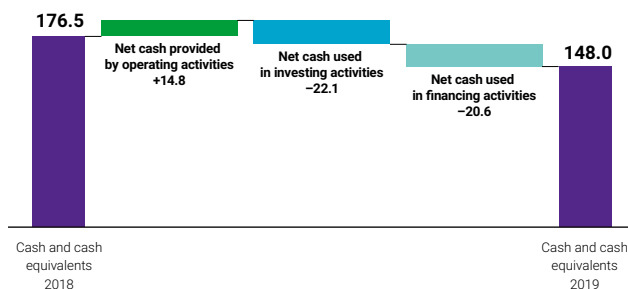


### Fiscal Year 2019 Cash Flows

Cash and cash equivalents at the end of fiscal year 2019 amounted to ¥148,064 million, down ¥28,501 million from the previous fiscal year-end.

#### Consolidated Cash Flows

Billions of yen



#### Breakdown of Cash Flows

Billions of yen

<b>Cash Flows from Operating Activities</b>	
Income before income taxes	+6.9
Depreciation and amortization	+18.8
Increase / decrease in notes and accounts receivable-trade (- = increase)	-10.2
Decrease in notes and accounts payable-trade (- = decrease)	+3.0
<b>Cash Flows from Investing Activities</b>	
Purchase of property, plant and equipment	-18.2
Purchase of intangible assets	-10.2
Proceeds from sales of property, plant and equipment	+10.3
<b>Cash Flows from Financing Activities</b>	
Redemption of bonds	-10.0
Cash dividends paid	-9.3
Proceeds from long-term loans payable	+14.9

#### Net cash provided by operating activities

**+¥14.8 billion**

Factors including income before income taxes of ¥6,981 million, depreciation and amortization of ¥18,819 million, and impairment loss of ¥8,334 million, despite increase in notes and accounts receivable-trade of ¥10,203 million and increase in inventories of ¥10,004 million, resulted in net cash provided by operating activities of ¥14,876 million in the fiscal year under review (net cash provided by operating activities of ¥26,487 million in the previous fiscal year).

#### Net cash used in investing activities

**-¥22.1 billion**

Factors including purchase of property, plant and equipment of ¥18,235 million, which reflected relocation of the head office, and purchase of intangible assets of ¥10,274 million, despite proceeds from sales of property, plant and equipment of ¥10,342 million, resulted in net cash used in investing activities of ¥22,113 million in the fiscal year under review (net cash used in investing activities of ¥20,422 million in the previous fiscal year).

#### Net cash used in financing activities

**-¥20.6 billion**

Factors including repayment of long-term loans payable of ¥15,844 million, redemption of bonds of ¥10,000 million, and cash dividends paid of ¥9,379 million, despite proceeds from long-term loans payable of ¥14,971 million, resulted in net cash used in financing activities of ¥20,668 million in the fiscal year under review (net cash used in financing activities of ¥28,780 million in the previous fiscal year).

# Management's Discussion and Analysis

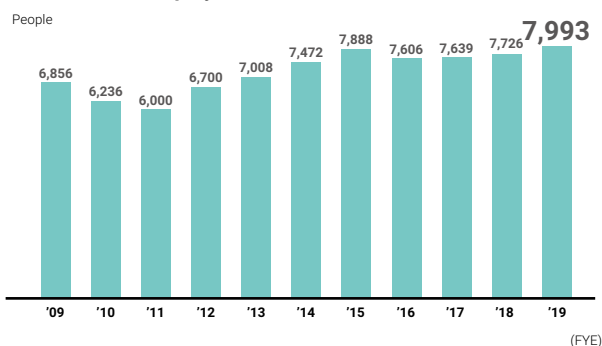
## Non-Financial Assets

### Human Capital

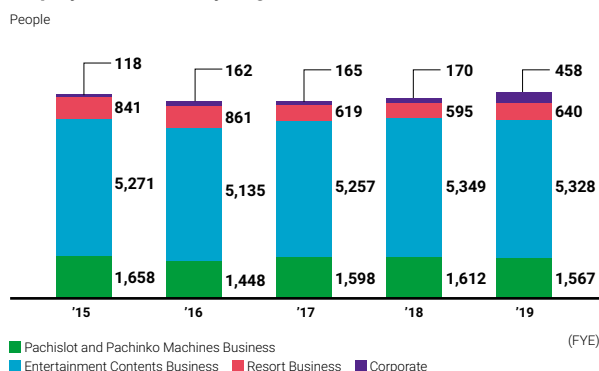
#### Consolidated Employee Numbers

At the end of fiscal year 2019, the consolidated number of employees was 7,993, up 267 from the previous fiscal year-end. This rise was mainly due to an increase in development personnel in the domestic and overseas businesses of the Entertainment Contents Business. Corporate employees increased by 288 mainly due to a rise in seconded employees accompanying a lateral reorganization of the Group that focused on management functions.

#### Consolidated Employee Numbers



#### Employee Numbers by Segment



### IP

#### R&D Expenses and Content Production Expenses

For the three-year period between fiscal year 2017 and fiscal year 2019, R&D and content production expenses were equivalent to more than 18% of net sales on average. In recent years in particular, we have proactively invested in expanding our lineup in the Digital Games area over the medium term. In fiscal year 2019, expenditures were ¥66.6 billion, a 7.4% increase compared to the previous fiscal year due to expenses arising from investment in new titles and valuation loss on work in process accompanying content production in the Digital Games area.

#### Reference

#### > Recognition of R&D Expenses and Content Production Expenses by Product and Service

The Group undertakes stable, long-term investment in R&D and content production with the aim of creating and strengthening IP—which are a source of the Group's competitiveness—and generating earnings continuously. The method and timing of expense recognition differs based on development lead times and product lifecycles.

#### Pachislot and Pachinko Machines Business and casino machines of the Amusement Machine Sales area

Expenses are recognized as they arise (process outsourcing expenses recognized when work is inspected).

#### Digital Games area

Expenses are recognized in intangible assets during development period, and the basic straight-line amortization period is 24 months from month of service commencement. (The amortization period differs depending on the title. Titles with long lifecycles can have amortization periods of more than 36 months.)

#### Amusement Machine Sales area (excluding casino machines)

Expenses are recognized as work in process during development and as expenses linked to unit sales after launch.

#### Packaged Games area

Expenses are recognized as work in process during development and as expenses after launch. However, there are different methods of treating expenses after launch.

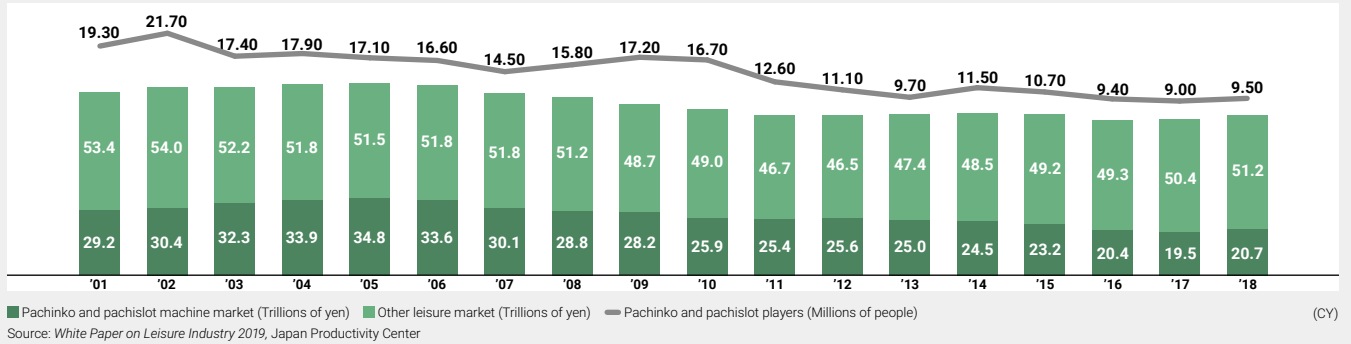
> Expenses are recognized as expenses linked to unit sales.

> For some titles, certain expenses are recognized as expenses linked to unit sales, and the remaining expenses are amortized over a period of 21 months.

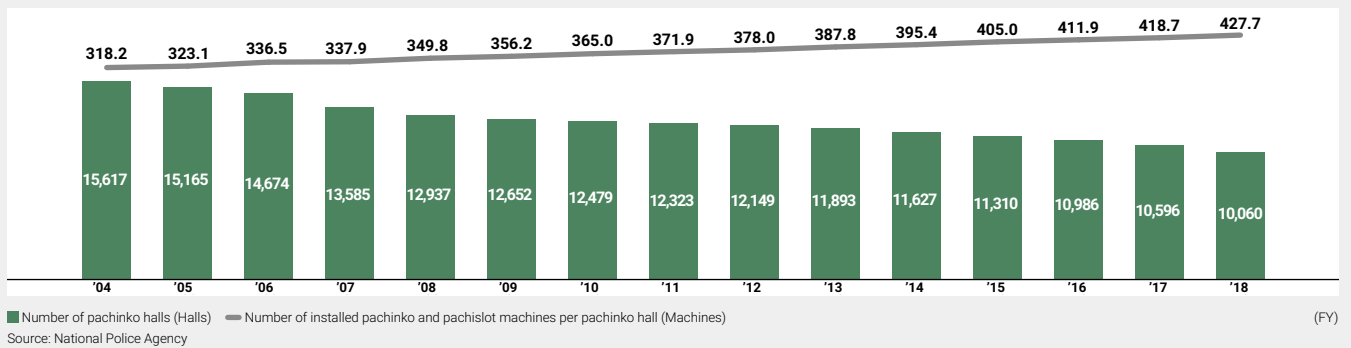


## Basic Data

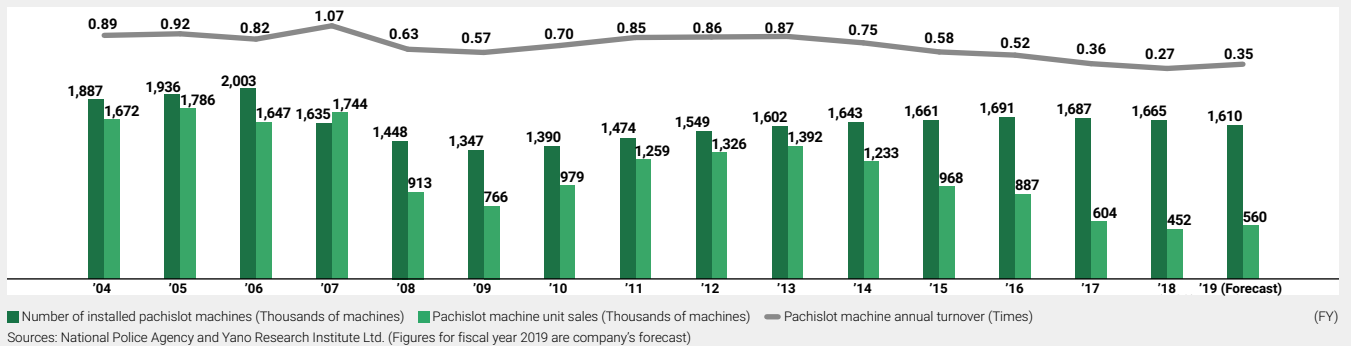
### Market Sizes and Number of Pachinko and Pachislot Players



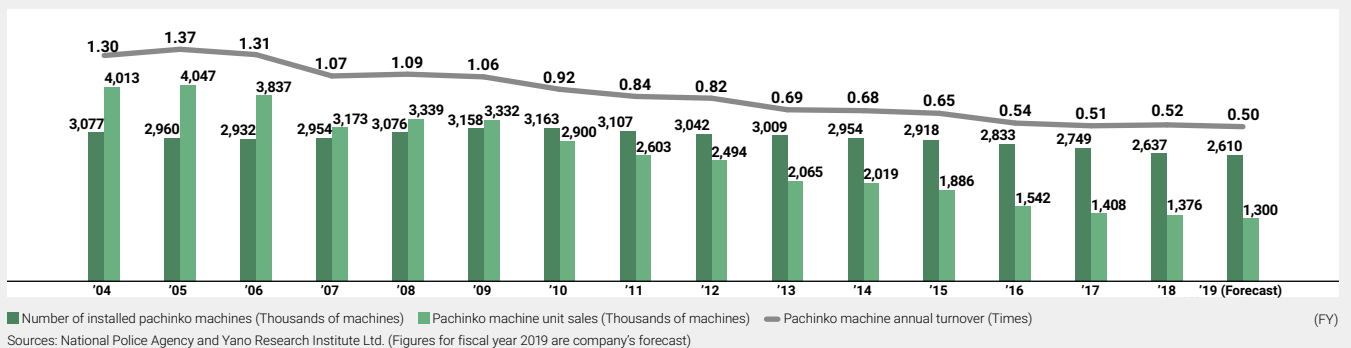
### Numbers of Pachinko Halls and Installed Pachinko and Pachislot Machines per Pachinko Hall



### Pachislot Machines: Number of Installed Machines, Unit Sales, and Annual Turnover

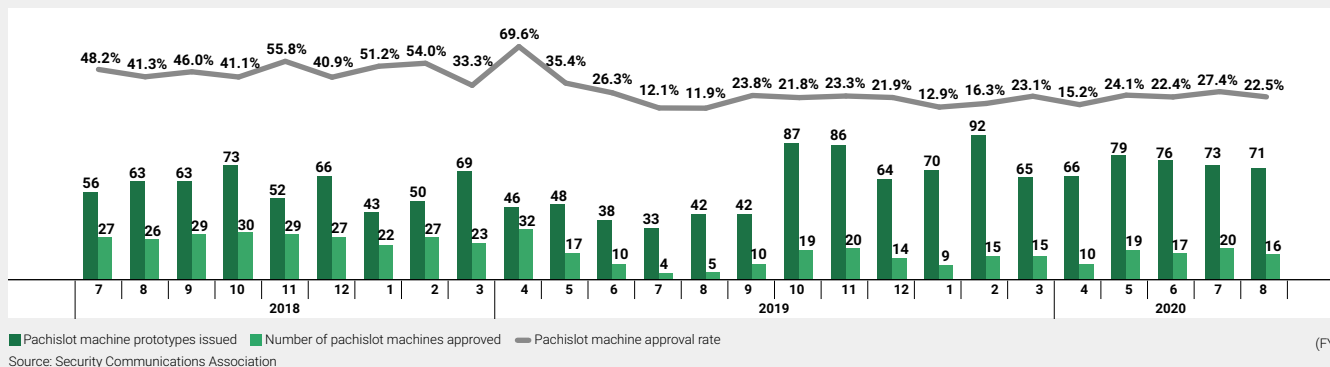


### Pachinko Machines: Number of Installed Machines, Unit Sales, and Annual Turnover

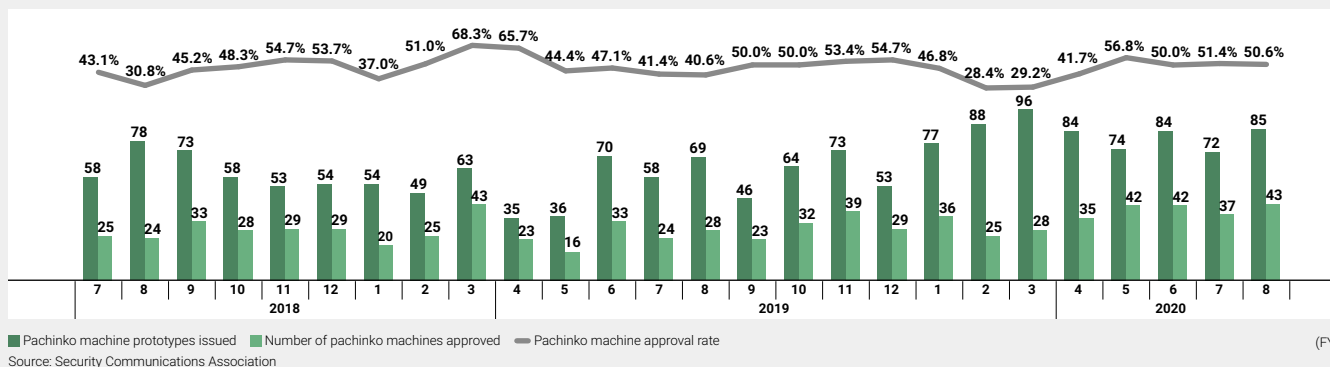


# Management's Discussion and Analysis

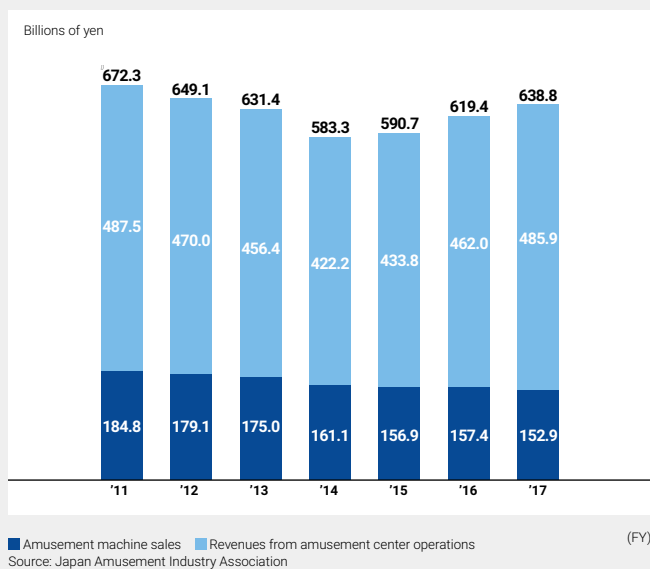
## Results of Pachislot Machine Prototype Testing



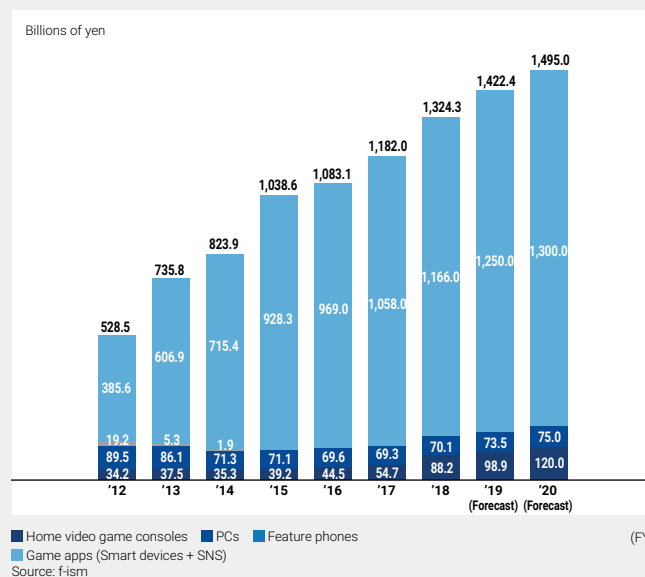
## Results of Pachinko Machine Prototype Testing



## Domestic Amusement Machine Sales and Revenues from Amusement Center Operations



## Domestic Market for Online Game Content



# Company Profile / Stock Information

## Company Profile

Company name	SEGA SAMMY HOLDINGS INC.
Address	Sumitomo Fudosan Osaki Garden Tower, 1-1-1 Nishi-Shinagawa, Shinagawa-ku, Tokyo 141-0033, Japan
URL	<a href="https://www.segasammy.co.jp/english/">https://www.segasammy.co.jp/english/</a>
Established	October 1, 2004
Capital	¥29,953 million (As of March 31, 2019)
Principal business	Management of SEGA SAMMY Group as the holding company

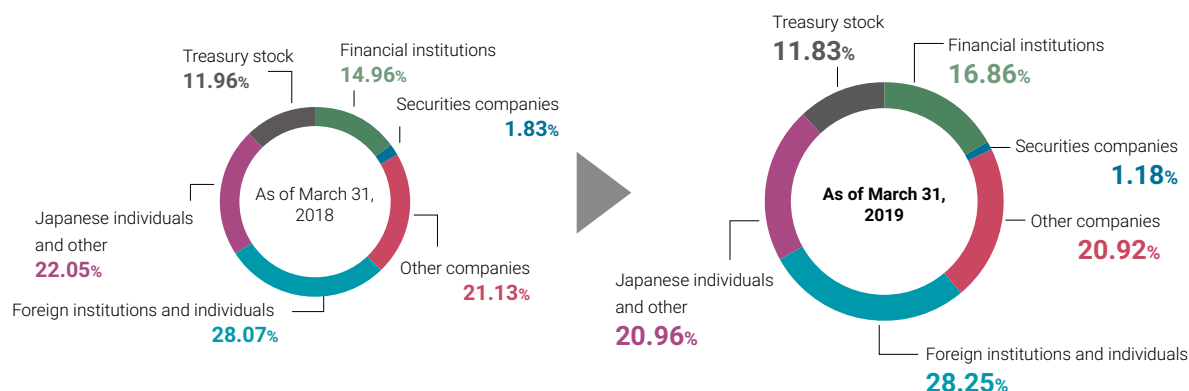
## Stock Information (As of March 31, 2019)

Number of shares authorized for issue	800,000,000
Total shares issued and outstanding	266,229,476
Number of shareholders	77,599

## Major Shareholders (As of March 31, 2019)

Name of shareholder	Shares held (Thousands)	Shares ratio excluding Company's treasury stock (%)
HS Company	35,308	15.04
FSC Co., Ltd.	13,562	5.77
The Master Trust Bank of Japan, Ltd. (Trust account)	11,474	4.88
Japan Trustee Services Bank, Ltd. (Trust account)	10,244	4.36
Hajime Satomi	7,796	3.32
JP MORGAN CHASE BANK 385632	6,987	2.97
STATE STREET BANK AND TRUST COMPANY 505001	6,097	2.59
Japan Trustee Services Bank, Ltd. (Trust account 5)	3,891	1.65
ORBIS SICAV	3,744	1.59
Haruki Satomi	3,229	1.37
Total	102,337	43.59

## Breakdown of Shareholders



# Consolidated Financial Statements

SEGA SAMMY HOLDINGS INC. and Consolidated Subsidiaries  
As of March 31, 2018 and 2019

	2018	2019
Millions of yen		
<b>Assets</b>		
<b>Current assets</b>		
Cash and deposits	¥157,896	¥137,425
Notes and accounts receivable—trade (Note 5 (5))	29,339	39,209
Short-term investment securities	24,694	14,500
Merchandise and finished goods	8,036	9,800
Work in process	18,347	25,028
Raw materials and supplies	14,190	15,192
Income taxes receivable	4,454	4,539
Other	15,630	15,026
Allowance for doubtful accounts	(259)	(259)
Total current assets	272,331	260,462
<b>Noncurrent assets</b>		
Property, plant and equipment		
Buildings and structures	93,528	89,166
Accumulated depreciation	(59,701)	(50,775)
Buildings and structures, net	33,826	38,391
Machinery, equipment and vehicles	13,469	12,845
Accumulated depreciation	(9,855)	(10,384)
Machinery, equipment and vehicles, net	3,613	2,460
Amusement machines and facilities	43,635	43,826
Accumulated depreciation	(34,354)	(32,111)
Amusement machines and facilities, net	9,280	11,715
Land (Note 5 (3))	23,741	21,352
Construction in progress	1,603	1,483
Other	48,887	49,641
Accumulated depreciation	(42,807)	(41,027)
Other, net	6,079	8,614
Total property, plant and equipment	78,145	84,017
Intangible assets		
Goodwill	8,541	6,448
Other	14,942	8,848
Total intangible assets	23,483	15,297
Investments and other assets		
Investment securities (Notes 5 (1) and (2))	70,216	73,478
Long-term loans receivable	1,549	1,014
Lease and guarantee deposits	12,180	13,843
Net defined benefit assets	1,908	2,570
Deferred tax assets	6,392	4,098
Other	7,707	10,308
Allowance for doubtful accounts	(449)	(438)
Total investments and other assets	99,506	104,876
Total noncurrent assets	201,136	204,191
<b>Total assets</b>	¥473,467	¥464,654

See accompanying notes.

Millions of yen

	2018	2019
<b>Liabilities</b>		
<b>Current liabilities</b>		
Notes and accounts payable–trade (Note 5 (5))	¥ 21,716	¥24,758
Short-term loans payable	15,838	13,352
Current portion of bonds	10,000	12,500
Income taxes payable	1,482	2,631
Accrued expenses	13,011	15,551
Provision for bonuses	5,872	5,537
Provision for directors' bonuses	608	476
Provision for point card certificates	18	31
Asset retirement obligations	1,734	562
Other	14,169	12,140
Total current liabilities	84,452	87,542
<b>Noncurrent liabilities</b>		
Bonds payable	22,500	10,000
Long-term loans payable	38,661	40,334
Net defined benefit liability	3,572	4,019
Deferred tax liabilities	1,846	2,110
Deferred tax liabilities for land revaluation	640	–
Asset retirement obligations	2,234	4,334
Provision for dismantling of fixed assets	420	420
Other	8,682	10,556
Total noncurrent liabilities	78,558	71,774
<b>Total liabilities</b>	163,010	159,316
<b>Net assets</b>		
Shareholders' equity		
Capital stock	29,953	29,953
Capital surplus	117,345	117,142
Retained earnings	207,174	201,889
Treasury stock	(54,781)	(54,168)
Total shareholders' equity	299,691	294,816
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	10,528	14,354
Deferred gains or losses on hedges	17	–
Revaluation reserve for land (Note 5 (2))	340	(1,109)
Foreign currency translation adjustment	(2,147)	(4,888)
Remeasurements of defined benefit plans	(479)	(524)
Total accumulated other comprehensive income	8,259	7,832
Subscription rights to shares	819	912
Non-controlling interests	1,685	1,776
Total net assets	310,456	305,337
<b>Total liabilities and net assets</b>	¥473,467	¥464,654

See accompanying notes.

# Consolidated Statements of Income and Comprehensive Income

SEGA SAMMY HOLDINGS INC. and Consolidated Subsidiaries  
Years ended March 31, 2018 and 2019

	2018	2019
Net sales	¥323,664	¥331,648
Cost of sales (Notes 6 (1) and (2))	202,930	211,199
Gross profit	120,734	120,449
Selling, general and administrative expenses	103,013	107,369
Operating income	17,720	13,079
Other income (expenses)		
Interest income	361	265
Dividends income	952	468
Gain on investments in partnership	888	495
Gain on valuation of compound financial instruments	52	15
Interest expenses	(712)	(532)
Equity in losses of affiliates	(4,368)	(3,859)
Commission fee	(86)	(179)
Loss on investments in partnership	(77)	(700)
Foreign exchange losses	(49)	(2)
Loss on retirement of noncurrent assets	(619)	(132)
Settlement package	(7)	(631)
Rent expenses	—	(996)
Gain on sales of noncurrent assets (Note 6 (3))	64	5,225
Gain on sales of investment securities	532	1,701
Gain on liquidation of subsidiaries and affiliates	—	1,220
Gain on reversal of provision for dismantling of fixed assets	233	—
Gain on reversal of restructuring loss	124	64
Loss on sales of noncurrent assets (Note 6 (4))	(220)	(47)
Impairment loss (Note 6 (5))	(2,474)	(8,334)
Loss on valuation of investment securities	(142)	—
Early extra retirement payments	(22)	(175)
Other, net	265	35
Subtotal	(5,306)	(6,098)
Income before income taxes	12,413	6,981
Income taxes—current	2,541	3,599
Income taxes—deferred	503	658
Total income taxes	3,045	4,257
Profit	9,368	2,724
(Breakdown)		
Profit attributable to owners of parent	8,930	2,642
Profit attributable to non-controlling interests	437	81
Other comprehensive income		
Valuation difference on available-for-sale securities	(500)	3,816
Deferred gains or losses on hedges	(0)	0
Foreign currency translation adjustment	189	(1,052)
Remeasurements of defined benefit plans, net of tax	(1,039)	(46)
Share of other comprehensive income of entities accounted for using equity method	2,191	(1,695)
Total other comprehensive income (Notes 7 (6))	841	1,022
Comprehensive income	10,209	3,746
(Breakdown)		
Comprehensive income attributable to owners of parent	9,771	3,664
Comprehensive income attributable to non-controlling interests	¥ 438	¥ 81

See accompanying notes.



# Consolidated Statements of Changes in Net Assets

SEGA SAMMY HOLDINGS INC. and Consolidated Subsidiaries  
Years ended March 31, 2018 and 2019

## Previous fiscal year (From April 1, 2017 to March 31, 2018)

Millions of yen

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance as of April 1, 2017	¥29,953	¥117,521	¥207,639	¥(54,769)	¥300,345
Changes of items during the period					
Dividends from surplus			(9,375)		(9,375)
Profit attributable to owners of parent			8,930		8,930
Effect of changes in accounting period of consolidated subsidiaries			(20)		(20)
Purchase of treasury stock				(13)	(13)
Disposal of treasury stock		(0)		0	0
Purchase of shares of consolidated subsidiaries		(175)			(175)
Reversal of revaluation reserve for land					—
Net changes of items other than shareholders' equity					
Total changes of items during the period	—	(175)	(465)	(12)	(654)
Balance as of March 31, 2018	¥29,953	¥117,345	¥207,174	¥(54,781)	¥299,691

Millions of yen

	Accumulated other comprehensive income					
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income
Balance as of April 1, 2017	¥11,041	¥(71)	¥340	¥(4,479)	¥ 588	¥7,419
Changes of items during the period						
Dividends from surplus						
Profit attributable to owners of parent						
Effect of changes in accounting period of consolidated subsidiaries						
Purchase of treasury stock						
Disposal of treasury stock						
Purchase of shares of consolidated subsidiaries						
Reversal of revaluation reserve for land						
Net changes of items other than shareholders' equity	(512)	89	—	2,331	(1,067)	840
Total changes of items during the period	(512)	89	—	2,331	(1,067)	840
Balance as of March 31, 2018	¥10,528	¥ 17	¥340	¥(2,147)	¥ (479)	¥8,259

Millions of yen

	Subscription rights to shares	Non-controlling interests	Total net assets
Balance as of April 1, 2017	¥303	¥ 3,428	¥311,497
Changes of items during the period			
Dividends from surplus			(9,375)
Profit attributable to owners of parent			8,930
Effect of changes in accounting period of consolidated subsidiaries			(20)
Purchase of treasury stock			(13)
Disposal of treasury stock			0
Purchase of shares of consolidated subsidiaries			(175)
Reversal of revaluation reserve for land			—
Net changes of items other than shareholders' equity	515	(1,742)	(386)
Total changes of items during the period	515	(1,742)	(1,040)
Balance as of March 31, 2018	¥819	¥ 1,685	¥310,456

See accompanying notes.

# Consolidated Statements of Changes in Net Assets

Current fiscal year (From April 1, 2018 to March 31, 2019)

Millions of yen

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance as of April 1, 2018	¥29,953	¥117,345	¥207,174	¥(54,781)	¥299,691
Changes of items during the period					
Dividends from surplus			(9,377)		(9,377)
Profit attributable to owners of parent			2,642		2,642
Effect of changes in accounting period of consolidated subsidiaries					—
Purchase of treasury stock				(11)	(11)
Disposal of treasury stock		(18)		624	605
Purchase of shares of consolidated subsidiaries		(184)			(184)
Reversal of revaluation reserve for land			1,450		1,450
Net changes of items other than shareholders' equity					
Total changes of items during the period	—	(203)	(5,284)	613	(4,874)
Balance as of March 31, 2019	¥29,953	¥117,142	¥201,889	¥(54,168)	¥294,816

Millions of yen

	Accumulated other comprehensive income					Total accumulated other comprehensive income
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	
Balance as of April 1, 2018	¥10,528	¥ 17	¥ 340	¥(2,147)	¥(479)	¥8,259
Changes of items during the period						
Dividends from surplus						
Profit attributable to owners of parent						
Effect of changes in accounting period of consolidated subsidiaries						
Purchase of treasury stock						
Disposal of treasury stock						
Purchase of shares of consolidated subsidiaries						
Reversal of revaluation reserve for land						
Net changes of items other than shareholders' equity	3,826	(17)	(1,450)	(2,741)	(45)	(427)
Total changes of items during the period	3,826	(17)	(1,450)	(2,741)	(45)	(427)
Balance as of March 31, 2019	¥14,354	¥ —	¥(1,109)	¥(4,888)	¥(524)	¥7,832

Millions of yen

	Subscription rights to shares	Non-controlling interests	Total net assets
Balance as of April 1, 2018	¥819	¥1,685	¥310,456
Changes of items during the period			
Dividends from surplus			(9,377)
Profit attributable to owners of parent			2,642
Effect of changes in accounting period of consolidated subsidiaries			—
Purchase of treasury stock			(11)
Disposal of treasury stock			605
Purchase of shares of consolidated subsidiaries			(184)
Reversal of revaluation reserve for land			1,450
Net changes of items other than shareholders' equity	93	90	(244)
Total changes of items during the period	93	90	(5,119)
Balance as of March 31, 2019	¥912	¥1,776	¥305,337

See accompanying notes.

# Consolidated Statements of Cash Flows

SEGA SAMMY HOLDINGS INC. and Consolidated Subsidiaries  
Years ended March 31, 2018 and 2019

Millions of yen

	2018	2019
<b>Net cash provided by (used in) operating activities:</b>		
Income (loss) before income taxes	¥ 12,413	¥ 6,981
Depreciation and amortization	19,180	18,819
Impairment loss	2,474	8,334
Amount of transfer of equipment by amusement center operations business	(2,757)	(4,585)
Loss (gain) on sales of noncurrent assets	156	(5,177)
Loss on retirement of noncurrent assets	619	132
Loss (gain) on liquidation of subsidiaries and affiliates	0	(1,219)
Loss (gain) on sales of investment securities	(531)	(1,562)
Loss (gain) on valuation of investment securities	142	—
Loss (gain) on investments in partnership	(810)	204
Amortization of goodwill	2,169	2,064
Increase (decrease) in allowance for doubtful accounts	(57)	(16)
Increase (decrease) in provision for directors' bonuses	9	(130)
Increase (decrease) in net defined benefit liability	(857)	791
Increase (decrease) in provision for bonuses	(27)	(352)
Increase (decrease) in provision for dismantling of fixed assets	(233)	—
Interest and dividends income	(1,313)	(734)
Interest expenses	712	532
Foreign exchange losses (gains)	69	212
Equity in (earnings) losses of affiliates	4,368	3,859
Decrease (increase) in notes and accounts receivable—trade	15,179	(10,203)
Decrease (increase) in inventories	6,953	(10,004)
Increase (decrease) in notes and accounts payable—trade	(23,760)	3,021
Increase (decrease) in guarantee deposits received	407	(674)
Other, net	(1,841)	6,975
Subtotal	32,665	17,268
Interest and dividends income received	1,308	757
Interest expenses paid	(726)	(544)
Income taxes paid	(7,901)	(5,250)
Income taxes refund	1,140	2,646
Net cash provided by (used in) operating activities	¥ 26,487	¥ 14,876

See accompanying notes.

# Consolidated Statements of Cash Flows

	2018	2019
Millions of yen		
<b>Net cash provided by (used in) investing activities:</b>		
Payments into time deposits	¥ (36)	¥ (36)
Proceeds from withdrawal of time deposits	2,711	11
Purchase of short-term investment securities	(3,000)	(3,000)
Proceeds from redemption of securities	3,000	3,000
Purchase of trust beneficiary right	(1,360)	(2,697)
Proceeds from sales of trust beneficiary right	1,058	2,453
Purchase of property, plant and equipment	(10,942)	(18,235)
Proceeds from sales of property, plant and equipment	9,564	10,342
Purchase of intangible assets	(10,529)	(10,274)
Proceeds from sales of intangible assets	—	36
Purchase of investment securities	(744)	(849)
Proceeds from sales of investment securities	2,166	6,017
Proceeds from redemption of investment securities	1,500	700
Payments for investment in partnerships	(2,161)	(2,082)
Proceeds from distribution of investment in partnerships	1,105	909
Purchase of investments in subsidiaries resulting in change in scope of consolidation (Note 8 (2))	—	(32)
Purchase of stocks of subsidiaries and affiliates	(6,206)	(5,282)
Payments of loans receivable	(1,587)	(559)
Collection of loans receivable	528	409
Reduction of investments in trusts	200	400
Payments for lease deposits	(5,192)	(2,554)
Collection of lease deposits	763	3,494
Other, net	(1,259)	(4,284)
Net cash provided by (used in) investing activities	(20,422)	(22,113)
<b>Net cash provided by (used in) financing activities:</b>		
Net increase (decrease) in short-term loans payable	(0)	—
Proceeds from long-term loans payable	10,000	14,971
Repayment of long-term loans payable	(6,354)	(15,844)
Redemption of bonds	(19,500)	(10,000)
Purchase of treasury stock	(13)	(11)
Purchase of treasury stock of subsidiaries	(2,201)	—
Proceeds from exercise of stock options	—	512
Cash dividends paid	(9,380)	(9,379)
Dividends paid to non-controlling interests	—	(7)
Other, net	(1,329)	(909)
Net cash provided by (used in) financing activities	(28,780)	(20,668)
<b>Effect of exchange rate change on cash and cash equivalents</b>	72	(595)
<b>Net increase (decrease) in cash and cash equivalents</b>	(22,642)	(28,501)
<b>Cash and cash equivalents at beginning of period</b>	199,208	176,566
<b>Increase in cash and cash equivalents from newly consolidated subsidiaries</b>	25	—
<b>Increase (decrease) in cash and cash equivalents resulting from change in accounting period of consolidated subsidiaries</b>	(25)	—
<b>Cash and cash equivalents at end of period (Note 8 (1))</b>	¥176,566	¥148,064

See accompanying notes.

# Notes to Consolidated Financial Statements

SEGA SAMMY HOLDINGS INC. and Consolidated Subsidiaries  
Years ended March 31, 2018 and 2019

## 1 Basis of Presenting Consolidated Financial Statements

The accompanying consolidated financial statements of SEGA SAMMY HOLDINGS INC. (the "Company") and its consolidated subsidiaries have been prepared in accordance with the provisions set forth in the Financial Instruments and Exchange Law of Japan and its related accounting regulations, and in conformity with accounting principles generally accepted in Japan ("Japanese GAAP"), which are different in certain respects as to application and disclosure requirements from International Financial Reporting Standards ("IFRS").

The accounts of the Company's overseas subsidiaries are based on their accounting records maintained in conformity with generally accepted accounting principles prevailing in the respective countries of domicile. However, necessary adjustments are made upon consolidation for 2018 and 2019. The accompanying consolidated financial statements have been restructured and translated into English (with certain expanded disclosure) from the consolidated financial

statements of the Company prepared in accordance with Japanese GAAP and filed with the appropriate Local Finance Bureau of the Ministry of Finance as required by the Financial Instruments and Exchange Law of Japan. Certain supplementary information included in the statutory Japanese-language consolidated financial statements is not presented in the accompanying consolidated financial statements. Each amount of the accompanying consolidated financial statements is rounded down to the nearest one million yen.

In preparing the accompanying consolidated financial statements, certain reclassifications have been made in order to present them in a form which is more familiar to readers outside Japan. Certain reclassifications have been made to the 2018 consolidated financial statements to conform to the classifications used in 2019. These changes had no impact on previously reported results of operations or shareholders' equity.

## 2 Summary of Significant Accounting Policies

### 1. Scope of consolidation

#### (1) Number of consolidated subsidiaries: 74

From the fiscal year ended March 31, 2019, the followings have been excluded from the scope of consolidation; SEGA SAMMY BUSAN INC., and one other company, because of their completion of liquidation.

#### (2) Number of non-consolidated subsidiaries: 17

Non-consolidated subsidiaries are excluded from the scope of consolidation because the combined amount of each of assets, net sales and net income corresponding to the percentage of equity interest held by the Company, and the combined amount of retained earnings corresponding to the percentage of equity interest held by the Company, do not have significant effect on the consolidated financial statements.

### 2. Application of the equity method

#### (1) Number of non-consolidated subsidiaries accounted for under the equity method: 6

#### (2) Number of affiliated companies accounted for under the equity method: 12

#### (3) Number of non-consolidated subsidiaries and affiliated companies which are not accounted for under the equity method: 12

Some of the Company's non-consolidated subsidiaries and affiliates are not accounted for under the equity method because the combined amount of net income corresponding to the percentage of equity interest held by the Company, and the combined amount of retained earnings corresponding to the percentage of equity interest held by the Company do not have significant effect on the consolidated financial statements even if they are excluded from the scope of equity method, and have no significance as a whole.

### 3. Accounting policies

#### (1) Valuation and accounting treatment for important assets

##### 1) Held-to-maturity debt securities

Held-to-maturity debt securities are stated at amortized cost method (the straight-line method)

##### 2) Available-for-sale securities

Securities with fair market value:

Securities with fair market value are stated at fair market value. The difference between acquisition cost and market value is accounted for as valuation difference on available-for-sale securities in net assets, with cost of sales determined by the moving-average method.

With respect to compound financial instruments whose fair values cannot be categorized and measured for each embedded derivative, the entire compound financial instruments are appraised by fair value, and unrealized gains or losses are reported as income or expenses for the fiscal year ended March 31, 2019.

Securities without quoted market prices:

Securities without quoted market prices are carried at cost, which is determined by the moving-average method.

The net amount of equity included in the Company's financial statements from limited liability investment partnerships and similar investments, regarded as marketable securities under Article 2-2 of the Financial Investment and Exchange Law of Japan, is calculated based on the relevant financial statements for the partnership available as of the reporting date stipulated in the partnership agreement.

##### 3) Derivatives

Derivatives are stated at fair market value.

# Notes to Consolidated Financial Statements

## 4) Inventories

Inventories are stated at cost, cost being determined mainly by the gross-average method (or at the net realizable value (NRV) calculated by writing down the book value to reflect a decrease in the NRV).

Work in process is also stated at cost, cost being determined by the specific identification method (or at the NRV calculated by writing down the book value to reflect a decrease in the NRV).

## (2) Depreciation and amortization for important assets

### 1) Property, plant and equipment (excluding lease assets)

Depreciation is calculated primarily using the straight-line method.

Range of useful life for the assets is as follows:

Buildings and structures: 2–50 years

Machinery, equipment and vehicles: 2–16 years

Amusement machines and facilities: 2–5 years

### 2) Intangible assets (excluding lease assets)

Amortization is calculated using the straight-line method. The software used in the Company is amortized by the straight-line method based on the useful lives within the Company (less than 5 years).

### 3) Lease assets

Finance leases which transfer ownership:

Depreciation method for such assets is the same as that which applies to property, plant and equipment owned by the Company.

Finance leases which do not transfer ownership:

Depreciated by using the straight-line method assuming the useful life equals to the lease period with a residual value of zero.

## (3) Accounting for deferred assets

Bond issue cost: All expenses are expensed when incurred.

## (4) Accounting for allowances and provisions

### 1) Allowance for doubtful accounts

Allowance for doubtful accounts is provided in the amount sufficient to cover possible losses based on a historical write-off of general receivables.

Receivables with default possibility and bankrupt receivables are calculated based on an individual assessment of the possibility of collection.

### 2) Provision for bonuses

The estimated amount of bonuses was recorded to meet the payment of employee bonuses, an amount corresponding to the current fiscal year.

### 3) Provision for directors' bonuses

The estimated amount of bonuses was recorded to meet the payment of Directors and Audit & Supervisory Board Members bonuses, an amount corresponding to the current fiscal year.

### 4) Provision for point card certificates

In order to provide for the usage of points granted to customers under the point system, the estimated future usage amount for the end of the fiscal year ended March 31, 2019 has been recorded.

### 5) Provision for dismantling of fixed assets

To provide for expenses for dismantling unused decrepit buildings, estimated future expenses are recorded.

## (5) Accounting method for retirement benefits

### 1) Attribution method for projected retirement benefits:

In calculating retirement benefits obligations, benefit-formula attribution is adopted for the purpose of attributing projected retirement benefits to the period up to the end of the fiscal year ended March 31, 2019.

### 2) Treatment of actuarial gains and losses and prior service costs:

Prior service costs are amortized equally over a certain number of years (10 years in principle) within the average remaining years of service for the employees at the time of accrual, or are charged to income collectively at the time of accrual. Actuarial gains and losses are amortized by the straight-line method over a certain number of years (10 years in principle) within average remaining years of service for the employees at the time of accrual in each fiscal year, commencing from the following fiscal year after the accrual for each employee, or are charged to income collectively in the following fiscal year after the accrual.

## (6) Accounting for significant hedge

### 1) Hedge accounting

The Group adopts deferred hedge accounting. However, special treatment is used for qualifying interest rate swap transactions.

Moreover, allocation hedge accounting is applied to qualifying currency swap transactions and forward exchange contracts.

### 2) Hedging instruments and hedged items

Hedging instrument: Currency swaps, interest rate swaps, and forward exchange contracts

Hedged item: Interest on loans payable, receivables and payables denominated in foreign currencies

### 3) Hedge policy

Derivative instruments are used to mitigate risks associated with foreign exchange and interest rate fluctuations.

As a rule, hedging is only used for items in which actual demand exists, and not for speculative purposes.

### 4) Evaluation of hedge effectiveness

Hedge effectiveness is evaluated through comparative analysis of the cumulative fluctuations in the market between the hedged item and the hedging instrument. Evaluation of hedge effectiveness at fiscal year-end is omitted for currency swap transactions, as material conditions for the notional principal of hedging instruments and those for hedged items are the same and these transactions are deemed to offset the market fluctuations.

Evaluation of hedge effectiveness at fiscal year-end is omitted also for interest rate swap transactions applied to special treatment.

## (7) Amortization method and period of goodwill

If the duration of the effect of goodwill can be rationally estimated, amortization is made over the estimated number of years by the straight-line method. In other cases, amortization is made over a five-year-period by the straight-line method.

## (8) Cash and cash equivalents in the consolidated statements of cash flows

In preparing the consolidated statements of cash flows, cash on hand, readily available deposits and short-term highly liquid investments with maturities not exceeding three months at the time of purchase are considered to be cash and cash equivalents.



### (9) Accounting method for consumption taxes

Consumption taxes and local consumption taxes are accounted using the net-of-tax method, and non-deductible consumption taxes and local consumption taxes on assets are posted mainly as expenses when incurred.

### (10) Application of the Consolidated Taxation System

The Company and certain domestic consolidated subsidiaries applied the Consolidated Taxation System.

## 3 Unapplied New Accounting Standards

The Company and its domestic consolidated subsidiaries

- "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, issued by the Accounting Standards Board of Japan on March 30, 2018)

- "Implementation Guidance on Accounting Standard for Revenue Recognition" (ASBJ Guidance No. 30, issued by the Accounting Standards Board of Japan on March 30, 2018)

#### (1) Overview

The International Accounting Standards Board (IASB) and US Financial Accounting Standards Board (FASB) jointly developed comprehensive revenue recognition standards and issued "Revenue from Contracts with Customers" in May 2014 (IASB's IFRS 15 and FASB's Topic 606). Considering that IFRS 15 shall apply to fiscal years beginning on or after January 1, 2018, and Topic 606 shall apply to fiscal years beginning after December 15, 2017, the ASBJ developed a comprehensive accounting standard on revenue recognition and thus issued the accounting standard together with the implementation guidance.

The ASBJ established the accounting standard on revenue recognition by following the basic policies in developing it. The basic policies were: firstly, incorporating the core principle of IFRS 15 as the starting point from the perspective of facilitating comparability among financial statements, which is one of the benefits of ensuring consistency with IFRS 15; secondly, adding alternative treatments, but to the extent not impairing comparability, where consideration should be given to the

practice having been used in Japan.

#### (2) Scheduled date of application

These ASBJ statement and guidance will be applied from the beginning of the fiscal year ending March 31, 2022.

#### (3) Effects of application of the accounting standards

The effects of the application are under assessment at the time of preparing these consolidated financial statements.

Foreign consolidated subsidiaries

- "Leases" (IFRS 16)

- "Leases" (U.S. GAAP ASU 2016-02)

#### (1) Overview

These accounting standards were revised with a focus on the recognition of assets and liabilities of all of the lessee's leases in principle.

#### (2) Scheduled date of application

IFRS 16 will be applied from the beginning of the fiscal year ending March 31, 2020 and U.S. GAAP ASU 2016-02 will be applied from the beginning of the fiscal year ending March 31, 2021.

#### (3) Effects of application of the accounting standards

Applying IFRS16 for the fiscal year ending March 31, 2020, the beginning balance for assets and liabilities are increased ¥2,552 million, ¥2,550 million respectively. Also the beginning balance for retained earnings are ¥147 million decreased. In regard to ASU 2016-02 (Topic 842), the effects of the applying are under evaluation.

## 4 Changes in Presentation

(Changes in line with the application of the "Partial Amendments to Accounting Standard for Tax Effect Accounting")

The Company has applied the "Partial Amendments to the Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28, February 16, 2018. Hereinafter referred to as the "Partial Amendments to the Tax Effect Accounting Standard.") effective from the beginning of the current fiscal year. Accordingly, notes related to tax effect accounting were changed, and the Company changed the presentation to the method where deferred tax assets were presented under "Investments and other assets" and deferred tax liabilities were presented under "Noncurrent liabilities."

As a result, in the consolidated balance sheets of the previous fiscal year, "deferred tax assets" of "current assets" decreased by ¥5,018 million and "deferred tax assets" of "investments and other assets" increased by ¥4,980 million. In addition, "deferred tax liabilities" of

"current liabilities" decreased by ¥32 million and "deferred tax liabilities" of "noncurrent liabilities" decreased by ¥6 million.

Deferred tax assets of the same taxable entity are offset against deferred tax liabilities, and total assets decreased by ¥38 million compared to before the change.

Furthermore, in the notes to "Tax effect accounting", contents described in the "Accounting Standard for Tax Effect Accounting" explanatory note (Note 8) (excluding the total amount of valuation allowance) and explanatory note (Note 9) set out in paragraphs 3 through 5 of the Partial Amendments to Tax Effect Accounting Standard have been added; provided, however, details related to the previous fiscal year among said contents are not described in accordance with the transitional treatment as presented in paragraph 7 of the Partial Amendments to Tax Effect Accounting Standard.

# Notes to Consolidated Financial Statements

## 5 Notes to Consolidated Balance Sheets

### (1) Assets pledged

	2018	2019
Shares of subsidiaries and affiliates	¥25,973	¥25,604
Total	25,973	25,604

Note: For loans from financial institutions to the equity-method affiliate PARADISE SEGASAMMY Co., Ltd. as of March 31, 2019 and 2018, ¥69,020 million (KRW700,000 million) and ¥73,920 million (KRW700,000 million), respectively, the shares of this company were provided as a pledge.

### (2) Investment securities to non-consolidated subsidiaries and affiliated companies

	2018	2019
Investment securities (shares)	¥27,946	¥27,669
Investment securities (capital contributions)	1,601	1,073

### (3) Revaluation reserve for land

Consolidated subsidiary SEGA Holdings Co., Ltd. has revalued land for commercial use, pursuant to Japan's Law Concerning Revaluation of Land (Law No. 34, March 31, 1998) and Amendments to the Law Concerning Revaluation of Land (Law No. 19, March 31, 2001).

Accordingly, SEGA Holdings Co., Ltd. has recorded an item for the revaluation reserve for land under net assets.

#### Revaluation method

SEGA Holdings Co., Ltd. computed the value of land based on the methodology regarding rational adjustments to valuation of fixed assets stipulated in Article 2-3, and appraisals by licensed real estate appraisers prescribed in Article 2-5 of the Enforcement Ordinance No. 119 (March 31, 1998) pertaining to the Law Concerning Revaluation of Land.

Date of revaluation: March 31, 2002.

Difference between the fair value at the end of the fiscal year and the book value after revaluation of revalued land: ¥(425) million

### (4) Overdraft agreements and commitment line agreements

The Company and its consolidated subsidiaries have overdraft agreements and commitment line agreements with banks for the effective procurement of working capital.

The balance of unexecuted loans, etc., based on these agreements as of March 31, 2019 and 2018 are as follows:

	2018	2019
Total amount of overdraft limit and commitment line agreements	¥130,400	¥140,900
Executed loans balance	—	—
Unexecuted balance	130,400	140,900

### (5) Accounting treatment of notes expiring on the end of fiscal year

Notes matured at the end of the current fiscal year were settled as of the note exchange date.

Because the end of the current fiscal year was a holiday, the following notes that matured on March 31, 2019 were included in the balance as of March 31, 2019:

	2018	2019
Notes receivable—trade	¥749	¥1,693
Notes payable—trade	341	429

## 6 Notes to Consolidated Statements of Income and Comprehensive Income

### (1) The book value devaluation of inventories held for normal sales purpose based on decline in profitability

Millions of yen

	2018	2019
Cost of sales	¥5,860	¥5,131

### (2) Research and development expenses included in selling, general and administrative expenses and manufacturing cost

Millions of yen

	2018	2019
	¥43,525	¥46,782

### (3) Gain on sales of noncurrent assets

Millions of yen

	2018	2019
Buildings and structures	¥31	¥(2,597)
Machinery, equipment and vehicles	0	52
Land	27	7,769
Other property, plant and equipment	4	0
Total	64	5,225

Note: Loss on sale of buildings and structures and Gain on sale of land arising from sale of the same property in the current fiscal year were offset and presented as a gain on sales of noncurrent assets in the consolidated statement of income.

### (4) Loss on sales of noncurrent assets

Millions of yen

	2018	2019
Buildings and structures	¥ —	¥ 7
Machinery, equipment and vehicles	0	0
Amusement machines and facilities	220	—
Land	—	3
Other property, plant and equipment	—	36
Total	220	47

# Notes to Consolidated Financial Statements

## (5) Impairment loss

Previous fiscal year (From April 1, 2017 to March 31, 2018)

			Millions of yen
Use	Location	Type	Amount
Amusement facilities	Nagoya-shi, Aichi and 2 other locations	Buildings and structures	¥ 155
		Other property, plant and equipment, etc.	19
Assets for business	Shinagawa-ward, Tokyo and 15 other locations	Buildings and structures	448
		Machinery, equipment and vehicles	155
		Amusement machines and facilities	98
		Other property, plant and equipment	556
		Other intangible assets	335
		Construction in progress	69
Unutilized assets	Nanyo-shi, Yamagata	Land	11
Other	The United States of America and 1 other location	Goodwill	620
Total			2,474

For each business segment, the Company classifies assets or asset groups based on whether their cash flows can be estimated independently. The book values of assets or asset groups whose market values declined significantly or that are projected to consistently generate negative cash flows are reduced to their recoverable value. The amount of this reduction is deemed an impairment loss and is recorded under "Other expenses" in the consolidated financial statements.

Recoverable values for amusement facilities and unutilized assets are calculated as memorandum values mainly because future cash flows are not expected. Recoverable values of assets for business and goodwill are primarily measured based on values in use with a principal discount rate of 8.9%. However, assets groups which are expected to generate no future cash flow are calculated as memorandum values.

Current fiscal year (From April 1, 2018 to March 31, 2019)

			Millions of yen
Use	Location	Type	Amount
Amusement facilities	Zama-shi, Kanagawa and 2 other locations	Buildings and structures	¥ 46
		Amusement machines and facilities	45
		Other property, plant and equipment, etc.	26
Assets for business	Shinagawa -ward, Tokyo and 9 other locations	Buildings and structures	603
		Amusement machines and facilities	145
		Other property, plant and equipment	655
		Other intangible assets	6,810
		Total	8,334

For each business segment, the Company classifies assets or asset groups based on whether their cash flows can be estimated independently. The book values of assets or asset groups whose market values declined significantly or that are projected to consistently generate negative cash flows are reduced to their recoverable value. The amount

of this reduction is deemed an impairment loss and is recorded under "Other expenses" in the consolidated financial statements.

Recoverable values are calculated based on memorandum values, as no future cash flows are expected.

**(6) Reclassification adjustments and the related tax effects concerning other comprehensive income**

Millions of yen

	2018	2019
Valuation difference on available-for-sale securities:		
The amount arising during the period	¥ (624)	¥ 7,123
Reclassification adjustments	(183)	(1,561)
Before adjustments to tax effects	(807)	5,561
The amount of tax effects	307	(1,745)
Valuation difference on available-for-sale securities	(500)	3,816
Deferred gains or losses on hedges:		
The amount arising during the period	2	12
Reclassification adjustments	(3)	(12)
Before adjustments to tax effects	(0)	0
The amount of tax effects	—	—
Deferred gains or losses on hedges	(0)	0
Foreign currency translation adjustment:		
The amount arising during the period	491	(129)
Reclassification adjustments	—	(1,224)
Before adjustments to tax effects	491	(1,353)
The amount of tax effects	(301)	301
Foreign currency translation adjustment	189	(1,052)
Remeasurements of defined benefit plans, net of tax:		
The amount arising during the period	(797)	(762)
Reclassification adjustments	(379)	532
Before adjustments to tax effects	(1,176)	(229)
The amount of tax effects	137	182
Remeasurements of defined benefit plans, net of tax	(1,039)	(46)
Share of other comprehensive income of entities accounted for using equity method:		
The amount arising during the period	2,191	(1,695)
Reclassification adjustments	—	—
Share of other comprehensive income of entities accounted for using equity method:	2,191	(1,695)
Total other comprehensive income	¥ 841	¥ 1,022

# Notes to Consolidated Financial Statements

## 7 Notes to Consolidated Statements of Changes in Net Assets

Previous fiscal year (From April 1, 2017 to March 31, 2018)

### 1. Number of outstanding common stock

Shares				
Type of stock	As of April 1, 2017	Increase	Decrease	As of March 31, 2018
Common stock	266,229,476	—	—	266,229,476

### 2. Number of outstanding treasury stock

Shares				
Type of stock	As of April 1, 2017	Increase	Decrease	As of March 31, 2018
Common stock	31,841,869	9,029	394	31,850,504

(Summary of the change)

Increase		Decrease	
Increase due to purchase of odd-lot stock	9,029 shares	Decrease due to sales of odd-lot stock	394 shares

### 3. Subscription rights to shares

		Number of stocks (Shares)				Balance at March 31, 2018 (Millions of yen)
Company name	Breakdown	Type of stock	As of April 1, 2017	Increase	Decrease	
The Company	Subscription rights to shares as stock options	—	—	—	—	¥819
Total			—	—	—	819

### 4. Dividends

#### (1) Dividends

Resolution	Type of stock	Total dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Board of Directors' meeting held on May 12, 2017	Common stock	¥4,687	¥20	March 31, 2017	June 2, 2017
Board of Directors' meeting held on November 2, 2017	Common stock	4,687	20	September 30, 2017	December 1, 2017

#### (2) Of the dividends of which the record date is in the fiscal year ended March 31, 2018, but the effective date is in the following fiscal year

Resolution	Type of stock	Resource of dividends	Total dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Board of Directors' meeting held on May 11, 2018	Common stock	Retained earnings	¥4,687	¥20	March 31, 2018	June 1, 2018

Current fiscal year (From April 1, 2018 to March 31, 2019)

### 1. Number of outstanding common stock

Shares				
Type of stock	As of April 1, 2018	Increase	Decrease	As of March 31, 2019
Common stock	266,229,476	—	—	266,229,476

### 2. Number of outstanding treasury stock

Shares				
Type of stock	As of April 1, 2018	Increase	Decrease	As of March 31, 2019
Common stock	31,850,504	6,509	363,086	31,493,927

(Summary of the change)

Increase		Decrease	
Increase due to purchase of odd-lot stock	6,509 shares	Decrease due to sales of odd-lot stock	286 shares
		Decrease due to exercise of stock options:	362,800 shares



### 3. Subscription rights to shares

Company name	Breakdown	Type of stock	Number of stocks (Shares)			Balance at March 31, 2019 (Millions of yen)
			As of April 1, 2018	Increase	Decrease	
The Company	Subscription rights to shares as stock options	—	—	—	—	¥912
Total			—	—	—	912

### 4. Dividends

#### (1) Dividends

Resolution	Type of stock	Total dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Board of Directors' meeting held on May 11, 2018	Common stock	<b>¥4,687</b>	<b>¥20</b>	March 31, 2018	June 1, 2018
Board of Directors' meeting held on November 1, 2018	Common stock	<b>4,689</b>	<b>20</b>	September 30, 2018	December 3, 2018

#### (2) Of the dividends of which the record date is in the fiscal year ended March 31, 2019, but the effective date is in the following fiscal year

Resolution	Type of stock	Resource of dividends	Total dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Board of Directors' meeting held on May 10, 2019	Common stock	Retained earnings	<b>¥4,694</b>	<b>¥20</b>	March 31, 2019	June 3, 2019

## 8 Notes to Consolidated Statements of Cash Flows

#### (1) Cash and cash equivalents at March 31, 2019 and 2018 consisted of the following:

	2018	2019
Cash and deposits	¥157,896	<b>¥137,425</b>
Short-term investment securities	24,694	<b>14,500</b>
Total	182,591	<b>151,925</b>
Time deposits with maturities of more than three months	(334)	<b>(360)</b>
Short-term investment securities with period from the acquisition date to the redemption date exceeding three months	(5,690)	<b>(3,500)</b>
Cash and cash equivalents	176,566	<b>148,064</b>

#### (2) Assets and liabilities of the company which has become a consolidated subsidiary due to acquisition of shares

Previous fiscal year (From April 1, 2017 to March 31, 2018)

Not applicable.

Current fiscal year (From April 1, 2018 to March 31, 2019)

The information is omitted due to insignificance.

# Notes to Consolidated Financial Statements

## 9 Information for Certain Leases

(1) A summary of assumed amounts of acquisition cost, accumulated depreciation, accumulated impairment loss and net book value for the years ended March 31, 2019 and 2018, with respect to the finance leases accounted for in the same manner as operating leases, is as follows:

Previous fiscal year (From April 1, 2017 to March 31, 2018)

	Millions of yen			
	Acquisition cost	Accumulated depreciation	Accumulated impairment loss	Net book value
Buildings	¥2,103	¥968	¥1,135	¥—
Total	2,103	968	1,135	—

Current fiscal year (From April 1, 2018 to March 31, 2019)

	Millions of yen			
	Acquisition cost	Accumulated depreciation	Accumulated impairment loss	Net book value
Buildings	<b>¥2,103</b>	<b>¥968</b>	<b>¥1,135</b>	<b>¥—</b>
Total	<b>2,103</b>	<b>968</b>	<b>1,135</b>	<b>—</b>

(2) Future lease payments and accumulated impairment loss on leased assets

Future lease payments as of March 31, 2019 and 2018

	Millions of yen	
	2018	2019
Due within one year	¥151	<b>¥151</b>
Due after one year	769	<b>618</b>
Total	921	<b>769</b>

Accumulated impairment loss on leased assets as of March 31, 2019 and 2018

	Millions of yen	
	2018	2019
Accumulated impairment loss on leased assets	¥706	<b>¥585</b>

(3) A summary of assumed amounts of lease payments, reversal of allowance for impairment loss on leased assets, depreciation, interest expenses and impairment loss for the years ended March 31, 2019 and 2018, with respect to the finance leases accounted for in the same manner as operating leases, is as follows:

	Millions of yen	
	2018	2019
Lease payments	¥151	<b>¥151</b>
Reversal of allowance for impairment loss on leased assets	123	<b>121</b>
Depreciation	124	<b>124</b>
Interest expenses	21	<b>18</b>

## 1. Finance lease transactions

### (1) Details of lease assets

Lease assets mainly consist of the following: "Machinery, equipment and vehicles," "Other property, plant and equipment" and "Other intangible assets" for office-related facilities.

### (2) The methods of depreciation for lease assets

The methods of depreciation for lease assets are as follows: Lease assets involving finance lease transactions under which the ownership of the lease assets is transferred to lessees are the same methods that are applied to property, plant and equipment owned by the Company. Lease assets involving finance lease transactions under which the ownership of the lease assets is not transferred to lessees are the straight-line method, with their residual values being zero over their leased periods used as the number of years for useful life.

## 2. Operating lease transactions

Future lease payments for operating lease transactions which cannot be canceled as of March 31, 2019 and 2018 are as follows:

	2018	2019
Due within one year	¥ 1,665	¥ 5,289
Due after one year	17,707	18,544
Total	19,372	23,834

Millions of yen

## 10 Financial Instruments

### 1. Outline of financial instruments

#### (1) Policy for financial instruments

The Group signed an agreement concerning commitment lines with financial institutions, such as securing medium to long-term fund liquidity with the Company as a holding company, as a safety net for the entire Group. In addition, capital for each business is financed based on the financial plan as needed, through bank borrowings or bond issues applying the Cash Management System for the purpose of efficient utilization of the Group's funds. Most funds are invested primarily in low-risk and high-liquidity financial assets, while some are invested in compound financial instruments such as bonds, etc., for the purpose of efficiently managing funds. Derivatives are used, not for speculative purposes, but to manage exposure to financial risks as described later.

#### (2) Nature and extent of risks arising from financial instruments

Receivables such as notes and accounts receivable-trade are exposed to customer credit risks. In addition, foreign currency-denominated trade receivables are exposed to foreign currency exchange fluctuation risks. However, certain parts of the risks are hedged by forward exchange contracts. Short-term investment securities and investment securities are mainly negotiable certificates of deposit and the stocks acquired for business collaborations with business partners, and the latter are exposed to the risk of market price fluctuations. Some compound financial instruments, etc., are also exposed to the risk of market price fluctuations in the stock markets, etc.

Of the payables such as notes and accounts payable-trade, trade payables denominated in foreign currencies are exposed to foreign currency exchange fluctuation risks. However, certain parts of the risks are hedged by forward exchange contracts. Loans and bonds payable are for the purpose of procurement of funds necessary for operating funds and capital investment, and parts of them have floating interest rates. For this reason, they are exposed to interest rate fluctuation risks.

Derivative transactions consist of forward exchange contracts and currency swap transactions as hedges against currency fluctuation risks on their foreign currency-denominated operating receivables and debt as well as foreign currency-denominated loans payable, and interest rate swap transactions as hedges against interest rate risks on loans payable.

For details on hedging instruments, hedged items, hedging policy and the method for evaluating hedging effectiveness concerning hedge accounting, please refer to "(5) Accounting for significant hedge" in "Note 2 - Summary of Significant Accounting Policies, 3. Accounting Policies."

#### (3) Risk management for financial instruments

##### 1) Credit risk management (customers' default risk)

With respect to trade receivables, departments in charge regularly monitor the situations of major customers in compliance with each company's management regulations for receivables, to control payment terms and balances of customers, in order to detect collection concerns such as worsening of financial conditions early and to lessen the possibilities for collection problems.

The credit risk for negotiable certificates of deposit and major bonds, etc., is minimal because the investments of these financial assets are limited to high credit rating issuers. Customers of derivative transactions are in principle limited to correspondent financial institutions.

The amount of maximum risk as of the consolidated settlement date is expressed by the amounts of financial assets exposed to credit risks in the balance sheet.

##### 2) Market risk management (foreign currency exchange and interest rate fluctuation risks)

Forward exchange contracts are used to hedge foreign currency exchange fluctuation risks identified by currency and by month, in parts of trade receivables and payables and loan receivables denominated in

# Notes to Consolidated Financial Statements

foreign currencies, and trade receivables and payables which are expected to certainly occur due to exports and imports (forecasted transactions).

In addition, interest rate swap transactions, etc., are used to hedge fluctuation risks of interests on variable interest loans and currency swap transactions are used to hedge currency fluctuation risks on foreign currency-denominated loans payables, etc.

With respect to short-term investment securities and investment securities, their fair values and financial positions of the related issuers (the counterparties) are regularly checked for reports at each company's Board of Directors' meeting, etc. Major holdings of shares are continuously reviewed in consideration of relationships with the counterparties. In addition, some compound financial instruments are also continuously reviewed by regularly checking their fair values.

With regard to derivative transactions, the financial department or the accounting department executes and manages transactions upon obtaining internal approvals in compliance with the derivative transactions management rules of each Group company. In addition, reports on the situations of derivative transactions are made to each company's Board of Directors' meeting when and where appropriate.

3) Liquidity risk management on fund-raising (risk for delinquency)

Trade payables and loans are exposed to liquidity risk. In the Group, liquidity risk is managed by setting an appropriate fund balance for each company, and by each company updating fund plans monthly to maintain the balance that exceeds the set fund balance, and by the Company confirming each company's cash position.

## (4) Supplementary explanations concerning fair values of financial instruments

Fair values of financial instruments comprise values determined based on market prices and values determined reasonably when there is no market price. Since variable factors are incorporated in calculating the relevant fair values, such fair values may vary depending on the different assumptions. The notional amounts and other information described in "Note 12 - Derivative Transactions" do not indicate the amounts of market risk exposed to derivative transactions.

## 2. Matters concerning the fair value of financial instruments

The consolidated balance sheet amount and fair value of financial instruments as well as the differences between these values are described below. Financial instruments whose fair values are not readily determinable are not included in the table. (See Note 2 below.)

Previous fiscal year (As of March 31, 2018)

	Millions of yen		
	Consolidated balance sheet amount	Fair value	Valuation gains (losses)
(1) Cash and deposits	¥157,896	¥157,896	¥ —
(2) Notes and accounts receivable-trade	29,339	29,339	(0)
(3) Short-term investment securities and investment securities:			
1) Held-to-maturity debt securities	2,114	2,124	9
2) Available-for-sale securities (*1)	51,987	51,987	—
3) Equity securities issued by affiliated companies	839	1,112	273
Total assets	242,177	242,460	283
(1) Notes and accounts payable-trade	21,716	21,716	—
(2) Short-term loans payable	15,838	15,838	—
(3) Long-term loans payable	38,661	38,885	(224)
(4) Current portion of corporate bonds	10,000	10,000	—
(5) Corporate bonds payable	22,500	22,591	(91)
Total liabilities	108,716	109,032	(315)
Derivative transactions (*2)			
1) Derivative transactions to which hedge accounting is not applied	—	—	—
2) Derivative transactions to which hedge accounting is applied	17	17	—
Total derivative transactions	17	17	—

\*1 Since the fair values of embedded derivatives cannot be reasonably categorized and measured, those of the entire compound financial instruments are evaluated, and included in investment securities.

\*2 Receivables and payables incurred by derivative transactions are presented in net amount.

Current fiscal year (As of March 31, 2019)

	Millions of yen		
	Consolidated balance sheet amount	Fair value	Valuation gains (losses)
(1) Cash and deposits	¥137,425	¥137,425	¥ —
(2) Notes and accounts receivable-trade	39,209	39,200	(8)
(3) Short-term investment securities and investment securities:			
1) Held-to-maturity debt securities	1,411	1,418	7
2) Available-for-sale securities	45,962	45,962	—
3) Equity securities issued by affiliated companies	818	831	12
<b>Total assets</b>	<b>224,827</b>	<b>224,838</b>	<b>10</b>
(1) Notes and accounts payable-trade	24,758	24,758	—
(2) Short-term loans payable	13,352	13,352	—
(3) Long-term loans payable	40,334	40,293	40
(4) Current portion of corporate bonds	12,500	12,500	—
(5) Corporate bonds payable	10,000	10,020	(20)
<b>Total liabilities</b>	<b>100,946</b>	<b>100,925</b>	<b>20</b>
Derivative transactions			
1) Derivative transactions to which hedge accounting is not applied	—	—	—
2) Derivative transactions to which hedge accounting is applied	—	—	—
<b>Total derivative transactions</b>	<b>—</b>	<b>—</b>	<b>—</b>

Note 1: Calculation method of fair values of financial instruments and securities and derivative transactions  
Assets

(1) Cash and deposits and (2) Notes and accounts receivable-trade

Of these, items that are settled in the short term (within a year) are recorded using book values, as their fair values approximate book values. In addition, of notes and accounts receivable-trade, those which have more than a year to the payment date from the end of the current fiscal year are stated at the present values by discounting the amount of claim for each receivable with the interest rate calculated by the payment period and credit risk.

(3) Short-term investment securities and investment securities

The fair values of stocks are determined using the quoted price on the stock exchange, and those of bonds are determined using the quoted price on the exchange or the quoted price obtained from financial institutions. In addition, negotiable certificates of deposit included in available-for-sale securities are recorded using book values, as they are settled in the short term (within a year) and their fair values approximate book values. For notes concerning securities by holding purpose, please see "Note 11 - Investment Securities."

Liabilities

(1) Notes and accounts payable-trade, (2) Short-term loans payable and (4) Current portion of corporate bonds

Of these, items that are settled in the short term (within a year) are recorded using book values, as their fair values approximate book values. Of the short-term loans payable, fair values of the loans hedged by interest rate swap contracts meeting certain conditions are calculated by combining them with the relevant interest rate swap.

(3) Long-term loans payable and (5) Corporate bonds payable

These are stated with the present values calculated by discounting the aggregated values of the principal and interest using an assumed interest rate if loans are newly made. Of the long-term loans payable, fair values of the loans hedged by interest rate swap contracts with special treatment applied and by interest rate and currency swap contracts with combined treatment applied (subject to special treatment and allocation hedge accounting) are calculated by combining them with the relevant interest rate swap or interest rate and currency swap.

Derivative transactions

For notes concerning derivatives, please see "Note 12 - Derivative Transactions."

Note 2: Financial instruments whose fair values are not readily determinable

	Millions of yen	
Item	2018	2019
Investments in unlisted stocks, etc.	¥ 2,599	¥ 3,430
Investments in investment limited partnerships, etc.	8,661	8,432
Stocks of non-consolidated subsidiaries	339	350
Stocks of affiliates	26,767	26,499
Investments in capital of subsidiaries and affiliates	1,601	1,073

These items are not included in "(3) Short-term investment securities and investment securities," because there is no market price, future cash flows cannot be estimated, and it is extremely difficult to identify fair values.

# Notes to Consolidated Financial Statements

Note 3: Redemption schedule of monetary assets and securities with contractual maturities

Previous fiscal year (As of March 31, 2018)

	Millions of yen			
	Within one year	One to five years	Five to ten years	Over ten years
Cash and deposits	¥157,896	¥ —	¥ —	¥ —
Notes and accounts receivable-trade	29,328	11	—	—
Short-term investment securities and investment securities:				
Held-to-maturity debt securities (Corporate bonds)	700	700	500	200
Available-for-sale securities with maturities (Negotiable certificates of deposit)	5,000	—	—	—
Available-for-sale securities with maturities (Other)*	19,400	950	—	—
Total	212,325	1,661	500	200

\* With respect to bonds with an early redemption clause, their expected redemption amounts at maturity without applying the early redemption clause are listed.

Current fiscal year (As of March 31, 2019)

	Millions of yen			
	Within one year	One to five years	Five to ten years	Over ten years
Cash and deposits	¥137,425	¥ —	¥ —	¥ —
Notes and accounts receivable-trade	38,972	236	—	—
Short-term investment securities and investment securities:				
Held-to-maturity debt securities (Corporate bonds)	500	200	500	200
Available-for-sale securities with maturities (Negotiable certificates of deposit)	—	—	—	—
Available-for-sale securities with maturities (Other)*	14,000	200	—	—
Total	190,897	636	500	200

\* With respect to bonds with an early redemption clause, their expected redemption amounts at maturity without applying the early redemption clause are listed.

Note 4: Redemption schedules of loans payable, corporate bonds payable, lease obligations and other interest-bearing liabilities

Previous fiscal year (As of March 31, 2018)

	Millions of yen					
Category	Within one year	One to two years	Two to three years	Three to four years	Four to five years	Over five years
Short-term loans payable	¥15,838	¥ —	¥ —	¥ —	¥ —	¥ —
Long-term loans payable	—	13,341	13,320	—	10,000	2,000
Corporate bonds payable	10,000	12,500	10,000	—	—	—
Lease obligations	333	228	175	104	55	50
Other interest-bearing debt:						
Accounts payable-facilities	542	92	22	14	14	10

Current fiscal year (As of March 31, 2019)

	Millions of yen					
Category	Within one year	One to two years	Two to three years	Three to four years	Four to five years	Over five years
Short-term loans payable	¥13,352	¥ —	¥ —	¥ —	¥ —	¥—
Long-term loans payable	—	13,331	3	10,000	17,000	—
Corporate bonds payable	12,500	10,000	—	—	—	—
Lease obligations	365	312	215	133	117	7
Other interest-bearing debt:						
Accounts payable-facilities	92	22	14	14	8	1



## 11 Investment Securities

### 1. Held-to-maturity debt securities

Previous fiscal year (As of March 31, 2018)

#### (1) Securities whose market value exceeds the consolidated balance sheet amount

Category	Millions of yen		
	Consolidated balance sheet amount	Fair value	Valuation gains (losses)
1) Government / municipal bonds	¥ —	¥ —	¥ —
2) Corporate bonds	1,614	1,626	11
3) Other	—	—	—
Total	1,614	1,626	11

#### (2) Securities whose market value is equal to or lower than the consolidated balance sheet amount

Category	Millions of yen		
	Consolidated balance sheet amount	Fair value	Valuation gains (losses)
1) Government / municipal bonds	¥ —	¥ —	¥ —
2) Corporate bonds	500	497	(2)
3) Other	—	—	—
Total	500	497	(2)

Current fiscal year (As of March 31, 2019)

#### (1) Securities whose market value exceeds the consolidated balance sheet amount

Category	Millions of yen		
	Consolidated balance sheet amount	Fair value	Valuation gains (losses)
1) Government / municipal bonds	¥ —	¥ —	¥ —
2) Corporate bonds	1,011	1,018	7
3) Other	—	—	—
Total	1,011	1,018	7

#### (2) Securities whose market value is equal to or lower than the consolidated balance sheet amount

Category	Millions of yen		
	Consolidated balance sheet amount	Fair value	Valuation gains (losses)
1) Government / municipal bonds	¥ —	¥ —	¥ —
2) Corporate bonds	400	400	(0)
3) Other	—	—	—
Total	400	400	(0)

### 2. Available-for-sale securities

Previous fiscal year (As of March 31, 2018)

#### (1) Securities whose consolidated balance sheet amount exceeds the acquisition cost

Category	Millions of yen		
	Consolidated balance sheet amount	Acquisition cost	Valuation gains (losses)
1) Shares	¥23,009	¥ 9,596	¥13,413
2) Bonds	3,201	3,200	1
3) Other	2,945	2,543	402
Total	29,157	15,339	13,817

# Notes to Consolidated Financial Statements

## (2) Securities whose consolidated balance sheet amount is equal to or lower than the acquisition cost

Category	Millions of yen		
	Consolidated balance sheet amount	Acquisition cost	Valuation gains (losses)
1) Shares	¥ 365	¥ 420	¥ (55)
2) Bonds	2,965	3,073	(107)
3) Other	19,499	19,499	—
Total	22,830	22,993	(163)

Note: Compound financial instruments are included in "Bonds" and valuation difference of ¥52 million is recorded under "Other income."

Current fiscal year (As of March 31, 2019)

## (1) Securities whose consolidated balance sheet amount exceeds the acquisition cost

Category	Millions of yen		
	Consolidated balance sheet amount	Acquisition cost	Valuation gains (losses)
1) Shares	<b>¥29,027</b>	<b>¥ 9,007</b>	<b>¥20,019</b>
2) Bonds	<b>3,200</b>	<b>3,200</b>	<b>0</b>
3) Other	<b>1,517</b>	<b>1,364</b>	<b>152</b>
Total	<b>33,745</b>	<b>13,572</b>	<b>20,173</b>

## (2) Securities whose consolidated balance sheet amount is equal to or lower than the acquisition cost

Category	Millions of yen		
	Consolidated balance sheet amount	Acquisition cost	Valuation gains (losses)
1) Shares	<b>¥ 238</b>	<b>¥ 321</b>	<b>¥ (82)</b>
2) Bonds	<b>978</b>	<b>1,083</b>	<b>(105)</b>
3) Other	<b>11,000</b>	<b>11,000</b>	<b>—</b>
Total	<b>12,217</b>	<b>12,405</b>	<b>(188)</b>

## 3. Available-for-sale securities sold during the fiscal year

Previous fiscal year (As of March 31, 2018)

Category	Millions of yen		
	Amount of proceeds	Total gains on sales	Total losses on sales
1) Shares	¥1,647	¥508	¥ 1
2) Bonds	—	—	—
3) Other	518	23	—
Total	2,166	532	1

Current fiscal year (As of March 31, 2019)

Category	Millions of yen		
	Amount of proceeds	Total gains on sales	Total losses on sales
1) Shares	<b>¥5,835</b>	<b>¥1,344</b>	<b>¥139</b>
2) Bonds	—	—	—
3) Other	<b>181</b>	<b>366</b>	—
Total	<b>6,017</b>	<b>1,701</b>	<b>139</b>

## 4. Impairment loss on securities

Previous fiscal year (From April 1, 2017 to March 31, 2018)

During the fiscal year ended March 31, 2018, the Group recognized impairment loss on available-for-sale securities in an amount of ¥142 million.

Current fiscal year (From April 1, 2018 to March 31, 2019)

Not applicable.

## 12 Derivative Transactions

### 1. Derivative transactions to which hedge accounting is not applied

#### (1) Currency-related derivatives

Previous fiscal year (As of March 31, 2018)

Not applicable.

Current fiscal year (As of March 31, 2019)

Not applicable.

#### (2) Compound financial instruments

With respect to compound financial instruments whose fair values cannot be categorized and measured for each embedded derivative, the entire compound financial instruments are appraised by fair value, and are included in "2. Available-for-sale securities" in "Note 11 - Investment Securities".

### 2. Derivative transactions to which hedge accounting is applied

#### (1) Currency-related derivatives

Previous fiscal year (As of March 31, 2018)

Hedge accounting method	Classification	Major hedged items	Millions of yen		
			Contract value	Contract value due after one year	Fair value
Primary method	Forward exchange contracts:				
	Buying				
	U.S. dollar	Accounts payable—trade	¥202	¥—	¥(0)

Note: Fair values are calculated using prices quoted by financial institutions.

Current fiscal year (As of March 31, 2019)

Not applicable.

#### (2) Interest rate-related derivatives

Previous fiscal year (As of March 31, 2018)

Hedge accounting method	Classification	Major hedged items	Millions of yen		
			Contract value	Contract value due after one year	Fair value
Primary method (Note 2)	Interest rate swaps:				
	Floating rate into fixed rate	Long-term loans payable	¥20,196	¥20,196	¥18
Special treatment for interest rate swaps	Interest rate swaps:				
	Floating rate into fixed rate	Long-term loans payable	30,000	21,660	Note 3
Special treatment for interest rate and currency swaps	Interest rate and currency swaps:				
	Floating rate into fixed rate	Long-term loans payable	988	—	Note 3
Total			51,184	41,856	—

Notes: 1. Fair values are calculated using prices quoted by financial institutions.

2. Derivatives for which primary method is applied are interest rate swaps to hedge interest rate risk on long-term loans payable of the companies accounted for under equity method. The contract value and fair value are calculated by multiplying the company's holding ratio.

3. With respect to "interest rate swaps" and "interest rate and currency swaps" which meet certain conditions, fair values of the interest rate swaps and currency swaps are included in the fair values of the relevant long-term loans payable, since they are used for recording long-term loans payable as hedged items.

# Notes to Consolidated Financial Statements

Current fiscal year (As of March 31, 2019)

Hedge accounting method	Classification	Major hedged items	Millions of yen		
			Contract value	Contract value due after one year	Fair value
Special treatment for interest rate swaps	Interest rate swaps: Floating rate into fixed rate	Long-term loans payable	<b>¥30,000</b>	<b>¥13,320</b>	<b>Note</b>
Total			<b>30,000</b>	<b>13,320</b>	<b>—</b>

Note: With respect to "interest rate swaps" which meet certain conditions, fair values of the interest rate swaps are included in the fair values of the relevant long-term loans payable, since they are used for recording long-term loans payable as hedged items.

## 13 Retirement Benefits

### 1. Overview of retirement benefit plans

The Company and domestic consolidated subsidiaries offer, based on retirement benefit regulations, employees' pension plans and lump-sum retirement benefit plans.

In addition to the above plan, the Company and certain domestic consolidated subsidiaries introduced new selective defined contribution pension plans from the current fiscal year. Certain domestic consolidated subsidiaries and overseas consolidated subsidiaries already have defined contribution pension plans.

Under the lump-sum retirement benefit plans that the Company and certain domestic consolidated subsidiaries have, net defined benefit liability and severance and retirement benefit expenses are calculated by the simplified method.

### 2. Defined benefit pension plan

#### (1) Reconciliation of the difference between the amounts of projected benefit obligations (excluding pension plan using the simplified method)

	2018	2019
		Millions of yen
Projected benefit obligations at the beginning of the period	¥23,845	<b>¥27,066</b>
Service costs—benefits earned during the year	1,910	<b>2,124</b>
Interest cost on projected benefit obligations	112	<b>90</b>
Actuarial differences accrued	949	<b>551</b>
Retirement benefit paid	(401)	<b>(489)</b>
Prior service costs incurred	(67)	<b>—</b>
Increased liability following transition of retirement benefit plan	564	<b>—</b>
Impact of the change from the simplified method to the principle method	91	<b>—</b>
Other	60	<b>157</b>
Projected benefit obligations at the end of the period	27,066	<b>29,499</b>

#### (2) Reconciliation of the difference between the amounts of plan assets

	2018	2019
		Millions of yen
Plan assets at the beginning of the period	¥22,030	<b>¥26,002</b>
Expected return on plan assets	423	<b>489</b>
Actuarial differences accrued	84	<b>(211)</b>
Contribution of employer	3,396	<b>2,885</b>
Retirement benefit paid	(346)	<b>(458)</b>
Estimated amount of distribution from fund following transition of retirement benefit plan	408	<b>—</b>
Impact of the change from the simplified method to the principle method	6	<b>—</b>
Other	—	<b>(1)</b>
Plan assets at the end of the period	26,002	<b>28,707</b>

### (3) Reconciliation of the difference between the amounts of net defined benefit liability under pension plans using the simplified method

		Millions of yen
	2018	2019
Net defined benefit liability at the beginning of the period	¥659	¥600
Retirement benefit expenses	105	77
Retirement benefit paid	(70)	(25)
Impact of the change from the simplified method to the principle method	(85)	—
Other	(8)	3
Net defined benefit liability at the end of the period	600	656

### (4) Reconciliation of the difference between the amount of projected benefit obligations and plan assets and net defined benefit liability and net defined benefit asset recorded in the consolidated balance sheets

		Millions of yen
	2018	2019
Funded projected benefit obligations	¥ 25,340	¥ 27,620
Plan assets	(26,002)	(28,707)
	(662)	(1,087)
Unfunded projected benefit obligations	2,326	2,535
Net amount of liabilities and assets recorded on the consolidated balance sheets	1,663	1,448
Net defined benefit liability	3,572	4,019
Net defined benefit asset	(1,908)	(2,570)
Net amount of liabilities and assets recorded on the consolidated balance sheets	1,663	1,448

Note: The retirement benefit scheme applying the simplified method is included.

### (5) Breakdown of retirement benefit expenses

		Millions of yen
	2018	2019
Service costs—benefits earned during the year	¥1,910	¥2,124
Interest cost on projected benefit obligations	112	90
Expected return on plan assets	(423)	(489)
Amortization of actuarial difference	(311)	532
Amortization of prior service cost	(67)	—
Retirement benefit expenses using the simplified method	105	77
Other	6	54
Retirement benefit expenses of defined benefit pension plan	1,332	2,390

Note: Other than the retirement benefit expenses stated above, early extra retirement payments of ¥22 million and ¥175 million were recorded under other expenses for the years ended March 31, 2018 and 2019, respectively.

Additionally, losses arising from the dissolution of employees' pension fund and a transfer of retirement benefit plan have been recorded as other expenses. The recorded amount was ¥156 million for the previous fiscal year.

# Notes to Consolidated Financial Statements

## (6) Remeasurements of defined benefit plans, net of tax

Items included in the remeasurements of defined benefit plans are as follows (before tax effect deduction).

	2018	2019
Actuarial difference	¥(1,176)	¥(229)
Total	(1,176)	(229)

Millions of yen

## (7) Remeasurements of defined benefit plans

Items included in the remeasurements of defined benefit plans are as follows (before tax effect deduction).

	2018	2019
Unrecognized actuarial differences	¥(211)	¥(441)
Total	(211)	(441)

Millions of yen

## (8) Matters concerning plan assets

### 1) Breakdown of plan assets

Ratio of main classes of plan assets

	2018	2019
Debt securities	56%	57%
Share of stock	21	10
Cash and deposits	6	19
General account	11	10
Other	6	2
Total	100	100

### 2) Long-term expected rate of return on plan assets

In determining long-term expected rate of return on plan assets, the Company and its consolidated subsidiaries consider the current and projected asset allocations, as well as current and future long-term rate of returns for the various assets which make up the plan assets.

## (9) Matters concerning basis for the actuarial calculation

Basis for the actuarial calculation

	2018	2019
Discount rate	0.0–1.3%	0.0–1.0%
Long-term expected rate of return on plan assets	1.6–2.0%	1.6–2.0%
Salary increase ratio (Note)	Principally, salary increase index by ages as of March 31, 2016 is used.	Principally, salary increase index by ages as of March 31, 2016 is used.

Note: Some consolidated subsidiaries do not use salary increase ratio for the calculation of retirement benefits obligations.

## 3. Defined contribution pension plans

The amount to be paid by the Company and its consolidated subsidiaries to the defined contribution pension plans were ¥332 million and ¥697 million for the years ended March 31, 2018 and 2019, respectively.

## 14 Stock Option Plan

### 1. Account title and amount of stock options recorded as expenses

	2018	2019
Selling, general and administrative expenses	¥515	¥199

Millions of yen

### 2. Amounts recognized as gain due to vested stock options unexercised

	2018	2019
Other income	¥—	¥13

Millions of yen

### 3. Contents, scale and movement of stock options

Previous fiscal year (From April 1, 2017 to March 31, 2018)

(1) The following table summarizes the contents of stock options

Company name	The Company	The Company
Date of the resolution	August 2, 2016	August 2, 2016
Position and number of grantees	The Company's directors: 5	The Company's executive officers: 7 The Company's employees: 11 The Company's subsidiaries' directors: 43 The Company's subsidiaries' executive officers: 46 The Company's subsidiaries' employees: 822
Class and number of stock	Common stock 250,000	Common stock 3,844,500
Date of issue	September 1, 2016	September 1, 2016
Condition of settlement of rights	Continue to work from September 1, 2016 to September 1, 2018	Continue to work from September 1, 2016 to September 1, 2018
Period grantees provide service in return for stock options	September 1, 2016 to September 1, 2018	September 1, 2016 to September 1, 2018
Period subscription rights are to be exercised	September 2, 2018 to September 1, 2020	September 2, 2018 to September 1, 2020



# Notes to Consolidated Financial Statements

## (2) The following table summarizes the scale and movement of stock options

	Shares	
Company name	The Company	The Company
Date of the resolution	August 2, 2016	August 2, 2016
Not exercisable stock options		
Stock options outstanding at April 1, 2017	250,000	3,820,000
Stock options granted	—	—
Forfeitures	—	28,500
Conversion to exercisable stock options	—	—
Stock options outstanding at March 31, 2018	250,000	3,791,500
Exercisable stock options		
Stock options outstanding at April 1, 2017	—	—
Conversion from not exercisable stock options	—	—
Stock options exercised	—	—
Forfeitures	—	—
Stock options outstanding at March 31, 2018	—	—

The following table summarizes the price information of stock options

	Yen	
Company name	The Company	The Company
Date of the resolution	August 2, 2016	August 2, 2016
Exercise price	¥1,413	¥1,413
Average market price of the stock at the time of exercise	—	—
Fair value of the stock option at the date of grant	256	256

Current fiscal year (From April 1, 2018 to March 31, 2019)

## (1) The following table summarizes the contents of stock options

Company name	The Company	
Date of the resolution	August 2, 2016	August 2, 2016
Position and number of grantees	The Company's directors: 5	The Company's executive officers: 7 The Company's employees: 11 The Company's subsidiaries' directors: 43 The Company's subsidiaries' executive officers: 46 The Company's subsidiaries' employees: 822
Class and number of stock	Common stock 250,000	Common stock 3,844,500
Date of issue	September 1, 2016	September 1, 2016
Condition of settlement of rights	Continue to work from September 1, 2016 to September 1, 2018	Continue to work from September 1, 2016 to September 1, 2018
Period grantees provide service in return for stock options	September 1, 2016 to September 1, 2018	September 1, 2016 to September 1, 2018
Period subscription rights are to be exercised	September 2, 2018 to September 1, 2020	September 2, 2018 to September 1, 2020

(2) The following table summarizes the scale and movement of stock options

Shares		
Company name	The Company	The Company
Date of the resolution	August 2, 2016	August 2, 2016
Not exercisable stock options		
Stock options outstanding at April 1, 2018	250,000	3,791,500
Stock options granted	—	—
Forfeitures	—	62,000
Conversion to exercisable stock options	250,000	3,729,500
Stock options outstanding at March 31, 2019	—	—
Exercisable stock options		
Stock options outstanding at April 1, 2018	—	—
Conversion from not exercisable stock options	250,000	3,729,500
Stock options exercised	165,000	197,800
Forfeitures	—	52,500
Stock options outstanding at March 31, 2019	85,000	3,479,200

The following table summarizes the price information of stock options

Yen		
Company name	The Company	The Company
Date of the resolution	August 2, 2016	August 2, 2016
Exercise price	¥1,413	¥1,413
Average market price of the stock at the time of exercise	1,447	1,696
Fair value of the stock option at the date of grant	256	256

#### 4. Estimation of fair value of the stock options

Previous fiscal year (From April 1, 2017 to March 31, 2018)

Not applicable.

Current fiscal year (From April 1, 2018 to March 31, 2019)

Not applicable.

#### 5. Estimation of number of exercisable stock options

Only the actual forfeitures are reflected because it is difficult to estimate future forfeitures reasonably.

# Notes to Consolidated Financial Statements

## 15 Income Taxes

### 1. Significant components of deferred tax assets and liability

	2018	2019
Millions of yen		
Deferred tax assets:		
Allowance for doubtful accounts	¥ 225	¥ 192
Loss on valuation of inventories	1,436	1,623
Provision for bonuses	1,845	1,810
Net defined benefit liability	1,431	1,438
Depreciation expense	15,627	17,769
Loss on valuation of investment securities	621	515
Impairment loss	2,768	2,579
Other	10,112	11,772
Tax loss carried forward	49,987	42,613
Total	84,055	80,314
Valuation allowance for tax loss carried forward (Note 2)	—	(41,782)
Valuation allowance for deductible temporary differences	—	(27,631)
Subtotal of valuation allowance (Note 1)	(71,427)	(69,413)
Offset against deferred tax liabilities	(6,235)	(6,802)
Net deferred tax assets	6,392	4,098
Deferred tax liabilities:		
Valuation difference on available-for-sale securities	(4,799)	(6,483)
Other	(3,923)	(2,429)
Subtotal of deferred tax liabilities	(8,722)	(8,912)
Offset against deferred tax assets	6,235	6,802
Total	(2,487)	(2,110)
Recorded deferred tax assets	3,905	1,988

Notes: 1. Valuation allowance decreased by ¥2,014 million. The major contributing factor for this decrease was the end of the carryforward period of tax loss of consolidated subsidiaries at the end of the current fiscal year.

2. Amount of tax loss carried forward and their deferred tax assets by carryforward period are as follows.

Current year (As of March 31, 2019)

	Millions of yen						
	Within 1 year	Over 1 year within 2 years	Over 2 years within 3 years	Over 3 years within 4 years	Over 4 years within 5 years	Over 5 years	Total
Tax loss carried forward (a)	4,145	3,141	5,847	5,418	2,794	21,265	42,613
Valuation allowance	(4,145)	(3,141)	(5,303)	(5,418)	(2,531)	(21,242)	(41,782)
Deferred tax assets	—	—	544	0	262	22	(b) 830

(a) The amount of tax loss carried forward is the amount under the normal effective statutory tax rate.

(b) Regarding the amount of tax loss carried forward of ¥42,613 million (amount under the normal effective statutory tax rate), deferred tax assets of ¥830 million were recorded. The Company deemed that a partial amount of tax loss carried forward can be recovered mainly in the following fiscal year due to the estimated amount of taxable income.

**2. Breakdown of major causes of the significant difference between the statutory tax rate and the effective tax rate for financial statement purposes, if any, by item, for the fiscal years ended March 31, 2018 and 2019**

	2018	2019
Statutory tax rate	30.9%	<b>30.6%</b>
(Reconciliation)		
Changes in valuation allowance	(129.6)	<b>(55.1)</b>
Permanently non-deductible expenses including entertainment expenses	5.6	<b>7.4</b>
Amortization of goodwill	5.6	<b>7.7</b>
Difference of tax rates for consolidated subsidiaries	1.6	<b>(3.1)</b>
Tax credit for experiment and research expenses	(14.5)	<b>(22.0)</b>
Tax loss carried forward	67.1	<b>81.4</b>
Effect of adjustment for consolidation	4.1	<b>16.4</b>
Adjustments of deferred tax assets for enacted changes in tax laws and rates	56.7	<b>—</b>
Other	(3.0)	<b>(2.4)</b>
Effective tax rate for financial statement purposes	24.5	<b>61.0</b>

## 16 Business Combination

The information is omitted due to its insignificance.

## 17 Asset Retirement Obligations

Previous fiscal year (As of March 31, 2018)

The information is omitted due to the immateriality of the total amount of the asset retirement obligations.

Current fiscal year (As of March 31, 2019)

The information is omitted due to the immateriality of the total amount of the asset retirement obligations.

## 18 Rental Property and Other Real Estate

Previous fiscal year (As of March 31, 2018)

The information is omitted due to the immateriality of the total amount of the rental property and other real estate.

Current fiscal year (As of March 31, 2019)

The information is omitted due to the immateriality of the total amount of the rental property and other real estate.

# Notes to Consolidated Financial Statements

## 19 Segment Information

### 1. Outline of reporting segments

Reporting segments of the Group are the organizational units for which separated financial information is available, and on the basis of which the Board of Directors makes decision on the allocation of management resources and examines financial performance on a regular basis. Planning of business development and strategies as well as execution of business activities in respect of each product and service is carried out by each Group company that provides such product and service.

As such, the Group comprises segments classified by product and service provided through the business run by each company, in which the "Pachislot and Pachinko Machines Business," the "Entertainment Contents Business" and the "Resort Business" are the reporting segments.

Line of business at each reporting segment is as follows:

Segment	Main product and business
Pachislot and Pachinko Machines Business	Development, manufacture and sales of pachislot and pachinko machines
Entertainment Contents Business	Development and sales of digital game software serving as the main axis of segments; development and sales of packaged game software and amusement machines; development and operation of amusement centers; planning, production and sales of animated films; development, manufacture and sales of toys
Resort Business	Development and operation of hotels and golf courses, etc. in the integrated resorts business and other facilities businesses

### 2. Basis of measurement for net sales, income (loss), assets and other items by each reporting segment

The accounting treatment for the Group's reporting segments is generally the same as described in "Note 2 – Summary of Significant Accounting Policies."

### 3. Information on the amounts of net sales, income (loss), assets and other items by each reporting segment

Previous fiscal year (From April 1, 2017 to March 31, 2018)

	Reporting segment				Millions of yen	
	Pachislot Pachinko Machines	Entertainment Contents	Resort	Subtotal	Adjustment (Note)	Amount in consolidated financial statements
Net sales:						
Sales to third parties	¥105,649	¥208,081	¥ 9,932	¥323,663	¥ 1	¥323,664
Inter-segment sales and transfers	759	1,482	22	2,263	(2,263)	—
Total	106,409	209,563	9,954	325,927	(2,262)	323,664
Segment income (loss)	11,923	14,841	(2,502)	24,262	(6,541)	17,720
Segment assets	84,129	167,097	53,373	304,600	168,866	473,467
Other items:						
Depreciation	6,233	11,168	1,026	18,427	752	19,180
Investments in affiliates accounted for by the equity method	463	572	25,973	27,009	839	27,848
Increases in property, plant and equipment and intangible assets	3,656	17,254	1,961	22,873	1,323	24,196

Notes: 1. Elimination of inter-segment transactions of ¥18 million and general corporate expenses of ¥(6,560) million which are not allocated to the reporting segment are included in the adjustment to segment income (loss) of ¥(6,541) million. General corporate expenses are mainly expenses of the Group management incurred by the Company.

2. Adjustments for segment assets of ¥168,866 million includes elimination of inter-segment transactions of ¥(16,815) million and general corporate assets of ¥185,682 million which are not allocated to each reporting segment. General corporate assets are mainly assets of the Company that are not allocated to each segment.

3. The adjustment to depreciation is mainly depreciation associated with the Company.

4. Adjustments for investments in affiliates accounted for using the equity method are investments in affiliates accounted for using the equity method that are not attached to each reporting segment.

5. The adjustment to property, plant and equipment and intangible assets is mainly the purchase of noncurrent assets associated with the Company.

6. Adjustment has been made to segment income (loss) and operating income in the consolidated financial statements.

Current fiscal year (From April 1, 2018 to March 31, 2019)

	Reporting segment				Millions of yen	
	Pachislot Pachinko Machines	Entertainment Contents	Resort	Subtotal	Adjustment (Note)	Amount in consolidated financial statements
Net sales:						
Sales to third parties	¥101,425	¥219,631	¥10,589	¥331,647	¥ 1	¥331,648
Inter-segment sales and transfers	928	1,149	49	2,127	(2,127)	—
Total	102,354	220,781	10,639	333,774	(2,126)	331,648
Segment income (loss)	13,490	9,857	(2,412)	20,935	(7,855)	13,079
Segment assets	80,035	176,384	44,836	301,256	163,398	464,654
Other items:						
Depreciation	4,962	12,011	876	17,849	969	18,819
Investments in affiliates accounted for by the equity method	446	693	25,604	26,745	818	27,564
Increases in property, plant and equipment and intangible assets	5,060	25,030	192	30,283	4,141	34,424

Notes: 1. Elimination of inter-segment transactions of ¥(7) million and general corporate expenses of ¥(7,848) million which are not allocated to the reporting segment are included in the adjustment to segment income (loss) of ¥(7,855) million. General corporate expenses are mainly expenses of the Group management incurred by the Company.  
2. Adjustments for segment assets of ¥163,398 million includes elimination of inter-segment transactions of ¥(16,326) million and general corporate assets of ¥179,724 million which are not allocated to each reporting segment. General corporate assets are mainly assets of the Company that are not allocated to each segment.  
3. The adjustment to depreciation is mainly depreciation associated with the Company.  
4. Adjustments for investments in affiliates accounted for using the equity method are investments in affiliates accounted for using the equity method that are not attached to each reporting segment.  
5. The adjustment to property, plant and equipment and intangible assets is mainly the purchase of noncurrent assets associated with the Company.  
6. Adjustment has been made to segment income (loss) and operating income in the consolidated financial statements.

[Related information]

Previous fiscal year (From April 1, 2017 to March 31, 2018)

## 1. Information by each product and service

Nothing is stated herein as similar information is disclosed in Segment Information.

## 2. Geographical segment information

### (1) Net sales

Millions of yen				
Japan	North America	Europe	Other	Total
¥267,992	¥34,608	¥10,236	¥10,826	¥323,664

Note: Net sales are geographically classified by country or region in which customers are located.

### (2) Property, plant and equipment

Description is omitted, since property, plant and equipment in Japan exceeded 90% of those stated in the consolidated balance sheets.

## 3. Information by each major customer

Nothing is stated herein as there is no outside customer representing 10% or more of the net sales in the consolidated statements of income and comprehensive income.

# Notes to Consolidated Financial Statements

Current fiscal year (From April 1, 2018 to March 31, 2019)

## 1. Information by each product and service

Nothing is stated herein as similar information is disclosed in Segment Information.

## 2. Geographical segment information

### (1) Net sales

Millions of yen				
Japan	North America	Europe	Other	Total
<b>¥277,903</b>	<b>¥33,373</b>	<b>¥10,937</b>	<b>¥9,433</b>	<b>¥331,648</b>

Note: Net sales are geographically classified by country or region in which customers are located.

### (2) Property, plant and equipment

Description is omitted, since property, plant and equipment in Japan exceeded 90% of those stated in the consolidated balance sheets.

## 3. Information by each major customer

Nothing is stated herein as there is no outside customer representing 10% or more of the net sales in the consolidated statements of income and comprehensive income.

[Information on the amount of impairment loss on noncurrent assets by each reporting segment]

Previous fiscal year (From April 1, 2017 to March 31, 2018)

	Reporting segment				Adjustment	Amount in consolidated financial statements
	Pachislot Pachinko Machines	Entertainment Contents	Resort	Subtotal		
Impairment loss	¥270	¥2,203	¥—	¥2,474	¥—	¥2,474

Current fiscal year (From April 1, 2018 to March 31, 2019)

	Reporting segment				Adjustment	Amount in consolidated financial statements
	Pachislot Pachinko Machines	Entertainment Contents	Resort	Subtotal		
Impairment loss	¥—	¥8,334	¥—	¥8,334	¥—	¥8,334

[Information on amortization of goodwill and unamortized balance by each reporting segment]

Previous fiscal year (From April 1, 2017 to March 31, 2018)

	Reporting segment				Adjustment	Amount in consolidated financial statements
	Pachislot Pachinko Machines	Entertainment Contents	Resort	Subtotal		
Amortization	¥43	¥2,126	¥—	¥2,169	¥—	¥2,169
Balance as of March 31, 2018	—	8,541	—	8,541	—	8,541

Current fiscal year (From April 1, 2018 to March 31, 2019)

	Reporting segment				Adjustment	Amount in consolidated financial statements
	Pachislot Pachinko Machines	Entertainment Contents	Resort	Subtotal		
Amortization	¥70	¥1,993	¥—	¥2,064	¥—	¥2,064
Balance as of March 31, 2019	—	6,448	—	6,448	—	6,448

[Information on gain on negative goodwill by each reporting segment]

Previous fiscal year (From April 1, 2017 to March 31, 2018)

Not applicable.

Current fiscal year (From April 1, 2018 to March 31, 2019)

Not applicable.



## 20 Related-Party Transactions

### 1. Related-party transactions

#### (1) Transactions between the Company and related parties

##### 1) Non-consolidated subsidiaries and affiliated companies of the Company

Previous fiscal year (From April 1, 2017 to March 31, 2018)

				Millions of yen	
Name of related individual or company	Position and principal business	Description of the Company's transactions	Transaction amount	Accounts	End of period account balance
PARADISE SEGASAMMY Co., Ltd.	Resort business	Underwriting of capital increase (Note 1)	¥ 5,383	—	¥—
		Provision of security (Note 2)	25,973	—	¥—

Note: 1. The Company underwrote a capital increase through allotment to shareholders.

2. For part of the loans from financial institutions to PARADISE SEGASAMMY Co., Ltd., the shares of the company were provided as a pledge.

Current fiscal year (From April 1, 2018 to March 31, 2019)

				Millions of yen	
Name of related individual or company	Position and principal business	Description of the Company's transactions	Transaction amount	Accounts	End of period account balance
PARADISE SEGASAMMY Co., Ltd.	Resort business	Underwriting of capital increase (Note 1)	¥ 4,436	—	¥—
		Provision of security (Note 2)	25,604	—	—

Notes: 1. The Company underwrote a capital increase through allotment to shareholders.

2. For part of the loans from financial institutions to PARADISE SEGASAMMY Co., Ltd., the shares of the company were provided as a pledge.

##### 2) Directors, key individual shareholders, etc., of the Company

Previous fiscal year (From April 1, 2017 to March 31, 2018)

				Millions of yen	
Name of related individual or company	Position and principal business	Description of the Company's transactions	Transaction amount	Accounts	End of period account balance
FSC Co., Ltd. (Note 1)	Non-life insurance agent	Payment of insurance	¥7	Prepaid expenses	¥3
		Receipt of insurance monies (Note 2)	1	Long-term prepaid expenses	2
		Rental income from real estate and equipment (Note 2)	3	—	—

Notes: 1. Hajime Satomi, Chairman and CEO (Representative Director), and Haruki Satomi, President and COO (Representative Director), directly hold a majority of the shares of FSC Co., Ltd.

2. Transaction prices are determined in the same way as for general transactions and with reference to market prices.

3. Consumption taxes are not included in transaction amount.

Current fiscal year (From April 1, 2018 to March 31, 2019)

				Millions of yen	
Name of related individual or company	Position and principal business	Description of the Company's transactions	Transaction amount	Accounts	End of period account balance
Hajime Satomi	Director of the Company	Exercise of stock options (Note 1)	¥105	—	—
Haruki Satomi	Director of the Company	Exercise of stock options (Note 1)	127	—	—
Yuichi Amari	Director of Sammy Corporation	Exercise of stock options (Note 1)	11	—	—
FSC Co., Ltd. (Note 2)	Non-life insurance agent	Payment of insurance (Note 3)		Prepaid expenses	¥4
			8	Long-term prepaid expenses	1
		Rental income from real estate and equipment (Note 3)	1	—	—

Notes: 1. Stock options which were granted based on the resolution at the interim Board of Directors Meeting on August 2, 2016 and exercised for the fiscal year ended March 31, 2019 are listed. The transaction amount listed herein is calculated by multiplying the number of shares granted upon exercise of stock options for the fiscal year ended March 31, 2019 by the amount of payment upon exercise.

2. Hajime Satomi, Chairman and Group CEO (Representative Director), and Haruki Satomi, President and Group COO (Representative Director), directly hold a majority of the shares of FSC Co., Ltd.

3. Transaction prices are determined in the same way as for general transactions and with reference to market prices.

4. Consumption taxes are not included in transaction amount.

# Notes to Consolidated Financial Statements

## (2) Transactions between subsidiaries of the Company and related parties

Directors, key individual shareholders, etc., of the Company

Previous fiscal year (From April 1, 2017 to March 31, 2018)

				Millions of yen	
Name of related individual or company	Position and principal business	Description of the Company's transactions	Transaction amount	Accounts	End of period account balance
FSC Co., Ltd. (Note 1)	Non-life insurance agent	Payment of insurance (Note 2)	¥28	Prepaid expenses	¥19

Notes: 1. Hajime Satomi, Chairman and CEO (Representative Director), and Haruki Satomi, President and COO (Representative Director), directly hold a majority of the shares of FSC Co., Ltd.

2. Transaction prices are determined in the same way as for general transactions and with reference to market prices.

3. Consumption taxes are not included in transaction amount.

Current fiscal year (From April 1, 2018 to March 31, 2019)

				Millions of yen	
Name of related individual or company	Position and principal business	Description of the Company's transactions	Transaction amount	Accounts	End of period account balance
FSC Co., Ltd. (Note 1)	Non-life insurance agent	Payment of insurance (Note 2)	¥27	Prepaid expenses	¥2
				Accrued expenses	0

Notes: 1. Hajime Satomi, Chairman and Group CEO (Representative Director), and Haruki Satomi, President and Group COO (Representative Director), directly hold a majority of the shares of FSC Co., Ltd.

2. Transaction prices are determined in the same way as for general transactions and with reference to market prices.

3. Consumption taxes are not included in transaction amount.

## 2. Notes on the parent company or significant affiliates

### (1) Information on the parent company

Not applicable.

### (2) Summarized financial information of significant affiliates

PARADISE SEGASAMMY Co., Ltd., is a significant affiliates in the current fiscal year, and its summarized financial statements are as follows.

			Millions of yen
	2018	2019	
Total current assets	¥ 21,327	¥ 14,574	
Total noncurrent assets	114,547	136,679	
Total current liabilities	6,533	15,779	
Total noncurrent liabilities	73,947	79,849	
Total net assets	55,393	55,624	
Net sales	19,948	30,341	
Income (loss) before income taxes	(5,469)	(6,077)	
Income (loss)	(5,349)	(6,028)	

## 21 Per Share Data

			Yen
Item	2018	2019	
Net assets per share	¥1,313.90	¥1,289.32	
Net income per share	38.10	11.27	
Net income per share (diluted)	38.04	11.24	

1. The calculation basis for net assets per share is as follows.

Item	2018	2019
Total of net assets in the consolidated balance sheets (Millions of yen)	¥310,456	<b>¥305,337</b>
Amounts deducted from net assets in the consolidated balance sheets (Millions of yen)	2,505	<b>2,688</b>
(Subscription rights to shares (Millions of yen))	819	<b>912</b>
(Non-controlling interests (Millions of yen))	1,685	<b>1,776</b>
Net assets available for common stock (Millions of yen)	307,951	<b>302,648</b>
Number of common stock used to calculate net assets per share (Thousands of shares)	234,378	<b>234,735</b>

2. The assumptions of net income (loss) per share and diluted net income per share are as follows.

Item	2018	2019
Net income per share:		
Profit attributable to owners of parent (Millions of yen)	¥8,930	<b>¥2,642</b>
Amount not attributable to common stockholders (Millions of yen)	—	—
Profit attributable to owners of parent for common stock (Millions of yen)	8,930	<b>2,642</b>
Average number of common stocks (Thousand of shares)	234,383	<b>234,541</b>
Diluted net income per share:		
Profit attributable to owners of parent adjustment (Millions of yen)	—	—
Increase of common stock (Thousand of shares)	363	<b>575</b>
(Stock options) (Thousand of shares)	363	<b>575</b>
Outline of potential shares not included in calculation of net income per share (diluted) because of no dilutive effect	—	—

## 22 Significant Subsequent Events

### Business combination through acquisition

The Company resolved at a Board of Directors' meeting on March 29, 2019, to acquire all shares of Two Point Studios Ltd. (Headquarters: Farnham, United Kingdom) through SEGA Games Co., Ltd., a consolidated subsidiary of the Company. The Company acquired shares of said company as of May 8, 2019 and made it a consolidated subsidiary.

#### (1) Outline of business combination

##### 1) Name and business of acquired company

Name of acquired company: Two Point Studios Ltd.

Description of business: Development and sales of content for the PC market in the U.S. and European regions

##### 2) Reason for business combination

We believe that the outstanding content development capability and accumulated development expertise of Two Point Studios Ltd. will contribute to the creation of new IPs in the SEGA Group and further increase the presence of the Group in the global game market.

##### 3) Date of business combination

May 8, 2019

##### 4) Legal structure of the business combination

Purchase of shares with cash

##### 5) Name of company after the business combination

Unchanged

##### 6) Share of voting rights acquired

100%

##### 7) Main grounds for determining the acquiring company

This was a share acquisition for cash consideration by SEGA Games Co., Ltd., a consolidated subsidiary of the Company.

# Notes to Consolidated Financial Statements

## (2) Acquisition costs of the acquired company and consideration by class

Consideration for acquisition (Note)	Cash	£10 million (approximately ¥1,450 million)
Acquisition costs		£10 million (approximately ¥1,450 million)

Note: Contingent consideration for acquisition is not included in the consideration for acquisition. Contingent consideration for acquisition has yet to be determined at this time because it is specified in the agreement that the contingent consideration for acquisition shall be paid based on the future performance of the acquired company over a certain period of time. In the event where the payment of additional consideration for acquisition is required, the Company shall adjust the acquisition costs by deeming such additional amount has been paid at the time of the acquisition, and the amount of goodwill and amortization thereof shall be revised accordingly.

## (3) Description and amounts of major relevant costs for the acquisition

Due diligence costs ¥22 million

## (4) Goodwill recognized, reason for recognition, and amortization method and period

Yet to be determined as the allocation of the acquisition cost has not been completed.

## (5) Amount of assets acquired and liabilities assumed on the date of the business combination

Yet to be determined.

## 23 Supplemental Information

### Supplemental information of corporate bonds

Company name	Name of bond	Issuance date	Balance as of April 1, 2018 (Millions of yen)	Balance as of March 31, 2019 (Millions of yen)	Interest rate (%)	Type	Date of maturity
The Company	1st unsecured bonds (Publicly offered bonds)	July 25, 2013	¥ 5,000	¥ —	0.73	Unsecured	July 25, 2018
	3rd unsecured bonds (Publicly offered bonds)	June 17, 2014	10,000	10,000 (10,000)	0.52	Unsecured	June 17, 2019
	3rd unsecured bonds (Private offered bonds)	September 26, 2014	7,500	2,500 (2,500)	0.44	Unsecured	September 26, 2019
	4th unsecured bonds (Publicly offered bonds)	June 15, 2015	10,000	10,000	0.57	Unsecured	June 15, 2020
Total	—	—	32,500	22,500 (12,500)	—	—	—

Notes: 1. The figures in parentheses of the "Balance as of March 31, 2019" represent the current portion of corporate bonds.

2. Total amount of scheduled redemption for each fiscal year within five years after March 31, 2019 is as follows:

Millions of yen				
Within one year	One to two years	Two to three years	Three to four years	Four to five years
¥12,500	¥10,000	¥—	¥—	¥—

## Supplemental information of borrowings

Category	Balance as of April 1, 2018 (Millions of yen)	Balance as of March 31, 2019 (Millions of yen)	Average interest rate (%)	Repayment terms
Short-term loans payable	¥ —	¥ —	—	—
Current portion of long-term loans payable due within one year	15,838	13,352	0.8	—
Current portion of lease obligations	333	365	(Note) 2	—
Long-term loans payable (Excluding current portion)	38,661	40,334	0.5	2020–2024
Lease obligations (Excluding current portion)	613	786	(Note) 2	2020–2024
Other interest-bearing debt:				
Accounts payable–facilities	542	92	1.4	—
Accounts payable–facilities (Excluding current portion)	152	60	0.9	2020–2024
Total	56,143	54,991	—	—

Notes: 1. "Average interest rate" represents weighted-average interest rate over the year-end balance of loans.

2. The average interest rate on lease obligations is not listed because lease obligations are posted on the consolidated balance sheets mainly as the amount before deduction of the amount of interest included in the total lease amount.

3. The redemption schedule of long-term loans payable, lease obligations and interest-bearing debt (excluding current portion) after March 31, 2019 is summarized as follows:

Category	Millions of yen				
	One to two years	Two to three years	Three to four years	Four to five years	Over five years
Long-term loans payable	¥13,331	¥3	¥10,000	¥17,000	¥—
Lease obligations	312	215	133	117	7
Other interest-bearing debt: Accounts payable–facilities	22	14	14	8	1

## Information of asset retirement obligations

Category	Balance as of April 1, 2018 (Millions of yen)	Increase during the current period (Millions of yen)	Decrease during the current period (Millions of yen)	Balance as of March 31, 2019 (Millions of yen)
Asset retirement obligations	¥3,968	¥2,237	¥1,308	¥4,897

## 24 Other

### Quarterly information for the current fiscal year

(Cumulative period)	First three months	First six months	First nine months	Current fiscal year
Net sales (Millions of yen)	68,838	171,047	250,321	331,648
Income (loss) before income taxes (Millions of yen)	749	10,665	4,021	6,981
Profit attributable to owners of parent (Millions of yen)	337	6,703	681	2,642
Net income per share (Yen)	1.44	28.60	2.90	11.27

(Accounting period)	First quarter	Second quarter	Third quarter	Fourth quarter
Net income (loss) per share (Yen)	1.44	27.16	(25.67)	8.36

# Independent Auditor's Report



## Independent Auditor's Report

To the Board of Directors of SEGA SAMMY HOLDINGS INC.:

We have audited the accompanying consolidated financial statements of SEGA SAMMY HOLDINGS INC. and its consolidated subsidiaries, which comprise the consolidated balance sheets as at March 31, 2019 and 2018, and the consolidated statements of income and comprehensive income, statements of changes in net assets and statements of cash flows for the years then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's Responsibility for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in Japan. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, while the objective of the financial statement audit is not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of SEGA SAMMY HOLDINGS INC. and its consolidated subsidiaries as at March 31, 2019 and 2018, and their financial performance and cash flows for the years then ended in accordance with accounting principles generally accepted in Japan.

KPMG AZSA LLC

KPMG AZSA LLC  
August 28, 2019  
Tokyo, Japan

KPMG AZSA LLC, a limited liability audit corporation incorporated under the Japanese Certified Public Accountants Law and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.







**SEGA SAMMY HOLDINGS INC.**

Sumitomo Fudosan Osaki Garden Tower,  
1-1-1 Nishi-Shinagawa, Shinagawa-ku, Tokyo 141-0033, Japan

[www.segasammy.co.jp/english/](http://www.segasammy.co.jp/english/)