

# CORPORATE PROFILE 2025

## The Future Captivating Experiences Create

SEGA SAMMY is a comprehensive group of entertainment companies created through the management integration in 2004 of game publisher SEGA and pachislot and pachinko machine manufacturer Sammy. Holding to our mission and purpose of “Constantly Creating, Forever Captivating—Making life more colorful—,” we currently provide a broad field of entertainment centered around three businesses: entertainment contents, pachislot and pachinko machines and gaming.

The entertainment business that we engage in, a so-called “peace industry,” requires the world be at peace for our products and services to be consumed. For example, when major disasters strike or tension increases due to conflict and division in the world, the first things that people seek out are material necessities, including food, clothing and shelter, as well as physical and psychological safety. They are not in a position to enjoy entertainment. In such circumstances the value of the very existence of our business, being considered non-essential and non-urgent, has been questioned.

However, when people’s safety is assured, the things they need next are joy, excitement and comfort. Thus far, when we faced difficulties or hit walls, we found daily solace and the vigor to meet tomorrow through the captivating experiences that entertainment creates. Too, in those moments when we have been moved with family, friends and colleagues—when was created—the power of those captivating experiences is multiplied exponentially, and at times this has even transformed society. Entertainment does not simply enliven the spirit and inspire optimism, but it also has an unfathomed capacity to put society and the future on a positive trajectory.

While entertainment is certainly not essential to people’s survival, it does make their lives more colorful. It is our desire to invigorate and enliven society by creating both captivating experiences and resonance through the products and services we provide. It is also our hope that someday we can build a peaceful world through the entertainment we offer. Together as a group, we will continue to dedicate ourselves to creating captivating experiences that we may continue to fulfill a valued role in society through entertainment.

Chairman and Group CEO,  
Representative Director

Haruki Satomi



**Value**  
Mindset and DNA

## Creativity is Genesis

**Mission Purpose**  
Raison d'être

## Always Proactive, Always Pioneering

## Constantly Creating, Forever Captivating

— Making Life More Colorful —

**Vision**  
Ideal Self

## Be a Game Changer

**Competency**  
Our Core Qualities

**S.S. FIVE**  
SEGA SAMMY 5つの力

**Goal**  
Target

## WELCOME TO THE NEXT LEVEL!

- Adjusted EBITDA over 230.0 billion yen Cumulative of 3 years
- ROE over 10% Average of 3 years

The SEGA SAMMY Group has defined for itself a value, mission/purpose and vision, which comprise the unchanging components of its mindset and DNA.






The value that guides us, and the most important aspect of our mindset and DNA, is the combined company motto of SEGA and Sammy. SEGA, with its motto of "Creativity is Genesis," has produced numerous captivating experiences based on innovative ideas, while Sammy's motto, "Always Proactive, Always Pioneering," embodies a company that has taken difficult challenges head on and persevered even in times of adversity.

As a comprehensive entertainment company, we will continue to offer customers the entertainment they want in order to remain a presence desired by society. We will achieve this by carrying out our business activities with the goal of constantly creating captivating experiences and becoming a "Game Changer" that evokes excitement in people.

### Competency



～私たちが共有し続けたい革新者のコンピテンシー～ - Our Core Qualities -

<b>突破力</b> Drive	 <b>航路を切りひらく</b> Chart a course to new frontiers.	新しい価値を創るために、勇気をもって前進すること Proactively tackle new challenges.
<b>共感力</b> Empathy	 <b>こころの火を灯しあう</b> Realize that no-one travels alone.	相手を理解し、心を伝え、多くの人の協力を得ること Actively build networks based on mutual trust.
<b>決断力</b> Initiative	 <b>自分のコンパスを磨く</b> Guide by your own compass.	判断軸を磨き、自ら決断していくこと Keep your goals in mind and act accordingly.
<b>自制力</b> Control	 <b>誠実に みんなのために</b> Keep your rudder steady.	将来のために今どうあるべきかを考え、誠実に対応すること Plan for the future. Act in the present with integrity and sincerity.
<b>徹底力</b> Resolve	 <b>荒波でもオールをとめない</b> See the journey through.	そこに可能性がある限り、妥協せずに最後までやり抜くこと Realize your potential and complete tasks to the best of your ability.

# SEGA Sammy Business Summary



The SEGA SAMMY Group is mainly comprised by the Entertainment Contents Business, which offers a diversity of fun through consumer and arcade game content, toys and animation; the Pachislot and Pachinko Machines Business, which conducts everything from development to sales of Pachinko/Pachislot machines; and the Gaming Business, which operates integrated resorts and develops casino gaming products and software. We will continue to invent new added value and offer captivating experiences to people around the world by creating synergies as a group while each business builds its own unique position in its field.



## Entertainment Contents Business

### Offering a diversity of fun through consumer and arcade game content, animation and toys

SEGA CORPORATION and other members of the SEGA Group drive Consumer , Animation and AM (Amusement Machine) & TOY, the three divisions that make up the SEGA SAMMY Group's Entertainment Contents Business. They offer a broad portfolio of entertainment-related content and services, including everything from consumer and arcade games to toys and animation. The SEGA Group continues to enhance the value of its intellectual properties (IP) from video games to diverse media landscapes, including animation and licensing, through the core strategy of transmedia. Additionally, we will strengthen collaborations within group companies worldwide and provide captivating experiences to people around the world.

## Pachislot and Pachinko Machines

### Offering unconventional products as an “industry game changer”

The Pachislot and Pachinko Machines Business, with SAMMY at its core, has produced numerous industry-firsts that break with convention in line with its motto: “SAMMY... the wellspring of new ideas as an innovator in the industry.”

To respond to the rapid changes surrounding the industry in recent years and deliver captivating experiences to many customers, we must take on challenges where we think outside the box. In order to create hits as an “industry game changer,” we will continue to develop new products through having imaginative ideas and a lively curiosity.

## Gaming Business

### Creating a venue of electrifying and captivating experiences outside of everyday life through leveraging our group assets

Paradise City, the first integrated resort (IR) facility in South Korea, creates captivating experiences outside of everyday life through its hotels, entertainment facilities, commercial establishments, and casino facilities. By leveraging our cutting-edge technology and extensive experience. We also develop casino products for the global gaming market by leveraging the technologies and extensive experiences of the SEGA SAMMY Group.



# Product & Service

## Pachinko and Pachislot Machines



A-SLOT+ DISC UP ULTRAREMIX  
©Sammy



e Hokuto No Ken 10  
©Buronson & Tetsuo Hara/COAMIX 1983, ©COAMIX  
2007 Approved No.YSS-324 ©Sammy

## Digital Games



Phantasy Star Online 2 New Genesis ver.2  
©SEGA



HATSUNE MIKU: COLORFUL STAGE!  
© SEGA / © Colorful Palette Inc. /  
© Crypton Future Media, INC.  
www.piapro.net **piapro**  
All rights reserved.



Football Manager 2024  
©Sports Interactive Limited 2023.  
Published by SEGA Publishing Europe Limited.

## Darts



DARTSLIVE3  
©DARTSLIVE Co., Ltd.

## Packaged Games



SONIC X SHADOW GENERATIONS  
©SEGA



Metaphor: ReFantazio  
©ATLUS. ©SEGA.

## Animation Production



Detective Conan: One-eyed Flashback  
©2025 GA/DCC

## Toys



LinkLink  
©SEGA FAVE 2024

## Amusement Arcade Machines



UFO CATCHER 10  
©SEGA

## Gaming



PARADISE CITY  
©PARADISE SEGASAMMY Co Ltd. All right reserved.



Railroad Riches Tycoon  
© SEGA SAMMY CREATION INC.



SEGA SAMMY GROUP

## SUSTAINABILITY VISION

### Sustainability helps keep life colorful






We at SEGA SAMMY believe our determination to enhance life with a rich and colorful stream of captivating experiences should be reflected in our approach to sustainability.

It is our responsibility to put sustainability at the heart of everything we do, in tandem with our people, society, and the environment.

SEGA SAMMY will continue to pursue this synergy as a company dedicated to the shared experiences of a colorful world.

### SEGA SAMMY Group Sustainability Vision

We have established a sustainability vision that defines the company we want to and should be by 2030 to realize a sustainable future. It also lays out five categories of materiality (important issues) that we will focus our efforts on in the coming years.

Material issues to be addressed	Major initiatives	Target
 <b>Human resources</b>	<ul style="list-style-type: none"> <li>Promoting "Game Change" by cultural diverse human resources</li> <li>Creating a foundation where people can thrive regardless of gender</li> <li>Strategic development of core human resources who can lead the next generation</li> <li>Maintenance of work environment for improving the engagement of human resources</li> </ul>	<ul style="list-style-type: none"> <li>Culturally diverse human resources Approx. 900 people (approx. 21% or more)</li> <li>Percentage of women in managerial positions 80 people or above (approx. 8% or more)</li> <li>Amount invested in education ¥4.0 billion or more cumulatively</li> <li>Engagement score 58 or above / Rating A or more</li> </ul> <p>(All are target towards FY2031/3 or CY2030)</p>
 <b>Pro-ducts &amp; Services</b>	<ul style="list-style-type: none"> <li>Quality improvement and further efforts to enhance safety and security</li> </ul>	<ul style="list-style-type: none"> <li>Global Leading Contents Provider (Entertainment Contents Business)</li> <li>Win a "triple crown"—top share in utilization, installation, and sales (Pachislot and Pachinko Machines Business)</li> </ul>
 <b>Environment</b>	<div> <div>Scope 1,2</div> <ul style="list-style-type: none"> <li>Consideration and execution of emission reduction measures</li> </ul> </div> <div> <div>Scope 3</div> <ul style="list-style-type: none"> <li>Improvement of supplier engagement</li> <li>Consideration of supplier selection criteria</li> <li>Consideration of whether reduction targets should be applied to more companies, and its timing</li> </ul> </div> <div> <div>TCFD compliance</div> <ul style="list-style-type: none"> <li>Strategy update</li> <li>Consideration of whether disclosure should cover more companies, and its timing</li> </ul> </div>	<div> <div>Scope 1,2</div> <ul style="list-style-type: none"> <li>Group-wide reduction of approx. 50%~ (2030)</li> <li>Group-wide carbon neutrality (2050)</li> </ul> </div> <div> <div>Scope 3</div> <ul style="list-style-type: none"> <li>Reduce GHG emissions by 22.5% or more</li> </ul> </div>
 <b>Addiction</b>	<ul style="list-style-type: none"> <li>Collaboration with industry groups on initiatives to address and prevent addiction and gaming disorder</li> <li>Continuing commitment to addiction research</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with laws, regulations, voluntary rules, etc. related to addiction</li> <li>Contributing to the healthy development of the industry</li> <li>Implement industry-academia joint research regarding addiction</li> </ul>
 <b>Governance</b>	<ul style="list-style-type: none"> <li>Continuing to realize a corporate governance structure that will ensure highly transparent management and contribute to medium-to long-term improvement in corporate value</li> </ul>	

## History

May 2004	- Subject to the approval at their shareholders' meetings and by the relevant government agencies, SEGA CORPORATION and Sammy Corporation ("Two Companies" hereinafter), work jointly to establish a holding company via share transfer. The Board of Directors of the Two Companies pass a resolution regarding the conclusion of a share transfer agreement that would result in a merger of the Two Companies, after which the Two Companies conclude said agreement.
June 2004	- Two Companies obtain a resolution of approval at their shareholders' meetings to become wholly-owned subsidiaries of SEGA SAMMY HOLDINGS INC., the Company to be established jointly by the Two Companies via share transfer.
October 2004	- Two Companies jointly work to establish the Company via share transfer. Company common stock is listed on the first section of the Tokyo Stock Exchange.
October 2005	- Following a share acquisition, TMS ENTERTAINMENT CO., LTD., an equity method affiliate handling the planning, production, and sales of animated films, becomes a consolidated subsidiary.
March 2007	- Sammy Corporation subscribes to shares issued by third-party allotment for TAIYO ELEC Co., Ltd., which handles the development, manufacture, and sales of pachislot and pachinko machines, making said company an equity method affiliate.
December 2007	- Sammy Corporation subscribes to shares issued by third-party allotment for TAIYO ELEC Co., Ltd., converting it from an equity method affiliate to a consolidated subsidiary.
December 2010	- The Company executes share exchange whereby the Company becomes the wholly-owning parent and Sammy Networks Co., Ltd., SEGA TOYS CO., LTD., and TMS ENTERTAINMENT CO., LTD. become wholly-owned subsidiaries.
August 2011	- The Company executes share exchange using the Company's common stock whereby Sammy Corporation becomes the wholly-owning parent and TAIYO ELEC Co., Ltd. becomes the wholly-owned subsidiary.
March 2012	- The Company makes PHOENIX RESORT CO., LTD., which operates a resort complex, a consolidated subsidiary by acquiring all issued shares.
May 2012	- Sammy Corporation establishes Kawagoe Factory in Kawagoe, Saitama (former Kawagoe Factory is renamed the Saitama Factory).
June 2012	- Sammy Corporation establishes Sammy Logistics Center in Kawagoe, Saitama.
July 2012	- The Company establishes the joint venture PARADISE SEGASAMMY Co., Ltd., which handles the development and operation of integrated resort facilities, including casinos in Incheon Metropolitan City, South Korea; makes said company equity method affiliate.
June 2013	- The Company establishes SEGA SAMMY CREATION INC., which handles the development, production, and sales of casino gaming machines.
November 2013	- A wholly-owned subsidiary of SEGA CORPORATION assumes the business of Index Corporation. (Said subsidiary is renamed ATLUS CO., LTD. in April 2014.)
November 2014	- Equity method affiliate PARADISE SEGASAMMY Co., Ltd., begins construction on the PARADISE CITY integrated resort facility.
April 2015	- Following group restructuring, the Company establishes SEGA Holdings Co., Ltd. (with the subsidiary ceasing to exist upon the absorption-type merger executed by SEGA CORPORATION in April 2021), SEGA Interactive Co., Ltd. (with the subsidiary ceasing to exist upon absorption-type merger carried out by SEGA CORPORATION in April 2020), and SEGA LIVE CREATION Inc. (now CA Sega Joypolis Ltd.) through an incorporation-type demerger in which SEGA CORPORATION is the split company. SEGA CORPORATION executes absorption-type merger of SEGA Networks Co., Ltd., and renames itself SEGA Games Co., Ltd (now SEGA CORPORATION).
April 2017	- Equity method affiliate PARADISE SEGASAMMY Co., Ltd., opens PARADISE CITY integrated resort facility.
December 2017	- SEGA SAMMY CREATION INC. and subsidiary, SEGA SAMMY CREATION USA INC. acquire a license to manufacture and sell gaming machines in the state of Nevada, United States.
August 2018	- The Company relocates its headquarters and some Group company headquarters located in the Tokyo metropolitan area to Shinagawa-ku, Tokyo.
April 2020	- Following a group restructure, SEGA Games Co., Ltd. executes an absorption-type merger of SEGA Interactive Co., Ltd. and changes its name to SEGA CORPORATION. In addition, SEGA Holdings Co., Ltd. changes its name to SEGA GROUP CORPORATION (with the subsidiary ceasing to exist upon absorption-type merger carried out by SEGA CORPORATION in April 2021).
December 2020	- Following the sale of a portion of shares of SEGA ENTERTAINMENT Co., Ltd. (now GENDA GIGO Entertainment Inc.), said company is excluded from the scope of consolidation.
March 2021	- Following sale of shares of Sega Amusements International Ltd., said company is excluded from the scope of consolidation.
April 2021	- SEGA GROUP CORPORATION merges into SEGA CORPORATION via absorption-type merger in accordance with internal Group reorganization.
April 2022	- Company moves from First Section to Prime Market following changes in Tokyo Stock Exchange listing criteria.
June 2022	- Moves from status as company with an Audit and Supervisory Board to company with an Audit and Supervisory Committee.
August 2023	- Sega Europe Limited acquires shares in Rovio Entertainment Ltd, a company that plans, develops, and sells mobile games, making it a consolidated subsidiary.
April 2024	- As the result of an internal reorganization of the Group effective April 1, 2024, a division-merger was implemented from which SEGA CORPORATION emerged as the divided and merged company and SEGA TOYS CO., LTD. became the surviving company. SEGA TOYS CO., LTD. was subsequently renamed SEGA FAVE CORPORATION.
May 2024	- "Resort Business" was reorganized to "Gaming Business". - The Company sold all of its shares in PHOENIX RESORT CO., LTD and removed the company from its list of consolidated subsidiaries.
April 2025	- SEGA SAMMY CREATION INC. made Stakelogic B.V., a B2B iGaming content supplier, a consolidated subsidiary through the acquisition of shares.
May 2025	- SEGA SAMMY CREATION INC. made GAN Limited, which operates an SaaS business for casino operators in the U.S. and a B2C online gaming business for Europe and South America, a consolidated subsidiary through the acquisition of shares.

# Company Profile (As of March 31, 2025)

**Company Name** SEGA SAMMY HOLDINGS INC.

**Address** Sumitomo Fudosan Osaki Garden Tower,  
1-1-1 Nishi-Shinagawa,  
Shinagawa-ku, Tokyo 141-0033, Japan

**Tel** +81-3-6864-2400

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

**Capital** 29.9 billion yen

**Number of Employees** 414 (non-consolidated)  
8,147 (consolidated)

**Established** October 1, 2004

**Bank** Sumitomo Mitsui Banking Corporation  
MUFG Bank, Ltd.

**Stock Exchange Listing** Tokyo Stock Exchange

**Securities Code** 6460

## Directors and Audit and Supervisory Committee Members

**Chairman, Representative Director**  
Hajime Satomi

**President and Group CEO, Representative Director**  
Haruki Satomi

**Senior Executive Vice President and Group CFO, Director of the Board**  
Koichi Fukazawa

**Director of the Board**  
Shuji Utsumi

**Director of the Board**  
Ayumu Hoshino

**Director of the Board (External)**  
Kohei Katsukawa  
Melanie Brock  
Fujiyo Ishiguro  
Ankur Sahu

**Director, Audit and Supervisory Committee Member**  
Hiroshi Ishikura

**Director, Audit and Supervisory Committee Member (External)**  
Kazutaka Okubo  
Naoko Murasaki  
Makiko Ushijima

## Executive Officers (As of April 1, 2025)

**Senior Executive Vice President, Executive Officer**  
Yukio Sugino

**Executive Vice President, Executive Officer**  
Hideo Yoshizawa  
Makoto Takahashi  
Yoichi Owaki

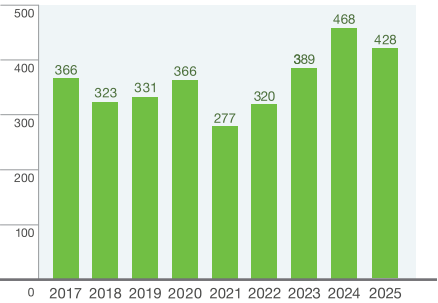
**Senior Vice President, Executive Officer**  
Takaharu Kato

**Vice President, Executive Officer**  
Hironobu Otsuka  
Koji Takeyama  
Yukio Kawasaki  
Natsue Ishida

## Business Results Highlights

### Net Sales

Billions of yen



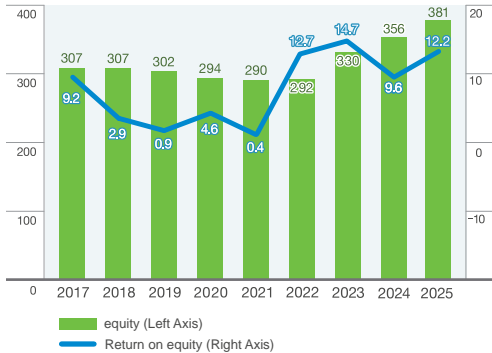
### Ordinary income / Ordinary income to net sales

Billions of yen



### Equity / Return on equity

Billions of yen





## Domestic

---

ATLUS.CO., LTD.  
Attic Arcade,inc.  
DARTSLIVE Co., Ltd.  
GALAXY GRAPHICS Inc.  
GINZA Corporation  
Hivecreation Co., Ltd.  
MARZA ANIMATION PLANET INC.  
MPandC Inc.  
m2R Co., Ltd.  
RODEO Co., Ltd.  
Sammy Corporation  
Sammy Digital Security Co., Ltd.  
Sammy Facility Service Co., Ltd.  
Sammy Networks Co., Ltd.  
SEGA CORPORATION  
SEGA FAVE CORPORATION  
SEGA Logistics Service Co., Ltd.  
SEGA PlayHeart Co., Ltd.  
SEGA SAMMY BUSINESS SUPPORT INC.  
SEGA SAMMY CREATION INC.  
SEGA SAMMY GOLF ENTERTAINMENT INC.  
Sunrockers,Ltd.  
TAIYO ELEC Co., Ltd.  
Telecom Animation Film Co., Ltd.  
TMS ENTERTAINMENT CO., LTD.  
TMS MUSIC CO., LTD.  
TOON HARBOR WORKS INC.  
WAVE MASTER INC.

## Overseas

---

### ■ U.S.A / Canada

DARTSLIVE USA, INC.  
GAN Limited  
MARZA ANIMATION PLANET USA INC.  
Rovio Interactive Entertainment Canada Ltd  
Rovio Toronto, Inc.  
Sega of America,Inc.  
SEGA SAMMY CREATION USA INC.

### ■ Europe

DARTSLIVE UK Ltd.  
Rovio Barcelona S.L.U.  
Rovio Copenhagen ApS  
Rovio Entertainment Ltd  
Rovio Sweden Ab  
Ruby Oyun ve Yazılım Danışmanlık Sanayi Ticaret Anonim Şirketi (Ruby Games)  
SAS DARTSLIVE EUROPE  
Sega Black Sea EOOD  
Sega Europe Limited  
Sega Publishing Europe Ltd.  
Sports Interactive Ltd.  
Stakelogic B.V.  
The Creative Assembly Ltd.  
Two Point Studios Limited  
Vincent Group Ltd.

### ■ Asia

DARTSLIVE ASIA Ltd.  
DARTSLIVE CHINA Ltd.  
DARTSLIVE INTERNATIONAL Ltd.  
DARTSLIVE KOREA Ltd.  
DARTSLIVE (M) SDN. BHD.  
DARTSLIVE (S) PTE LTD.  
PARADISE SEGASAMMY Co., Ltd.  
Rovio (Shanghai) Commerce and Trading Co., Ltd  
SEGA Publishing Korea Ltd.  
SEGA Taiwan Ltd.  
SEGA TOYS(HK)CO., LTD.

56 other subsidiary companies, 13 other affiliated companies

As of June, 2025