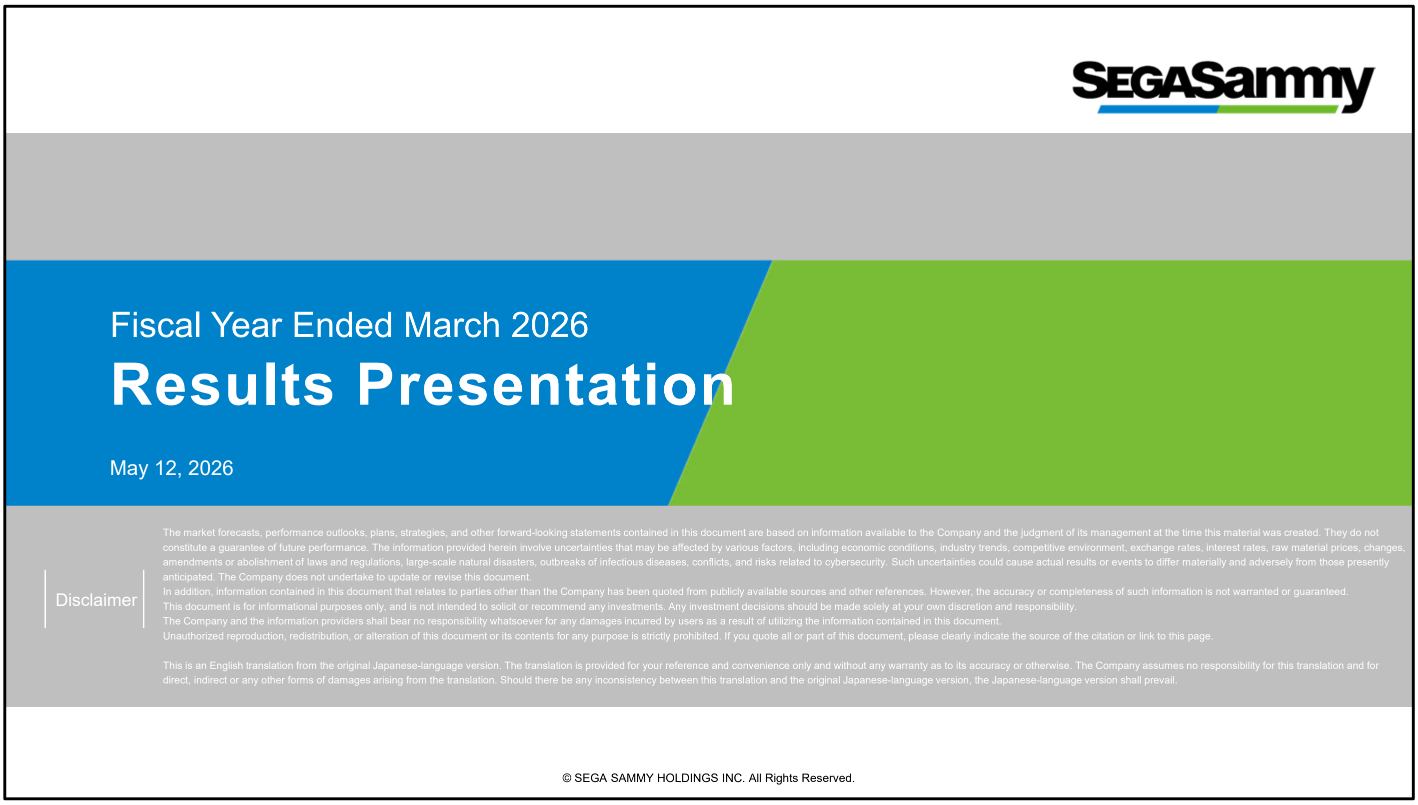

<Disclaimer>
This document is a transcription from the financial results briefing presentation, and some edits and modifications have been made for ease of understanding.

Speaker: Makoto Takahashi (Senior Executive Vice President and Group CFO, Executive Officer, SEGA SAMMY HOLDINGS INC.)

I will explain the results for FY2026/3 and the forecast for FY2027/3.

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01

FY2026/3 Full-year Results/ FY2027/3 Forecast

Results Highlights (Consolidated)

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(Billion yen)	FY2025/3 Full-year Results	FY2026/3 Full-year Results	FY2027/3 Full-year Forecast
Sales	**428.9**	**487.5**	**510.0**
Operating Income	**48.1**	**47.1**	**44.5**
Ordinary Income	**53.1**	**54.2**	**47.5**
Extraordinary income	10.0	0.8	0.0
Extraordinary losses	8.3	58.8	1.0
Profit or loss attributable to owners of parent	**45.0**	**-5.7**	**32.5**
Indicators in the Medium-Term Plan			
Adjusted EBITDA	**62.2**	**16.6**	**64.0**
ROE	**12.2%**	**-1.6%**	**8.9%**

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

[*1] CS=Consumer Area

FY2026/3 Results

- **Sales increased and profits decreased compared to FY2025/3**
  - Full Game sales, new F2P titles and Rovio's performance were soft (CS[*1])
  - Sales of mainstay pachislot titles were strong (Pachislot & Pachinko)
  - Sales increased and operating loss widened due to the consolidation of two acquired companies (Gaming)
- **Resulted in a net loss due to the recognition of impairment losses on Rovio and Stakelogic**

FY2027/3 Forecast

- **Plan for an increase in sales and a decrease in profits compared to FY2026/3**
  - Sales of new titles are expected to increase in Full Game (CS)
  - Continue to strengthen Transmedia expansion (CS)
  - Profits decline due to decrease in mainstay titles and rising costs etc. (Pachislot & Pachinko)
  - Loss widens due to upfront investments aimed at establishing a foundation for future growth (Gaming)

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In FY2026/3, sales increased significantly compared to FY2025/3, while the income through ordinary income level remained generally in line with FY2025/3.

The Pachislot & Pachinko Machines Business, where Pachislot sales performed strongly, and the Gaming Business, which completed acquisitions of two companies, contributed to increase in sales. Meanwhile, in the Entertainment Contents Business, Full Game sales, new F2P (Free-to-Play) titles, and Rovio's performance were soft, and losses from the two acquired companies in the Gaming Business were incorporated, resulting in income through ordinary income level remaining generally in line with FY2025/3.
In addition, impairment losses on goodwill, etc. related to Rovio and Stakelogic resulted in the recording of a net loss.

Adjusted EBITDA amounted to 16.6 billion yen, representing a decrease compared to FY2025/3. Since adjustment items included impairment losses on goodwill, etc., extraordinary losses of business totaling 58.8 billion yen had a significant negative impact on results.

On the other hand, results significantly exceeded the operating results forecasts announced on February 13 at each income level.
Factors contributing to this included the non-occurrence of SG&A expenses in the Entertainment Contents Business and the Pachislot & Pachinko Machines Business, the non-payment of stock-based compensation for officers, etc., and an increase in equity method earnings in the Gaming Business, which was associated with the recording of deferred tax assets at PARADISE SEGA SAMMY.

For FY2027/3, while sales are planned to increase, profits are expected to decline through the ordinary income level.

By segment, in the Entertainment Contents Business, which we position as a growth business, we expect both sales and profit to increase as we plan to launch many new mainstay Full Game titles. On the other hand, in the Pachislot & Pachinko Machines Business, we expect a decline in mainstay titles and increase in costs due to factors such as soaring semiconductor prices resulting from the AI-driven demand. Furthermore, in the Gaming Business, we expect the loss to widen due to upfront investments aimed at establishing a foundation for future growth in the B2B business. However, we plan to return to profitability at the net income level.

Q4 Topics

- Stakelogic
  - Following a further review of the business plan, extraordinary losses was recorded in FY2026/3, including approx. 0.7 billion yen as an impairment loss associated with the downsizing of operations in the Netherlands and approx. 18.0 billion yen as a full impairment loss on goodwill, etc.

- GAN
  - Under the Purchase Price Allocation (PPA), the purchase price was allocated to identifiable assets, and the residual amount was recognized as goodwill
    - Goodwill: 14.5 billion yen
    - Other Intangible Assets (trademark rights): 0.9 billion yen
    - Other Intangible Assets (tech-related): 2.6 billion yen
    - Other Intangible Assets (customer-related): 0.9 billion yen

*Amounts represent balances as of the end of FY2026/3

This slide explains the topics for Q4.

Regarding the impairment of Stakelogic, we previously announced in our Q3 financial results that we expected impairment losses of approximately 15.0 billion yen. However,

following a subsequent detailed review, we recognized approximately 18.7 billion yen in impairment losses on goodwill and tangible fixed assets as an extraordinary loss.

Regarding GAN, under the Purchase Price Allocation (PPA), the purchase price was allocated to identifiable assets, and the residual amount was recognized as goodwill.

(Reference) Per Segments Results

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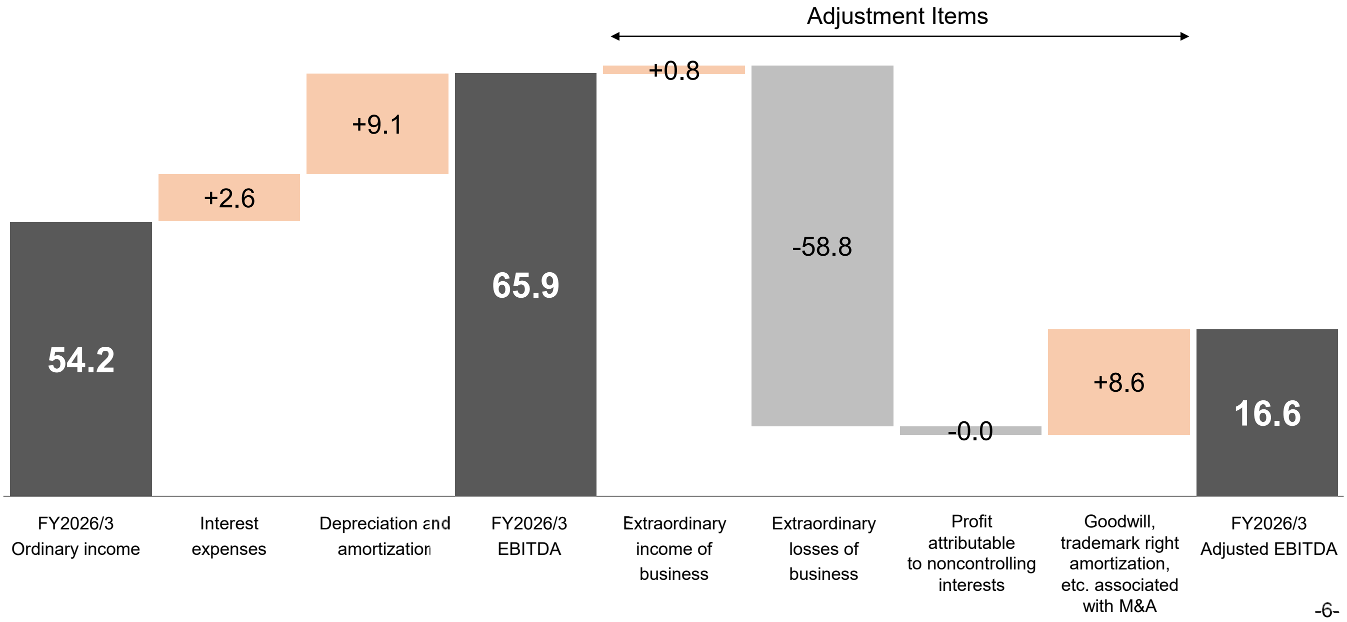
(Billion yen)	FY2025/3 Full-year Results	FY2026/3 Full-year Results	FY2027/3 Full-year Forecast
Sales	**428.9**	**487.5**	**510.0**
Entertainment Contents	321.5	326.6	357.0
Pachislot & Pachinko Machines	97.1	132.0	115.5
Gaming	5.4	25.3	34.5
Other / Elimination	4.9	3.6	3.0
Operating Income	**48.1**	**47.1**	**44.5**
Entertainment Contents	40.8	32.4	42.5
Pachislot & Pachinko Machines	20.0	32.1	24.0
Gaming	-0.7	-7.2	-10.0
Other / Elimination	-12.0	-10.2	-12.0
Adjusted EBITDA	**62.2**	**16.6**	**64.0**
Entertainment Contents	48.1	13.3	52.5
Pachislot & Pachinko Machines	24.2	33.7	27.5
Gaming	1.0	-18.4	-4.0
Other / Elimination	-11.1	-12.0	-12.0

*See P.12 for details about each segment

For your reference, here are the results per segment.

(Reference) EBITDA Adjustment Items (FY2026/3 Results)

(Billion yen)



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For your reference, this is the breakdown of EBITDA adjustment items for FY2026/3.

Various Expenses, etc.

(Billion yen)		FY2025/3 Full-year Results	FY2026/3 Full-year Results	FY2027/3 Full-year Forecast
Entertainment Contents	R&D / Content production	**68.9**	**78.4**	**75.3**
	Advertising	**27.0**	**30.8**	**32.2**
	Depreciation	**4.6**	**4.5**	**4.4**
	Cap-ex	**7.6**	**7.6**	**5.8**
Pachislot & Pachinko	R&D / Content production	**13.5**	**15.3**	**14.7**
	Advertising	**3.4**	**3.4**	**4.2**
	Depreciation	**2.7**	**2.8**	**2.7**
	Cap-ex	**4.9**	**5.4**	**5.0**
Gaming	R&D / Content production	**0.9**	**5.1**	**5.8**
	Advertising	**0.1**	**2.9**	**4.5**
	Depreciation	**-**	**0.7**	**2.4**
	Cap-ex	**2.1**	**1.9**	**3.0**
Consolidated total	R&D / Content production	**83.3**	**98.8**	**95.9**
	Advertising	**31.6**	**38.2**	**42.4**
	Depreciation	**8.4**	**9.1**	**10.6**
	Cap-ex	**15.9**	**16.5**	**15.0**

FY2026 Results
- R&D / Content production expenses, Advertising expenses:
  - Increased compared to FY2025/3 due to more launches of new titles in Full Game and F2P (CS)
  - Increased compared to FY2025/3 due to the impact of acquisitions (Gaming)

FY2027/3 Forecast
- R&D expenses:
  - Reactionary decline from title write-downs in the previous fiscal year (Entertainment)
  - Increase due to the extension of GAN's consolidation period (from 9 to 12 months) (Gaming)
- Advertising expenses:
  - Increase due to the extension of GAN's consolidation period (from 9 to 12 months) (Gaming)
- Depreciation expenses
  - Increase due to change in accounting treatment for lease assets in gaming machine sales (Gaming)

*The expenses for "other/elimination" are included in "Data Appendix (FY2026/3)"
***Recognition criteria of R&D and Content Production Expenses by business segments**
- Entertainment Contents Business (Full Game (CS)): Expenses are capitalized as inventory assets or intangible assets during development and booked as expenses after launch. 25% will be amortized in first month and the rest will be amortized over a period of 23 months using the straight-line method (Total amortization period is 24 months)
- Entertainment Contents Business (F2P (CS)): Expenses are capitalized as intangible assets during development and booked as expenses after launch. Expenses are amortized over a period of 24 or 36 months using the straight-line method
- Entertainment Contents Business(AM): Expenses are capitalized as inventory assets during development and booked as expenses after launch. 30% will be amortized in first 2 months with 15% per month, and the rest will be amortized 7% per 10 months using the straight-line method (Total amortization period is 12 months)
- Pachislot & Pachinko Machines Business: Expenses aren't capitalized but are recognized as they arise (outsourced process expenses are recognized when work is inspected)

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Here are the various expenses.

Regarding the results for FY2026/3, in the Entertainment Contents Business, R&D / Content production expenses and advertising expenses increased compared to FY2025/3 due to an increase in the number of titles released. In the Gaming Business, R&D / Content production expenses and advertising expenses also increased, however this is primarily due to the consolidation of GAN and Stakelogic.

There are no major changes in the forecast for FY2027/3, however, in the Gaming Business, since the consolidation period for GAN will extend to full 12 months from which were 9 months in FY2026/3, we expect R&D / Content production expenses and advertising expenses to increase compared to FY2026/3.

Consolidated Balance Sheet Summary

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(Billion yen)

【Assets】 Account	As of the end of Mar. 2025	As of the end of Mar. 2026	Increase /Decrease
Cash and Deposits	200.3	153.3	-47.0
Accounts Receivable	52.6	67.5	+14.9
Securities	-	0.5	+0.5
Inventories	93.6	110.9	+17.3
Other	42.2	42.5	+0.3
Total Current Assets	**388.7**	**374.7**	**-14.0**
Tangible Fixed Assets	48.9	51.0	+2.1
Intangible Fixed Assets	91.2	80.1	-11.1
Goodwill (included in Intangible Fixed Assets)	30.1	14.5	-15.6
Trademark right (same as above)	44.8	45.3	+0.5
Investment Securities	51.1	53.3	+2.2
Other	64.8	68.2	+3.4
Total Noncurrent Assets	**256.0**	**252.6**	**-3.4**
Total Assets	**644.7**	**627.3**	**-17.4**

【Liabilities and Net Assets】 Account	As of the end of Mar. 2025	As of the end of Mar. 2026	Increase /Decrease
Accounts Payable	23.5	17.4	-6.1
Short Term Borrowings	7.5	7.5	-
Other	63.1	84.2	+21.1
Total Current Liabilities	**94.1**	**109.1**	**+15.0**
Corporate Bonds	10.0	10.0	-
Long Term Borrowings	132.0	124.5	-7.5
Other	26.9	28.7	+1.8
Total Noncurrent Liabilities	**168.9**	**163.2**	**-5.7**
Total Liabilities	**263.1**	**272.4**	**+9.3**
Shareholders' Equity	359.7	311.0	-48.7
Total accumulated other comprehensive income	21.3	43.5	+22.2
Non-controlling interests	0.0	0.0	+0.0
Total Net Assets	**381.6**	**354.9**	**-26.7**
Total Liabilities and Net Assets	**644.7**	**627.3**	**-17.4**

	As of the end of Mar. 2025	As of the end of Mar. 2026	Increase /Decrease
Cash, deposits and cash equivalents	198.8	153.7	-45.1
Interest bearing debt	149.5	142.0	-7.5
Net cash	49.3	11.7	-37.6
Equity ratio	59.1%	56.5%	-2.6p

Main reasons for increase/decrease

(Assets)
- Cash and deposits decreased due to the acquisition of GAN and Stakelogic, the acquisition of treasury stocks, etc.
- Inventory assets associated with video game development increased

(Noncurrent assets)
- While the consolidation of GAN and Stakelogic started, intangible fixed assets decreased due to impairment of goodwill etc. on Rovio and Stakelogic

(Net assets)
- Shareholder equity decreased due to the recording of a loss attributable to owners of parent, the acquisition of treasury stocks, and dividend payments, etc.

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This is the consolidated balance sheet.

Current assets decreased by 14.0 billion yen due to a decrease in cash and deposits resulting from the acquisitions of GAN and Stakelogic and the acquisition of treasury stocks, while inventory assets associated with video game development increased.

Regarding fixed assets, while GAN and Stakelogic were consolidated, intangible fixed assets decreased due to the impairment of goodwill, etc. related to Rovio and Stakelogic.

Net assets decreased by 26.7 billion yen. This is because while foreign currency translation adjustments were recorded in other comprehensive income due to the impact of weak yen and other factors, shareholders’ equity decreased due to the recording of a net loss and implementation of shareholder returns, including the acquisition of treasury stocks and dividend payments.

For reference, the D/E ratio at the end of FY2026/3 was 0.42 times, and net cash stood at 11.7 billion yen, reflecting a decrease of 37.6 billion yen from the end ofFY2025/3.

(Reference) Consolidated B/S (Balance of Goodwill and Other Intangible Assets)

Balance of goodwill and other intangible assets		End of FY2025/3	End of Q3 2026/3	End of Q4 FY2026/3	Remaining amortization period
Rovio	Goodlwill	**26.3 billion yen** (181 million euro)	–	–	–
	Other intangible assets (trademark rights)	**44.8 billion yen** (308 million euro)	**45.0 billion yen** (244 million euro)	**44.3 billion yen** (241 million euro)	20 years, 5 months
	Other intangible assets (tech-related)	**4.8 billion yen** (33 million euro)	**4.5 billion yen** (24 million euro)	**4.3 billion yen** (23 million euro)	7 years, 5 months
GAN	Goodwill	–	**17.2 billion yen** (116 million US dollars)	**14.5 billion yen** (92 million US dollars)	9 years, 3 months
	Other intangible assets (trademark rights)	–	–	**0.9 billion yen** (6 million US dollars)	9 years, 3 months
	Other intangible assets (tech-related)	–	–	**2.6 billion yen)** (16 million US dollars)	4 years, 3 months
	Other intangible assets (customer-related)	–	–	**0.9 billion yen** (6 million US dollars)	9 years, 3 months
Stakelogic	Goodwill	–	**18.0 billion yen** (104 million euro)	–	–

*For Stakelogic, impairment losses were recognized at the end of FY2026/3
*For GAN, the purchase price allocation has been completed

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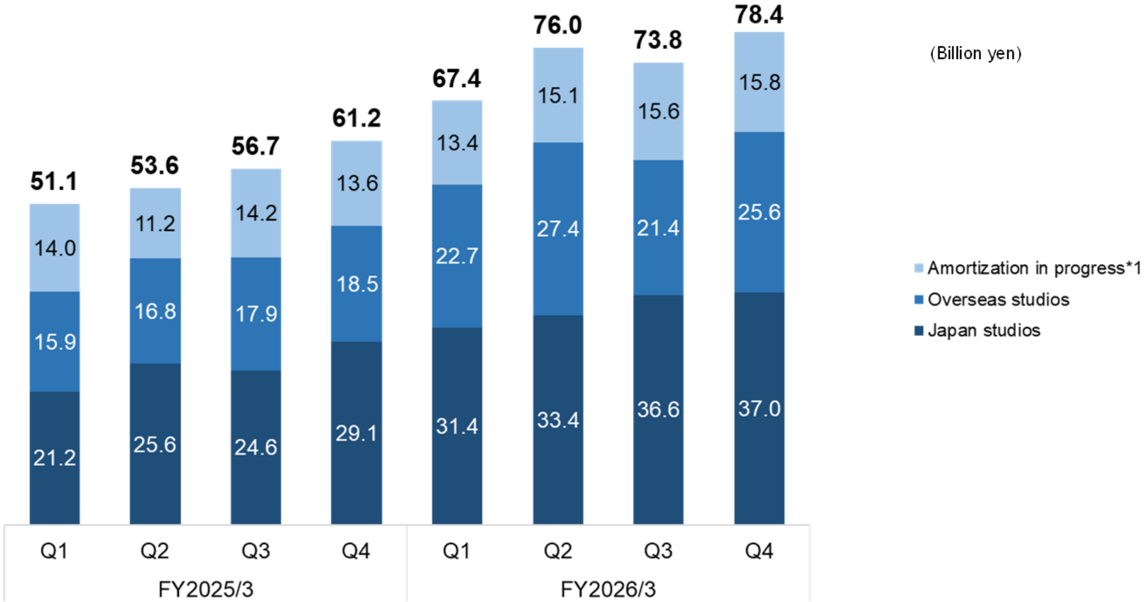
This slide shows the balance of goodwill and other intangible assets, as well as their remaining amortization period.

Regarding Rovio, no further impairment losses were recognized, and the year-end balance of other intangible assets stood at 48.7 billion yen.
Regarding Stakelogic, impairment losses were recognized at the end of FY2026/3, and the allocation of the purchase price for GAN has been finalized.

(Reference) Trend of Balance of Content Production Expenses in B/S (Consumer area)



*Amortization in progress: Unamortized portion of title assets that have been released and begun to be amortized

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Here is the trend in the balance of content production expenses in the Entertainment Contents Business.

The balance is increasing overall as we proceed with the development of mainstay titles to be released in the future.

Consolidated Cash Flow

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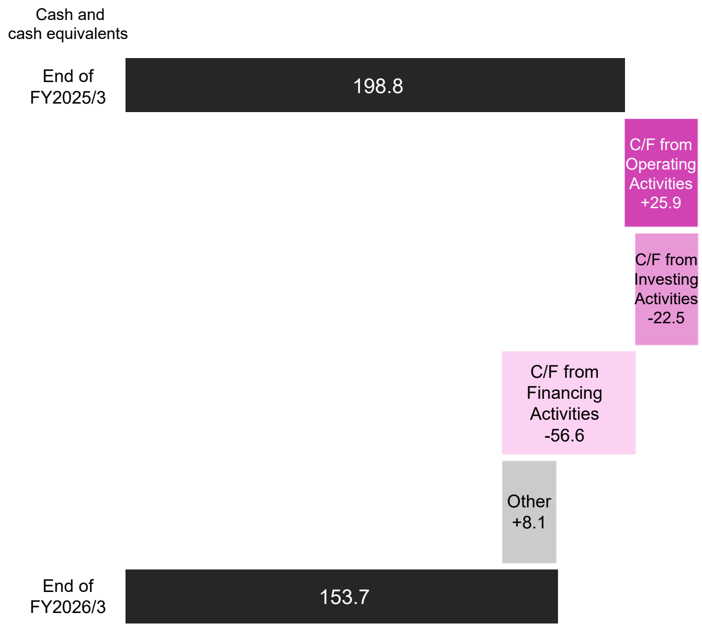

(Billion yen)

Cash Flows from Operating Activities	**+25.9**
Loss before income taxes	-3.7
Depreciation and amortization	+16.1
Impairment loss	+54.6
Increase in notes and accounts receivable	-11.6
Increase in inventory	-18.3
Income taxes paid	-11.0
Income taxes refund	+8.0
Others	-8.2
Cash Flows from Investing Activities	**-22.5**
Proceeds from share of profits on investments in capital	+11.0
Purchase of shares of subsidiaries	-22.5
Others	-11.0
Cash Flows from Financing Activities	**-56.6**
Repayment of long-term borrowings	-7.5
Purchase of treasure stock	-32.0
Cash dividends paid	-11.5
Others	-5.6

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This is consolidated cash flow.

Cash flow from operating activities was positive 25.9 billion yen, as a result of recognizing impairment losses and expenses for depreciation and amortization, despite an increase in inventories. Cash flows from investing activities were negative 22.5 billion yen, due to the acquisition of GAN and Stakelogic, among other factors, despite distributions from investments. As a result, free cash flow was 3.4 billion yen.

Cash flow from financing activities was negative 56.6 billion yen, primarily due to the acquisition of treasury stocks and dividend payments. Adding the 8.1 billion yen in foreign exchange translation adjustments related to cash and cash equivalents, total cash flow was a negative 45.1 billion yen.

02

Results / Forecasts by Segment

Impact of the Middle East Situation on the Group

- At this time, there has been no significant impact on manufacturing and sales
- Going forward, supply chain disruptions may lead to rising prices and procurement difficulties for raw materials, parts, packaging materials, and other supplies
- As the situation remains fluid, we will continue to closely monitor the impact

Areas expected to be affected	Expected impact
Amusement machine, Toy	Rising costs of raw materials and parts, rising logistics costs, longer production lead times, etc.
Pachislot & pachinko machines	
Gaming machines	

*The Group does not have any direct sales channels and major offices in the Middles East

Before presenting the results and plans by segment, we would like to explain the impact of the Middle East situation.

At this time, there has been no significant impact on manufacturing and sales.

However, if supply chain disruptions persist over the long term, we may see increase in costs for Amusement Machines, toys, pachislot & pachinko machines, and gaming machines, as well as impacts on production lead times, etc. As the situation remains fluid, we will continue to closely monitor the situation.

Entertainment Contents Business

(Billion yen)	FY2025/3 Full-year Results	FY2026/3 Full-year Results	FY2027/3 Full-year Forecast
Sales	321.5	326.6	357.0
Consumer	216.8	219.9	246.0
Animation	28.0	28.4	29.0
AM & TOY	76.6	78.1	82.0
Operating Income	40.8	32.4	42.5
Consumer	28.1	19.2	30.0
Animation	8.8	7.6	5.5
AM & TOY	3.8	5.6	7.0
Ordinary Income	41.8	34.4	43.5
Indicators in the Medium-Term Plan			
Adjusted EBITDA	48.1	13.3	52.5
Full Game Sales	76.4	67.2	95.3
New titles	33.5	29.8	55.6
Repeat sales	42.8	37.4	39.7
F2P Sales	47.1	53.7	58.4
Full Game Unit Sales (Thousand)	31,450	22,950	25,060
New titles	6,570	5,660	6,450
Repeat sales	24,870	17,280	18,610

FY2026/3 Results

- **Sales increased while profit decreased compared to FY2025/3**
  - Full Game and some new F2P titles, and Rovio's performance were soft (CS)
  - Existing F2P titles, subscription services, DLC*[1] (all CS), and Animation area performed steadily
  - Licensing revenue grew steadily throughout the fiscal year (CS)

FY2027/3 Forecast

- **Plan for an increase in both sales and profits compared to FY2026/3**
  - Launch four new Full Game titles based on mainstay IPs (CS)
  - F2P titles launched in FY2026/3 are expected to contribute throughout the full year (CS)
  - Expect growth in licensing revenue (CS)
  - Strengthen sales of prizes merchandise (AM)

*[1]DLC = Downloadable Content

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Here are the details by segment.

In the Entertainment Contents Business, profits declined in FY2026/3, primarily due to soft performance in the Consumer area.

In the Consumer area, results for the full year were weak, primarily due to sales of new Full Games such as *Sonic Racing: CrossWorlds* falling short of expectations and repeat sales of recently released titles also underperforming expectations. Additionally, in the F2P, new titles such as Sonic Rumble Party performed softly, and our Group Company, Rovio, also saw sluggish performance.

On the other hand, existing F2P titles, titles available through subscription services, and licensing revenue performed well.

In the Animation area, while domestic and international video sales remained steadily high, profits declined due to a reactionary decrease following the significant increase in allocated revenue from Sonic movie in FY2025/3.

Regarding the forecast for FY2027/3, we plan to launch four new Full Game titles of mainstay IP in the Consumer area.

In addition, we expect the F2P titles launched in FY2026/3 to contribute over the full year, while high margin licensing revenue is also expected to continue growing. Regarding Animation, while we expect a decline in overseas sales and a decrease in allocated revenue from the first and second Sonic movies, we anticipate sales and profit to increase as a whole for the Entertainment Contents Business, driven by the Consumer area.

(Reference) Entertainment Contents Business Sub-segment

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		FY2026/3 Results	FY2027/3 Forecast
Consumer	Full Game	• Both new titles and repeat sales performed below expectations	• Launch four new titles based on mainstay IPs • Repeat sales are expected to be on par with FY2026/3
	F2P	• Two new titles performed below expectations • Existing titles performed steadily	• Titles launched in FY2026/3 are expected to contribute throughout the full year • Strengthen operations of existing titles
	Other	• Rovio's performance were sluggish • Licensing revenue increased • Recorded revenue from DLC, subscription services, etc.	• Implement continuous updates for *Angry Birds 2* • Licensing revenue continues to grow
Animation		• Recorded revenue related to video sales, etc. • Continuously recorded the allocated revenue from the first and second *Sonic* movies	• Plan to release movies based on the *Sonic* and *Angry Birds* IPs • Record allocated revenue from *Sonic* movie and revenue related to video sales, etc. • Release movie, *Detective Conan: Fallen Angel of the Highway*
AM[*1]&TOY	AM	• Amusement machine sales remained steady • Prizes merchandise sales remained soft	• Sell centered on prize category • Launch multiple new titles, including kids-oriented content
	TOY	• Sold regular products, etc. • Merchandise sales at *Anpanman*-related facilities were strong	• Sell centered on regular products

[*1] AM=Amusement Machine

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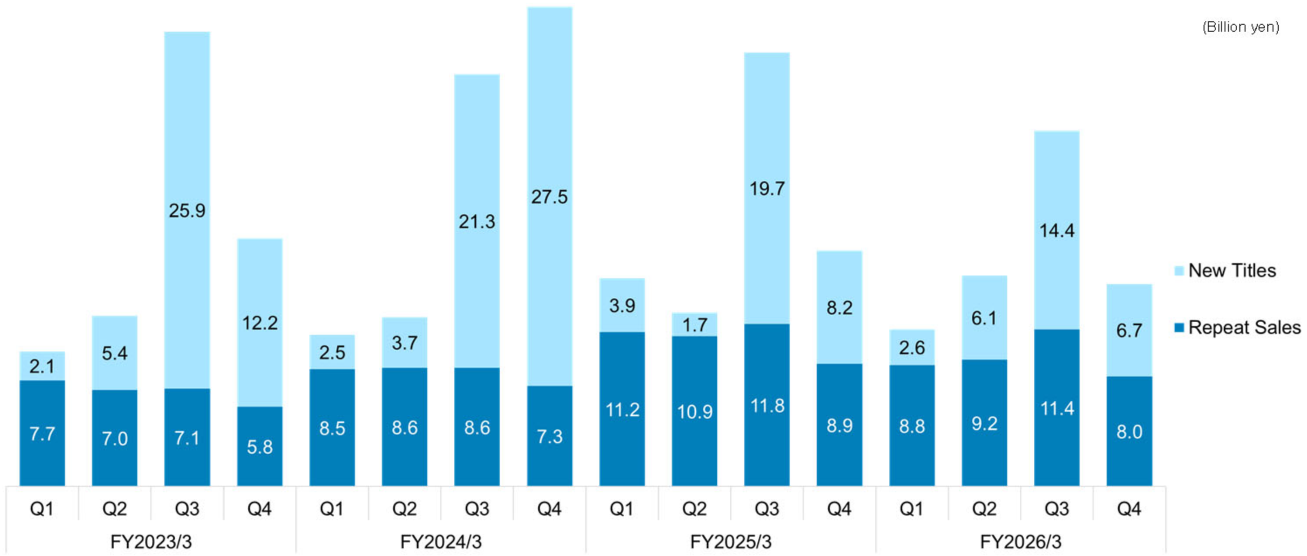
Here is an explanation of the sub-segments.

Regarding the Consumer and Animation areas, the situation is as explained earlier. Regarding AM & TOY, while Amusement Machines, including *UFO CATCHER*®, performed steadily, prize merchandise and toys were soft, resulting in overall results that were generally in line with expectations.

For FY2027/3, we anticipate growth, primarily driven by AM, as we expect a recovery in sales of prizes merchandise.

(Reference) Consumer Area / Full Game: Sales Trends



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For reference, here is the quarterly sales trend for Full Game.

Main New Titles_Sales/Launch Schedule (Consumer)

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Consumer

Full Game

～FY2026/3		Upcoming Plans (Release date TBD)	
RAIDOU Remastered: The Mystery of the Soulless Army (Jun. 19, 2025)	*Yakuza Kiwami 3 & Dark Ties* (Feb. 12, 2026)	*STRANGER THAN HEAVEN* (This Winter)	*Crazy Taxi* (Title/Release Date TBD)
SHINOBI: Art of Vengeance (Aug. 29, 2025)		*Persona 4 Revival* (Release Date TBD)	*Golden Axe* (Title/Release Date TBD)
Sonic Racing: CrossWorlds (Sep. 25, 2025)		*Total War: WARHAMMER 40,000* (Release Date TBD)	*Jet Set Radio* (Title/Release Date TBD)
*Persona 3 Reload**1 (Oct. 23, 2025)		*Total War: Medieval III* (Release Date TBD)	*Streets of Rage* (Title/Release Date TBD)
Football Manager 26 (Nov. 5, 2025)		*New VIRTUA FIGHTER Project* (Title/Release Date TBD)	*ALIEN: ISOLATION* (Title/Release Date TBD)

F2P

- *Persona5: The Phantom X**2 (Jun. 26, 2025) →
- *Sonic Rumble Party* (Nov. 5, 2025) →
- *SEGA FOOTBALL CLUB CHAMPIONS* (Jan. 22, 2026) →

*1 Already released on PS5®, PS4®, Xbox Series X|S, PC, etc.
*2 China, South Korea and Traditional Chinese area version are published by Perfect World from Apr. 2024
*Only announced titles are listed in Upcoming Plans

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For reference, here is the product rollout schedule for main titles in the Consumer area.

Main New Titles_Sales/Launch Schedule (Animation, AM&TOY)

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	～FY2026/3		Upcoming Plans	
Animation	*Detective Conan : One-Eyed Flashback* (Apr. 18, 2025)	*BAKIDOU* (Feb. 26, 2026)	*Always a Catch !* (Apr. 1, 2026)	*The Angry Birds Movie 3* (Dec. 23, 2026*2)
	Anpanman: Chapon's Hero ! (Jun. 27, 2025)		*Dr.STONE SCIENCE FUTURE* (Final Season) (Apr. 2, 2026)	*Golden Axe* (Title/Release Date TBD)
	LUPIN THE IIIRD THE MOVIE: The Immortal Bloodline (Jun. 27, 2025)		*Detective Conan: Fallen Angel of the Highway* (Apr. 10, 2026)	*SHINOBI* (Title/Release Date TBD)
	Dr.STONE SCIENCE FUTURE (Jul. 10, 2025)		*Anpanman: Pantan and the Promised Star* (Jun. 26, 2026)	*Streets of Rage* (Title/Release Date TBD)
	SAKAMOTO DAYS (Jul. 14, 2025)		*Blue Box Season 2* (Oct. 4, 2026)	*Eternal Champions* (Title/Release Date TBD)
	My Status as an Assassin Obviously Exceeds the Hero's (Oct. 6, 2025)		*MAGIC KNIGHT RAYEARTH* (Oct. 2026)	*THE HOUSE OF THE DEAD* (Title/Release Date TBD)
			Sonic the Hedgehog 4 (Mar. 19, 2027*1)	*OutRun* (Title/Release Date TBD)
AM&TOY	*PAW PATROL Be with Chase* (Apr. 17, 2025)	*UFO CATCHER TRIPLE 2* (Feb. 2026)	*PAW Patrol Fun with Marshall* (Summar 2026)	*Curious George Ukitto-Drive* (Summer 2026)
	UFO CATCHER TRIPLE TWIN 2 (Jul. 10, 2025)	*StarHorseParty* (Mar. 2026)	*Curious George Ukitto-Carnival* (Summar 2026)	*MOGURI A TALE* (Summer 2026)
	"ANPANMAN" Talking Picture Book 15th Anniversary Special BOX (Jul. 31, 2025)			

*1, *2 Date in () (parentheses) is the scheduled release date in U.S., release date in other regions TBD

*Only announced titles are listed in Upcoming Plans

This is the rollout schedule for main products in the Animation area and AM&TOY area.

Pachislot & Pachinko Machines Business

(Billion yen)	FY2025/3 Full-year Results	FY2026/3 Full-year Results	FY2027/3 Full-year Forecast
Sales	**97.1**	**132.0**	**115.5**
Pachislot	41.0	75.3	67.2
Pachinko	45.4	44.3	36.0
Other / Elimination	10.7	12.4	12.3
Operating Income	**20.0**	**32.1**	**24.0**
Ordinary Income	**20.9**	**33.3**	**25.0**
Indicators in the Medium-Term Plan			
Adjusted EBITDA	**24.2**	**33.7**	**27.5**
Pachislot			
Number of Titles	**8 titles**	**5 titles**	**10 titles**
Unit Sales (units)	**86,641**	**135,702**	**139,000**
Cabinet + Reel Unit	-	**132,617**	**106,000**
Reel Unit	-	**3,085**	**33,000**
Pachinko			
Number of Titles	**8 titles**	**5 titles**	**5 titles**
Unit Sales (units)	**99,889**	**97,728**	**84,000**
Board + Frame	61,925	73,764	69,000
Board	37,964	23,964	15,000

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

FY2026/3 Results

- **Increase in sales and profits compared to FY2025/3**
  - Strong sales of mainstay titles and new IP titles, particularly in pachislot
  - Main titles sold:
    Smart Pachislot Tokyo Revengers
    Smart Pachislot Hokuto No Ken Chapter of Resurrection 2
    Smart Pachislot Kabaneri of the Iron Fortress: The Battle of Unato, etc.

FY2027/3 Forecast

- **Decrease in sales and profits compared to FY2026/3**
  - Reactionary decline due to fewer mainstay titles
  - Increase in costs mainly due to rising parts costs
  - Pachislot: Decline in selling price associated with the full-scale rollout of reel unit sales
  - Pachinko: Unit sales decline due to an anticipated slowdown in the market sales
- **In addition to mainstay titles, plan to launch several IP titles adapted for the first time on pachislot & pachinko machines**

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Here is about the Pachislot & Pachinko Machines Business.

In FY2026/3, sales of pachislot machines were concentrated in the second half of the fiscal year due to the approval status. However, sales of mainstay titles such as *Smart Pachislot Hokuto No Ken Chapter of Resurrection 2* and *Smart Pachislot Kabaneri of the Iron Fortress: The Battle of Unato* as well as the new IP *title Smart Pachislot Tokyo Revengers* performed strongly, resulting in increased sales and profits compared to FY2025/3.

Regarding the forecast for FY2027/3, we expect a decline in both sales and profits due to a decrease in mainstay titles and rising costs caused by soaring semiconductor prices resulting from the AI-driven demand.

The factors behind the sales decline include an increase in the proportion of reel unit sales, which have lower unit prices compared to conventional cabinet sales, in pachislot, as well as a projected decrease in pachinko unit sales. Additionally, factors behind the profit decline include anticipated increases in costs for both pachislot and pachinko, as well as a planned increase in the proportion of frame and board sales in pachinko.

Main New Titles_Sales Schedule

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	~FY2026/3 Q4		FY2027/3 Q1~
Pachislot	*Smart Pachislot Tokyo Revengers* (Sep. 2025)	*Smart Pachislot Hokuto No Ken Chapter of Resurrection 2* (Jan. 2026)	*A-SLOT+ Isekai Quartet BT* (Apr. 2026)
	Smart Pachislot Bakemonogatari (Dec. 2025)	*Smart Pachislot GHOST IN THE SHELL* (Feb. 2026)	*Smart Pachislot BIG DREAM THE GOLDEN PUSHER* (May 2026)
		Smart Pachislot Kabaneri of the Iron Fortress: The Battle of Unato (Mar. 2026)	
Pachinko	*e Tokyo Revengers* (Jul. 2025)	*e The Rising of the Shield Hero Ultimate199ver.* (Jan. 2026) *Specification change	*e Record of Ragnarok* (Apr. 2026)
	e Hokuto No Ken 11 Bokyosei (Dec. 2025)	*e Shin Hokuto Muso Chapter 5 Mugentousou* (Feb. 2026) *Specification change	*e Bakemonogatari Oni99ver.* (Jun. 2026) *Specification change
		e Kabaneri of the Iron Fortress 2 Sakaseya Sanzen (Mar. 2026)	*e Tokyo Revengers Christmas Showdown Arc* (Jul. 2026) *Specification change

*Among the announced titles, only those with confirmed title names are listed

This is the sales schedule for the Pachislot & Pachinko Machines Business.

Gaming Business

SEGASammy

(Billion yen)	FY2025/3 Full-year Results	FY2026/3 Full-year Results	FY2027/3 Full-year Forecast
Sales	**5.4**	**25.3**	**34.5**
Gaming machine sales	5.8	8.3	9.1
GAN*1	-	14.5	22.8
B2B	-	2.1	3.2
B2C	-	12.4	19.6
Stakelogic*1	-	2.2	2.6
Operating Income	**-0.7**	**-7.2**	**-10.0**
Gaming machine sales	1.0	1.6	0.4
GAN*1	-	-2.7	-3.2
Stakelogic*1	-	-1.5	-1.6
Goodwill amortization	-	-3.3	-2.3
Other common expenses*2/ Elimination	-1.7	-1.4	-3.3
Equity method earnings amount (PARADISE SEGASAMMY*3)	3.2	4.5	2.0
Ordinary Income	**2.1**	**-0.8**	**-8.0**
Indicators in the Medium-Term Plan			
Adjusted EBITDA	**1.0**	**-18.4**	**-4.0**

*GAN and Stakelogic are recorded 3 months late to the Group as it closes its fiscal year in December For FY2026/3, their 9 months results are incorporated (from April to December 2025)
*Other common expenses include fixed expenses such as common personnel expenses and project-related expenses
*PARADISE SEGASAMMY is an equity-method affiliate of the Group, PARADISE SEGASAMMY is recorded 3 months late to the Group as it closes its fiscal year in December, Local accounting standards

FY2026/3 Results

- **Sales increased compared to FY2025/3 while losses were recorded due to the consolidation of two acquired companies**
- **Sales and profits increased in existing businesses**
  - Gaming machine sales: Strong sales of video slot machines in the mainstay series
  - PARADISE SEGASAMMY: Recorded the highest amount in equity-method earnings

FY2027/3 Forecast

- **Loss widens due to upfront investments to build a foundation for growth**
  - Gaming machine sales: Sales to expand, led primarily by mainstay series
  - PARADISE SEGASAMMY: Expect contribution to profit in equity method earnings
  - Establish the foundation for providing B2B solutions in the U.S.

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Here is about the Gaming Business.

In FY2026, sales increased while operating losses expanded compared to FY2025/3 due to the consolidation of the results of GAN and Stakelogic whose acquisitions were completed during FY2026/3.

On the other hand, in the existing business, operating income of gaming machine sales exceeded company-wide common expenses for the first time, and PARADISE SEGASAMMY also performed strongly, exceeding results of FY2025/3.
In addition, we recorded 2.4 billion yen of foreign exchange gains associated with loans to overseas Group Companies as non-operating income.

For FY2027/3, we anticipate increase in sales and decrease in profit.
In gaming machine sales, we will work to expand sales of our mainstay series, such as *Railroad RICHES* and *Super Burst*, which are performing well, particularly in the North American market.
On the other hand, the operating loss is expected to widen due to an expected increase in SG&A expenses, reflecting factors such as the expansion of development staff associated with full-scale launch of the online gaming business in the U.S.

For PARADISE SEGASAMMY, although we expect to see a reactional decline in tax effects compared to FY2026/3, which benefited from the recognition of deferred tax assets and other factors, casino revenue at PARADISE CITY is expected to continue driving performance and contribute to profit through equity-method earnings in FY2027/3.

(Reference) PARADISE SEGASAMMY

(KRW Billion)		FY2025/3 Full year Results	FY2026/3 Full year Results
Sales		**539.3**	**597.4**
	Casino	415.0	479.6
	Hotel	102.3	96.6
	Other	21.9	21.2
Cost of sales		**402.9**	**429.0**
	Casino	235.3	260.9
	Hotel	123.7	130.9
	Other	43.9	37.2
Gross profit		**136.3**	**168.4**
	SG&A	61.6	66.0
Operating profit		**74.6**	**102.5**
EBITDA		**116.4**	**138.3**
Net profit		**72.2**	**104.2**
Number of casino visitors (Thousands)		**363**	**434**
			Source: Paradise IR
SEGASAMMY Equity method earnings amount (Billion yen)		**3.2**	**4.5**

*PARADISE SEGASAMMY is an equity-method affiliate of the Group
*PARADISE SEGASAMMY is recorded 3 months late to the Group as it closes its fiscal year in December
*Local accounting standards

FY2026/3 Results

- **Sales and income at each stage recorded highest ever**
  - Casino sales reached a record high since its opening, driven by Japanese VIP and mass market customers
  - Hotel sales also reached a record high since its opening with occupancy ratio and average daily rate remaining at high levels
  - Equity-method earnings exceeded expectations due to strong performance, as well as the recognition of deferred tax assets and the impact of tax refunds

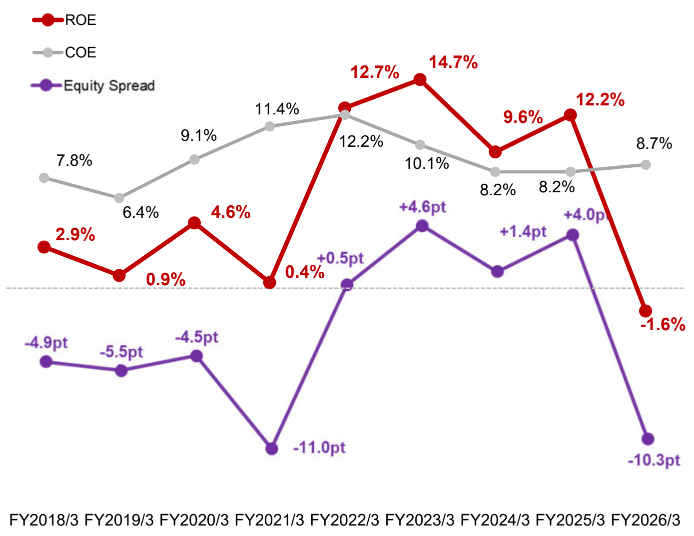
This slide covers PARADISE SEGASAMMY in South Korea.

The results for PARADISE SEGASAMMY shown here are from January to December 2025, as its inclusion in our results is recorded with a three-month delay. Casino revenue remained strong, driven primarily by Japanese customers, and hotel revenue also performed well. Consequently, sales and all levels of profit reached record highs. Additionally, due to the recording of deferred tax assets and other factors, the equity method income also reached a record high of 4.5 billion yen.

Equity Spread Expansion: FY2026/3 Results

SEGASammy

[Trend of ROE, COE, and Equity Spread]



- ROE declined due to the recording of a net loss for this fiscal year
- The equity spread also turned negative due to the decline in ROE

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

I will now explain our financial strategy.

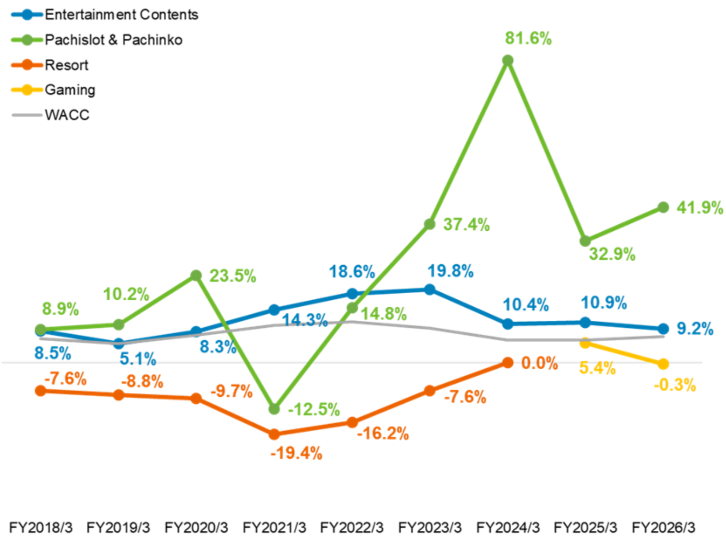
This page covers the equity spread.

While the trend had been positive for the past few years, ROE declined in FY2026/3 as a result of recording a net loss and resulting in a negative equity spread.

ROIC by Business Segment: FY2026/3 Results

SEGASammy

[Trend of ROIC by business segment]



- **Entertainment Contents Business**
  - ✓ ROIC remained at a certain level
  - ✓ Invested capital decreased due to the Rovio impairment
- **Pachislot & Pachinko Machines Business**
  - ✓ ROIC recovered significantly as invested capital decreased while profits improved
  - ✓ Continued to remain at a high level
- **Gaming Business**
  - ✓ ROIC declined due to an increase in invested capital associated with the acquisition of the two companies, etc.

ROIC by business segment: Adjusted profit by business / Invested capital by business

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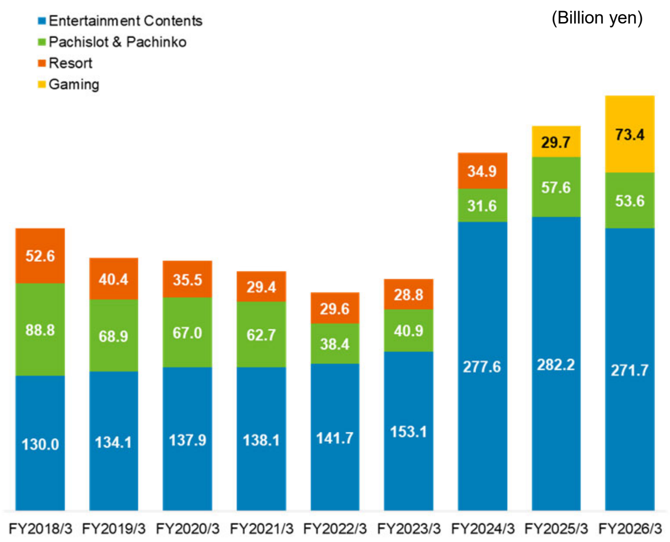
This slide shows ROIC by business segment.

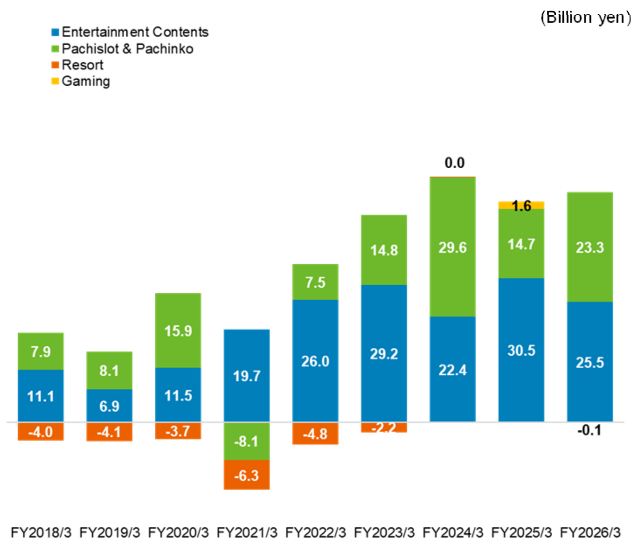
The Pachislot & Pachinko Machines Business has recovered significantly and continues to maintain a high level.
In the Entertainment Contents Business, although invested capital decreased due to an impairment at Rovio, it remains at a certain level.
In the Gaming Business, ROIC declined due to factors such as an increase in invested capital associated with the consolidation of GAN and Stakelogic.

Invested Capital and Adjusted Profits by Business: FY2026/3 Results

[Trend of invested capital by business segment]



[Trend of adjusted profits by business segment]

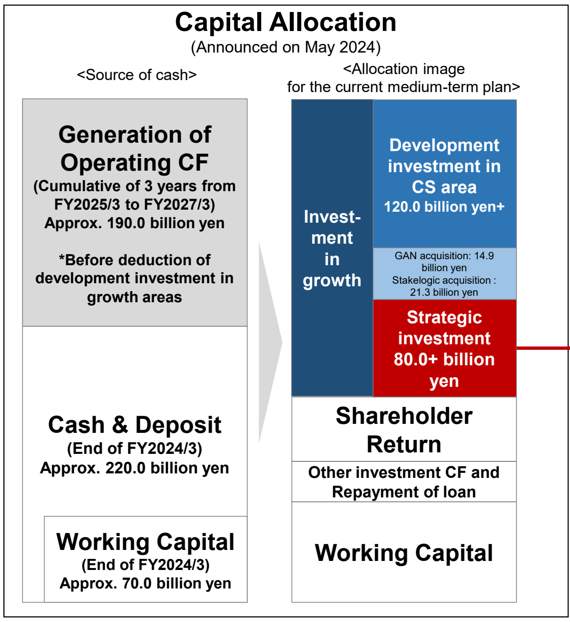


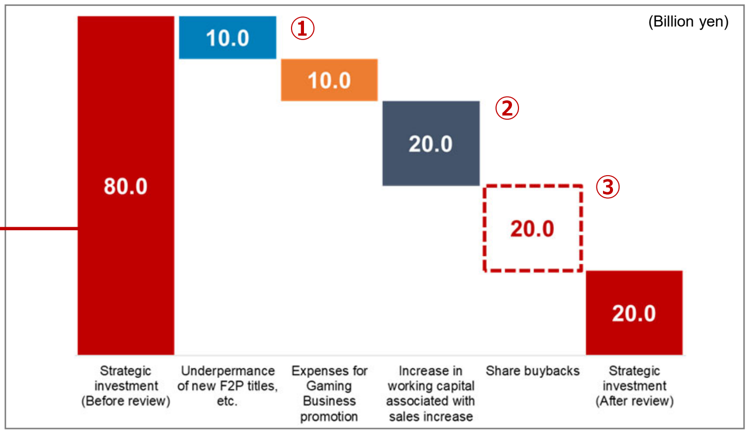
*Investment Capital per business: investment capital at the end of each business period (total assets-current liabilities excluding interest-bearing debt)-CMS deposits
*Adjusted profits by business: ordinary income after-tax and before-interest (Tax rate for the respective business is set to 30% for simplicity)
*Invested capital in the Resort and Gaming Business includes shares of affiliates

For reference, this shows the invested capital and adjusted profits by business segment, which serve as the basis for calculating ROIC by business segment.

In FY2026/3, invested capital increased in the Gaming Business associated with the acquisitions of GAN and Stakelogic.

(Repost) Review of Capital Allocation Policy (Announced on February 13, 2026)





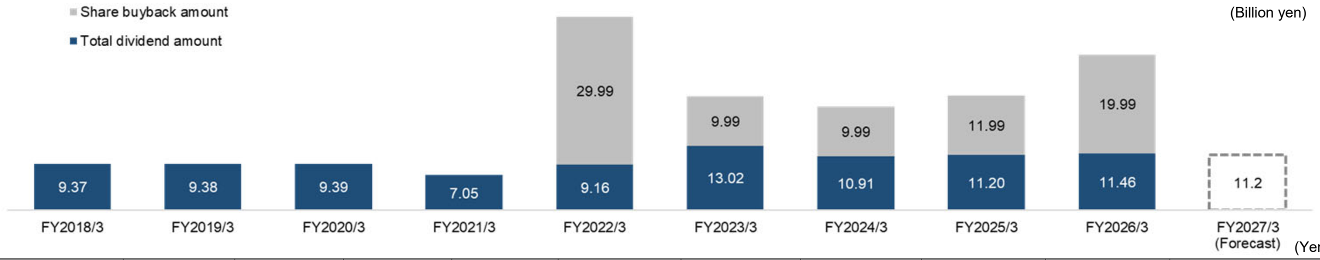
[Key Review Points]

① Decrease in operating cash flow due to underperformance of new F2P titles, etc.
② Increased the working capital amount associated with increase in sales resulting from the acquisition of the two companies in the Gaming Business
③ Suspend large-scale M&A, implement share buybacks, and review strategic investment framework

As shown earlier, this concerns the revision of our capital allocation policy, which was announced at the FY2026/3 Q3 financial result on February 13.
We will also review our capital allocation policy during the formulation process for the next medium-term plan, which is scheduled to begin in FY2028/3.

Shareholder Returns: FY2026/3 Results and FY2027/3 Forecast

[Trend of shareholder return amounts]



(Yen)

	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3	FY2025/3	FY2026/3	FY2027/3 (Forecast)
Shareholder return amounts	**9.37** billion	**9.38** billion	**9.39** billion	**7.05** billion	**39.15** billion[*1]	**23.02** billion[*2]	**20.91** billion[*3]	**23.20** billion[*4]	**31.45** billion[*5]	**Approx. 11.2 billion[*6]**
Dividends per share[*5]	Interim: 20 Year-end: 20	Interim: 20 Year-end: 20	Interim: 20 Year-end: 20	Interim: 10 Year-end: 20	Interim: 20 Year-end: 20	Interim: 20 Year-end: 39	Interim: 23 Year-end: 27	Interim: 25 Year-end: 27	Interim: 27 Year-end: 28	Interim: 27 Year-end: 28
DOE[*7]	**3.0%**	**3.1%**	**3.1%**	**2.4%**	**3.1%**	**4.2%**	**3.3%**	**3.0%**	**3.1%**	**3.0% or more**
Total return ratio[*8]	**105%**	**355%**	**68%**	**553%**	**106%**	**50%**	**63.3%**	**51.5%**	**-[*9]**	**50% or more**

*1 Purchase period: Nov. 9, 2021-Apr. 19, 2022, *2 Purchase period: May 1, 2023-Dec. 22, 2023, *3 Purchase period: Sep. 2, 2024-Sep. 20, 2024
*4 Shareholder return amounts include dividend payments to the executive compensation BIP Trust and the stock-granting ESOP Trust, and DOE and total return ratio are calculated based on this total amount of dividends.
Purchase period: Jun. 2, 2025-Jun. 20, 2025
*5 The purchase period is from February 16, 2026, to March 23, 2026. This includes 19.99 billion yen in acquisition of treasury stocks associated with a review of the strategic investment framework
*6 Since the initial dividend forecast is provisionally calculated based on a DOE 3%, the annual dividend forecast for FY2027/3 is expected to be 55 yen per share (27 yen for interim and 28 yen for year-end) which is expected to result in shareholder return amounts of approximate 11.7 billion yen.
For reference, if return will be calculated with total return ratio of 50%, as the net income attributable to owners of parent in the operating results forecast for FY2027/3 announced today is 32.5 billion yen, the return amount in this case would be approximately 16.2 billion yen.
(The actual amount of shareholder returns, and the method of return may change depending on the progress of business performance and other factors)
*7 DOE (Dividends on Equity) = dividend amount / net asset
*8 Total return ratio = (total dividend amount + total amount of share buybacks) / Profit attributable to owners of parent
*9 Due to a net loss for this fiscal year

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This is the transition of shareholder returns.

Regarding shareholder returns related to our FY2026/3 results, in addition to a dividend of 55 yen per share (representing a DOE of 3% or more), we acquired approximately 20.0-billion-yen worth of treasury stocks between February and March 2026 associated with the review of our capital allocation policy.
As a result, shareholder returns for FY2026/3 totaled approximately 31.4 billion yen.

Regarding the dividend forecast for FY2027/3, it has been provisionally calculated based on a DOE of 3%, resulting in a full-year dividend of 55 yen per share. In this case, the amount of shareholder returns is expected to be approximately 11.2 billion yen. However, if calculated based on a total payout ratio of 50% and given that the profit attributable to owners of parent in FY2027/3 operating results forecast announced today is 32.5 billion yen, the amount of returns in this case would be approximately 16.2 billion yen.

Given the volatility in our business performance, we would appreciate your understanding that our forecast is presented on a DOE-based standard.

That concludes my presentation. Thank you very much.

SEGASammy

03

Initiatives for FY2027/3

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Speaker: Haruki Satomi (President and Group CEO, Representative Director of SEGA SAMMY HOLDINGS INC.)

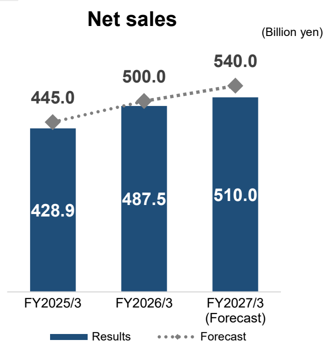
First of all, I sincerely apologize for the fact that we recorded a net loss in FY2026/3, for the first time in 11 years, mainly due to the recognition of impairment losses at Rovio and Stakelogic. However, I will explain later what we are planning and how we intend to proceed so that we can maximize the value of both Rovio and Stakelogic going forward.

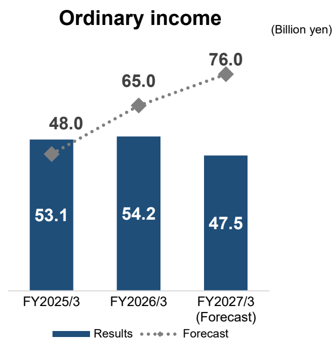
I believe that what our investors expect most from us is the growth of SEGA (Entertainment Contents Business). For FY2027/3, we plan to increase operating income by 10.0 billion yen compared to FY2026/3. Since our four mainstay titles are scheduled to be launched in the second half of FY2027/3 or later, their contribution in this fiscal year is expected to be limited. Nevertheless, we believe we can substantially grow these titles going forward.

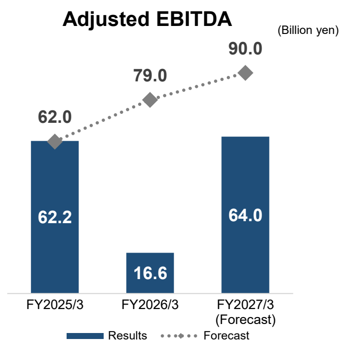
We intend to announce details of each title including the release dates at the most opportune time, so while we cannot provide specific details at this point, we hope you will look forward to them.

Review of the Medium-Term Plan

Current Medium-Term Plan	Projected Results
FY2025/3 - FY2027/3 three-year cumulative **Adjusted EBITDA Over 230.0** billion yen	FY2025/3 - FY2027/3 three-year cumulative **Adjusted EBITDA Over 142.5** billion yen
FY2025/3 - FY2027/3 three-year average **ROE over 10%**	FY2025/3-FY2027/3 three-year average **ROE over 6.5%** **(FY2025/3: 12.2%, FY2026/3: -1.6%, FY2027/3: 8.9%)**







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This is a review of our current medium-term plan.
I will explain the current status of adjusted EBITDA and ROE for the three-year cumulative period, which are key management indicators under the current medium-term plan.

FY2027/3 marks the final year of the medium-term plan, but we expect both adjusted EBITDA and ROE to fall short of the initial targets. We have also announced that sales, ordinary income, and adjusted EBITDA for FY2027/3 are expected to fall short of the initial targets.

Although we will not meet the targets set in the medium-term plan, sales continue to grow, and we are projecting sales to exceed 500.0 billion yen for the first time since FY2007/3. On the other hand, while adjusted EBITDA is planned to reach the highest level within the current medium-term plan period, both it and ordinary income are expected to fall short of the targets set in the medium-term plan.

Review of the Medium-Term Plan

SEGASammy

	Initial Plan and Current Forecast	Achievements and Challenges
Entertainment Contents Business	**Adjusted EBITDA** (three-year cumulative) ✓ Plan: Over 180.0 billion yen ✓ Forecast: 107.3 billion yen	• Improvement in development capabilities, centered on Japan studios • Growth of licensing-out related businesses • Challenges remained in the "sales capabilities" of Full Game • Delay in the launch and underperformance of new F2P titles for the global market • Recognition of impairment loss for Rovio
Pachislot & Pachinko Machines Business	**Adjusted EBITDA** (three-year cumulative) ✓ Plan: Over 90.0 billion yen ✓ Forecast: 85.9 billion yen	• Generation of steady profits • Creation of multiple hit titles • Launch of new pachislot cabinet
Gaming Business	**Adjusted EBITDA** (three-year cumulative) ✓ Plan: Positive*1 ✓ Forecast: -21.9 billion yen *1 Impact of GAN and Stakelogic acquisition was not included in Plan	• Creation of hit titles • Growth of PARADISE SEGASAMMY • Execution of acquisitions to enter the online gaming business • Recognition of impairment loss for Stakelogic

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Here is a review by segment.

For the Entertainment Contents Business, we currently expect three-year adjusted EBITDA of slightly under 110.0 billion yen, compared to the planned target of over 180.0 billion yen. While we achieved results such as improvement in development capabilities centered on our domestic studios and growth of the licensing-out business, challenges remain, including the need of Rovio's profitability improvement, as well as delays in the launches and the underperformance of new F2P titles for the global market.

The Pachislot & Pachinko Machines Business is projected to fall slightly short of the plan, but we will continue our efforts to achieve three-year cumulative adjusted EBITDA of over 90.0 billion yen. We are generating steady profits through the creation of hit titles. Additionally, we have launched a business involving new pachislot cabinets.

Regarding the Gaming Business, while the acquisitions of GAN and Stakelogic were not factored into the medium-term plan at the time of its announcement, following the acquisition of these two companies, three-year cumulative adjusted EBITDA is projected to be loss of 21.9 billion yen. We have achieved the creation of hit titles in gaming machine sales, the sustained growth of PARADISE SEGASAMMY, and entry into online gaming through the acquisition of these two companies. However, the profitability improvement of two acquired companies remains a challenge.

Entertainment Contents Business

Review of the GaaS Strategy

SEGASammy

➤ Reviewed the strategic positioning of GaaS* (F2P)

Progress through FY2026/3

- New F2P titles struggled in FY2026/3
  - Weak performance of *Sonic Rumble Party*
  - Did not achieve the creation of economic value through collaboration with Rovio
  - Delay in the launch of some titles (Scheduled for FY2025/3 → FY2026/3)
- Decided to cancel Super Game
  *No additional costs associated with the cancellation

Future Direction

- Review the positioning of the pillars for medium- to long-term growth (lowered the priority of F2P)
  - Some of F2P development personnel (over 100 people) have already been transferred to Full Game development team focusing on the mainstay IPs
- Rovio will continue the efforts toward a global GaaS, but will focus on its own rebuilding first

*GaaS: Abbreviation for "Game as a Service"

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Moving on, I will explain the current challenges and future initiatives regarding the Entertainment Contents Business.

First, regarding the review of our GaaS (primarily F2P) strategy. While we have been working to position GaaS as a pillar of medium- to long-term growth under the current mid-term plan, we have decided to reassess its role at this time.

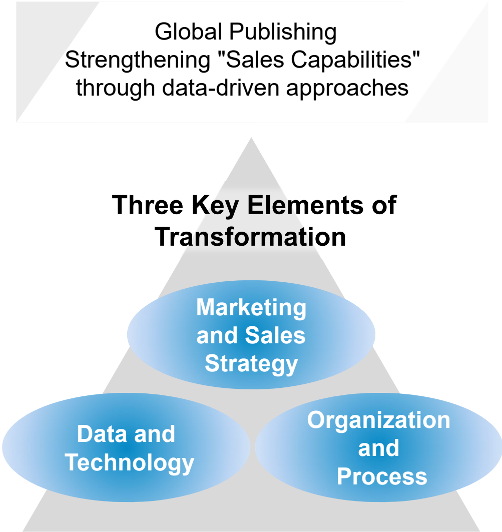
The primary factor is the weak performance of the F2P title, *Sonic Rumble Party*. We positioned this title as a key title to be developed by SEGA and rolled out globally in collaboration with the acquired Rovio. However, the launch timing was delayed beyond our initial expectations, and the post-release service performance has also been challenging.
Furthermore, regarding the “Super Game” project we had previously announced, development has already been discontinued, and losses have also been recorded, so no further associated costs will be incurred. We will utilize the development assets and other resources accumulated to date in future projects.

Considering these circumstances, we will strengthen the development of Full Game centered on our mainstay IPs, which will serve as the pillars of our medium- to long-term growth. We have already reallocated over 100 development staff members from F2P titles to Full Game development. Regarding our global GaaS initiatives, we will continue and strengthen our collaboration with Rovio and review and optimize our investment allocation.

Approach to "Sales Transformation"

SEGASammy

➢ **Advance transformation for the future across strategy, technology, and organization**



- **[Marketing and Sales Strategy] KPI Design**
  - Introduce the globally standardized KPI and management rules to promote overall optimization
  - Clearly define global common rules and the scope of local discretion
- **[Data and Technology] Global Integrated Platform**
  - Integrate data assets previously dispersed across regions and redefine them as management and business assets
  - Build an analytics platform usable across global operations and optimize investment efficiency
- **[Organization and Process] Accelerating the PDCA Cycle**
  - Transformation of decision-making and operational processes through the use of data and technology, and promote their integration across frontline operations
    - ✓ Reduce analytical and operational workloads and improve process efficiency through the use of AI and other technologies
    - ✓ Standardize individual-dependent decision-making and task execution to transition to reproducible operations

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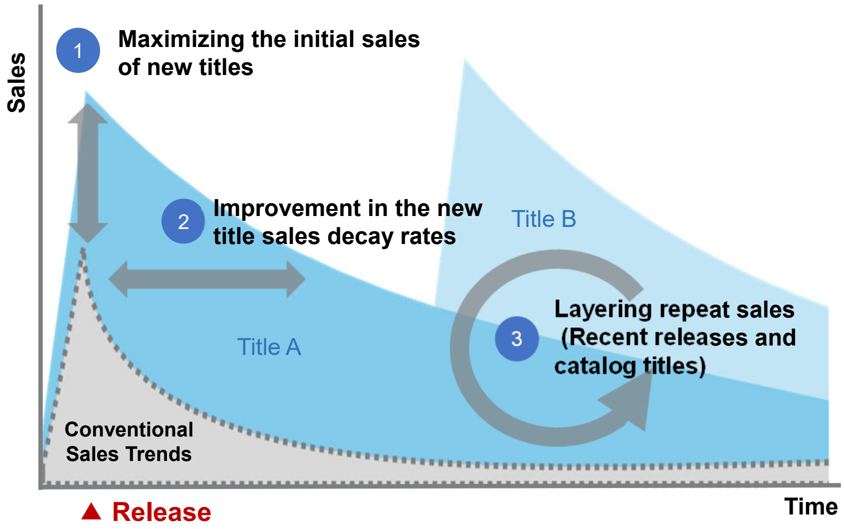
We are also transforming our game sales approach.

We are currently utilizing external consultants to conduct analyses, including benchmarking against successful cases of industry peers and identifying our own challenges. Furthermore, we have already begun reviewing our marketing and sales strategies, as well as our organizations and processes, in order to establish a framework that enables data-driven decision-making.

SEGASammy

Identifying Challenges in Digital Sales and Marketing (image)



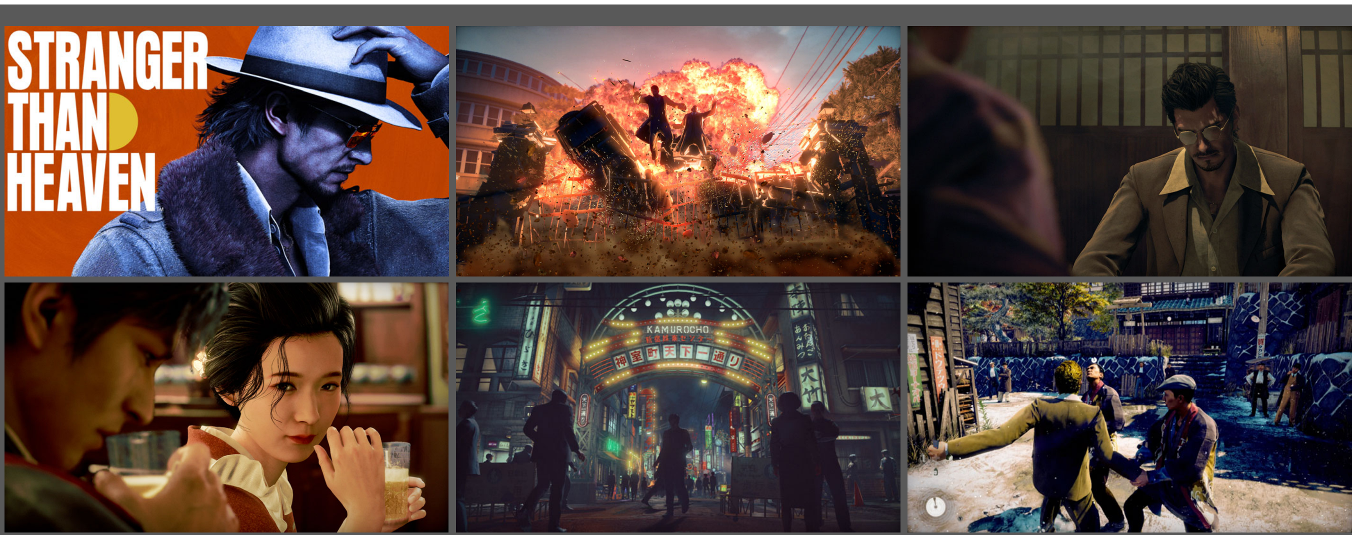
- Analyze data from each of perspectives ①-③ and set KPIs to maximize them (currently being formulated)
- Start sequentially with mainstay titles for FY2027/3

-34-

Previously, we focused on marketing aimed at making the release date the peak of sales and on promotions centered on traditional media, but going forward we will shift to community-driven marketing that builds momentum and buzz before release and continues to engage user interest after release. By leveraging user communities where game fans gather, such as Reddit and Discord, we will strengthen not only new title sales but also repeat sales.

At some industry peers, there are cases where sales of previous titles in the same series increase when a new title is released. We will also establish a framework to convert the heightened attention toward our IP generated by new titles into repeat sales when releasing mainstay IP titles such as *Sonic*, *Persona*, and *Like a Dragon*.

SEGASammy



STRANGER THAN HEAVEN

(Release: This Winter)

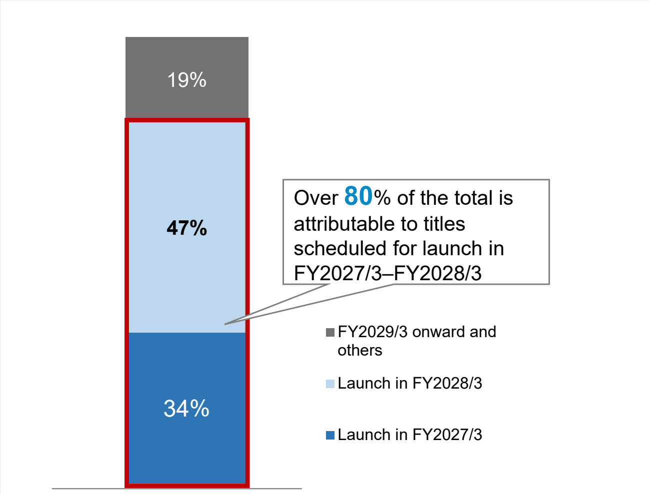
The latest title from Ryu Ga Gotoku Studio / Multi-platform, simultaneous worldwide release

We announced *STRANGER THAN HEAVEN* as part of our lineup for FY2027/3. With the cooperation of Microsoft, we were able to widely share information globally and have received a tremendous response.

While we have announced that this title is scheduled for release this winter, there are still many details yet to be announced. Going forward, we plan to share specific release dates and additional details sequentially. As an innovative major new title, we aim to expand sales globally.

Balance of Content Production Expenses

Content Production Expenses: Balance on the Balance Sheet
(as of the end of FY2026/3, Consumer area)



*The graph does not include titles currently being amortized
*Release timing are current plan and are subject to change

- **The current balance of content production expenses on the balance sheet is largely attributable to titles scheduled for launch in FY2027/3 and FY2028/3**

- Plan to release new Full Game titles leveraging mainstay IPs in each fiscal year
  - FY2027/3: 4 titles and others
  - FY2028/3: 4 or more titles
  - FY2029/3 onward: To be centered on mainstay IPs
- Of the total, 39% are attributable to titles developed by overseas studios

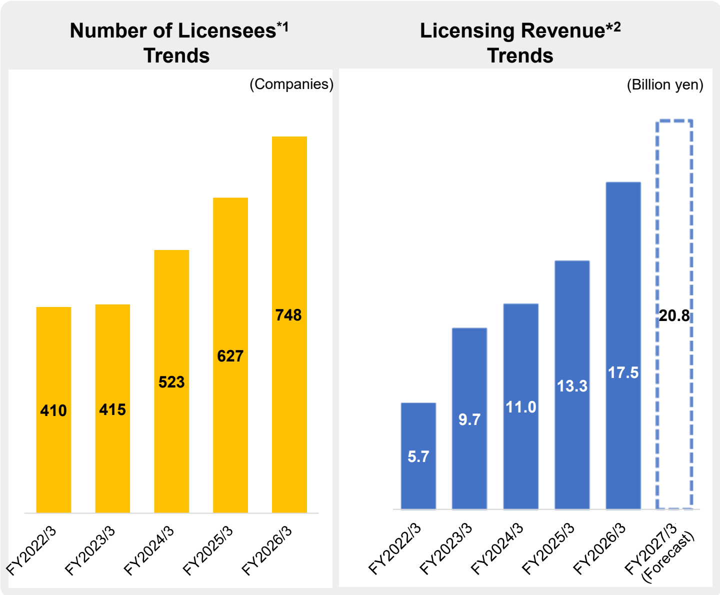
We recognize the concerns regarding the increasing trend in the balance of work-in-progress content production expenses.

This graph breaks down the balance of content production expenses as of the end of FY2026/3 by planned release fiscal year. Titles scheduled for release in FY2027/3 account for 34%, while those scheduled for FY2028/3 account for 47%, together making up over 80% of the total. Meanwhile, titles scheduled for release in FY2029/3 onward account for 19% and are primarily centered on our mainstay IPs. In terms of scheduled releases, we plan to launch four new titles in FY2027/3 and four or more titles in FY2028/3.

Additionally, overseas studios account for 39% of the total balance.

Licensing-out and Related Businesses

SEGASammy



➢ **Licensing-out and related businesses continue to grow**

FY2026/3 Results

- Realized sustainable growth centered on the *Sonic* IP

FY2027/3 Forecast

- Incorporating sales contribution from the *Angry Birds* IP
- Expect growth in licensing-out related to *Sonic* and *Angry Birds* IP following the movie releases
  - *The Angry Birds Movie 3* (Dec. 23, 2026)
  - *Sonic the Hedgehog 4* (Mar. 19, 2027)
- Sales from mainstay IPs other than *Sonic* are also expected to grow

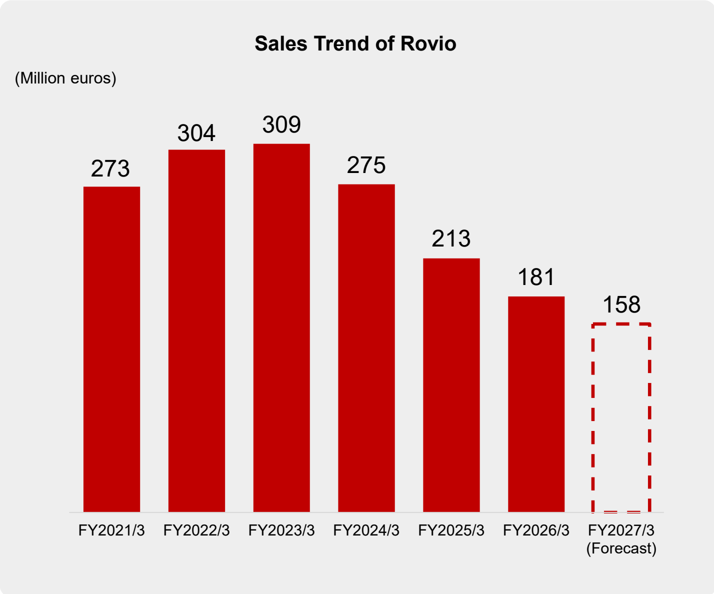
*1 The number of licensees refers to the number of clients from whom revenue was recorded during each fiscal year
*2 Does not include allocated revenue from *Sonic* movies

The licensing-out business is performing very strongly.

As of FY2026/3, number of licensees reached 748 licensees, and licensing revenue reached 17.5 billion yen and we plan to expand the revenue to 20.8 billion yen in FY2027/3. Going forward, we will continue to strengthen relationships with partners and develop new licensees through initiatives including global licensing events and showcases hosted by SEGA.

In addition, regarding the licensing business for *Angry Birds* IP, which Rovio has previously operated independently, SEGA and Rovio will now collaborate on this initiative. By leveraging SEGA’s global partner network, we will work to further expand the roll-out of the *Angry Birds* IP.

Regarding Rovio



➢ **Aim to secure stable earnings**

- Aim for steady earnings improvement under a conservative plan
- Focus on the mainstay IP, *Angry Birds* and advancing initiatives in video games, licensing-out and other related area
- Declining sales trend of *Angry Birds 2* has bottomed out

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Regarding Rovio, the global mobile game market environment changed significantly after it joined our Group, and sales declined more than expected due to a slump in existing titles.

At the time of the acquisition, we had expected to incorporate Rovio’s stable earnings base and expertise in the global mobile gaming business into SEGA. However, due to changes in the market environment, our immediate priority is to restore Rovio’s own financial performance.

We are currently working to revitalize the performance of their mainstay titles, and the decline in sales of *Angry Birds 2* has bottomed out.

Regarding Rovio

Angry Birds 2
(In FY2027/3)

The Angry Birds Movie 3
(Dec 23, 2026)

Related Product Image

➢ **Aim to expand the *Angry Birds* IP through multifaceted development**

Game

- Expand the roll-out of *Angry Birds* titles
  - Plan to launch *Angry Birds 2* in mainland China
  - Plan to release new *Angry Birds* IP titles within this fiscal year
  - Leverage the *Angry Birds Movie 3* in live games (in-game content, marketing)

Transmedia Expansion

- Full-scale transmedia expansion of the *Angry Birds* IP
  - *The Angry Birds Movie 3* (Release: Dec 23, 2026)
  - Full-scale expansion of the CP licensing-out business

We will expand the *Angry Birds* IP through multifaceted development.

In terms of cinematic development, we plan to release the *Angry Birds Movie 3* in December. Leveraging the know-how we have cultivated through the *Sonic* movie, we are advancing this film project while keeping its investment burden under control, with Paramount Pictures planned to handle global distribution.
In addition, we are actively preparing licensing and merchandising programs to coincide with the film release.
Furthermore, we are preparing to launch new titles utilizing the *Angry Birds* IP. We will work to restore Rovio by combining operational improvements with existing titles, transmedia expansion centered on the movie, and the strengthening of licensing and merchandising.

In China, we have already obtained the necessary approvals to launch *Angry Birds 2* and are preparing for its launch in collaboration with local partners. We will leverage the high brand awareness in China to drive renewed growth for this IP.

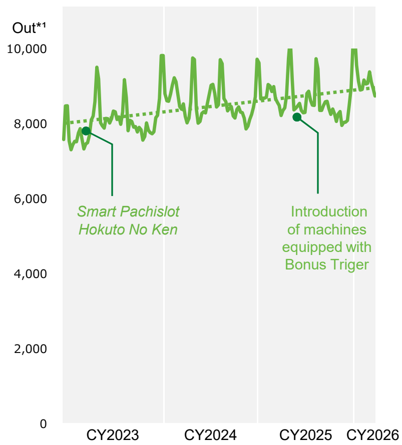
Pachislot & Pachinko Machines Business

Market Trends: Utilization Trends

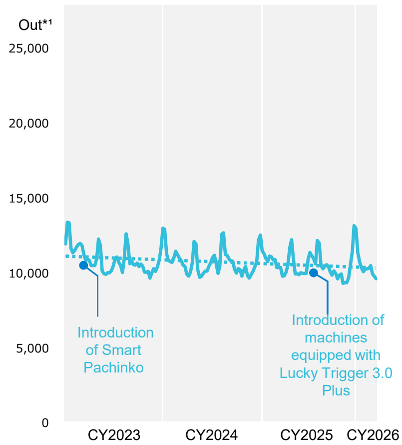
SEGASammy

Pachislot & Pachinko Utilization Trends

Pachislot



Pachinko



*1 Out = Used as an indicator to represent utilization of pachislot & pachinko machines (Pachislot: Average number of inserted medals in a day for each title, Pachinko: Average number of shot balls in a day for each title)
When converting "Out" to utilization time at Daikoku Denki Co., Ltd , each of them are converted as follow: Pachislot: 1 hour = 2,000 medals, Pachinko: 1 hour = 5,000 balls
*2 AT = Abbreviation for "assist time." A situation in which players are more likely to win medals as the order of pressing buttons is navigated by an LCD or voice to win a small payout

*2 weeks moving average, the dotted line in the graph is a linear approximation of the average utilization, for the period from Jan. 2023 to Mar. 2026
*In-house estimation based on DK-SIS data (Data for 4 yen Pachinko and 20 yen Pachislot) of Daikoku Denki Co., Ltd

Pachislot

- Steady performance continues, led primarily by smart pachislot
- Although machines equipped with Bonus Trigger have been introduced to the market since June 2025, AT machines*2 have continued to drive utilization

Pachinko

- The overall market continues to show soft performance
- Although machines equipped with Lucky Trigger 3.0 Plus have been introduced to the market since July 2025, the recovery in utilization has been temporary

-41-

Here is about the Pachislot & Pachinko Machines Business.

Regarding utilization rates, for pachislot, utilization level has risen steadily since the introduction of 6.5 model machines, and the market remains steady. Recently, due to regulatory revision, machines equipped with Bonus Trigger have also appeared on the market.
Regarding pachinko, machines equipped with Lucky Trigger 3.0 Plus have been introduced, but utilization level remains soft. Meanwhile, we are continuing our efforts to create an environment conducive to developing more attractive products through ongoing dialogue with government authorities.
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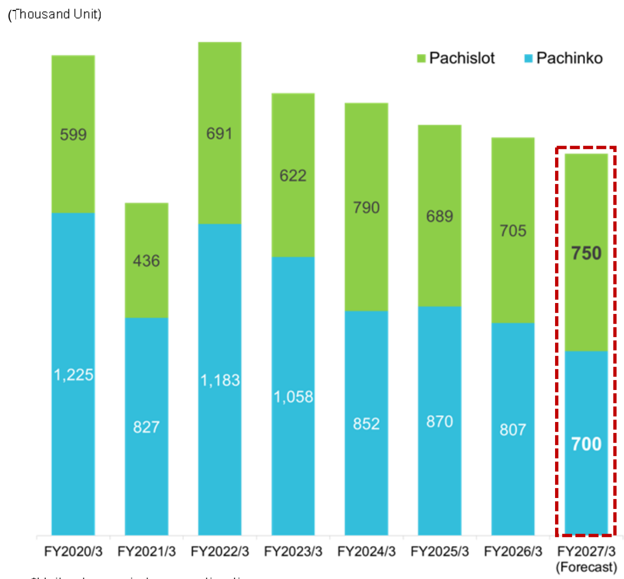
Market Trends: Unit Sales Trend

SEGASammy

Unit Sales Trends



*Unit sales are in-house estimation

FY2026/3

- **Pachislot: Slightly increased compared to FY2025/3**
  - Demand for new titles with strong customer appeal remained high
- **Pachinko: Decreased compared to FY2025/3**
  - Sales boost from models equipped with Lucky Trigger 3.0 Plus was temporary

FY2027/3 (Forecast)

- **Pachislot: Expect to increase**
  - Recent utilization has been steady
  - Pachinko halls tend to prioritize investment in pachislot
- **Pachinko: Expect to decrease**
  - Recent utilization has been soft

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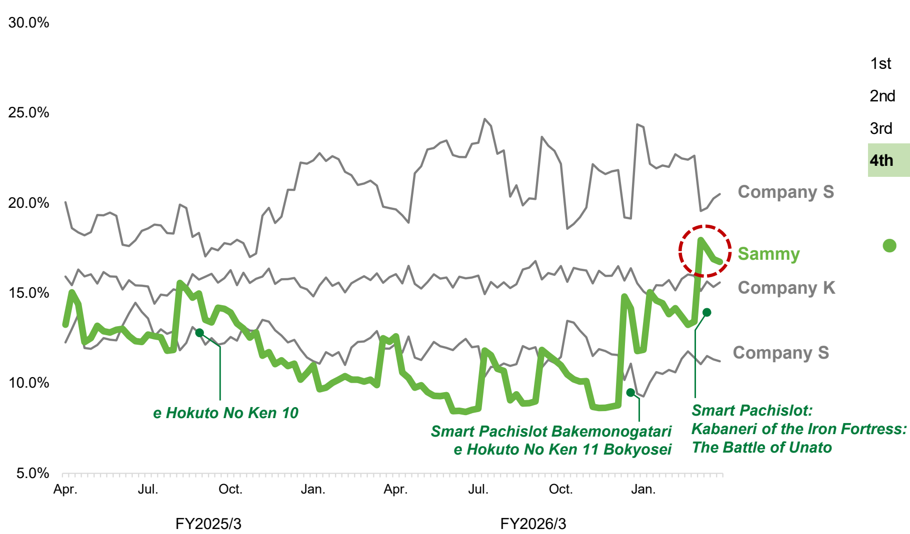
Here is about unit sales in the market.

For FY2027/3, we expect pachislot unit sales to exceed those of pachinko for the first time in the history of the pachislot & pachinko machines industry. We operate both the pachislot & pachinko machines businesses, but we will continue to focus on pachislot as the profit margin of pachislot is structurally higher and we have higher utilization share in pachislot.

Total Utilization Share

SEGASammy

Trends in Total Utilization Share of The Group and Competitors



*In-house estimation based on DK-SIS data (Data for 4 yen Pachinko and 20 yen Pachislot) of Daikoku Denki Co., Ltd, Listed period: Apr. 2024 to Mar. 2026
*Utilization Share = Ratio of Sammy machine's utilization out of total number of installed machines for each title × utilization of each title
(Pachislot: Numbers of inserted medals, Pachinko: Numbers of shot balls)
*1 Calculated by average during the fiscal year (Excluded the week striding over fiscal years)

Total Utilization Share Ranking*1

FY2025/3			FY2026/3		
1st	Company S	19%	1st	Company S	22%
2nd	Company K	16%	2nd	Company K	16%
3rd	Company S	13%	3rd	Company S	11%
4th	**Sammy**	**12%**	**4th**	**Sammy**	**11%**

- **Titles released in Q4 are driving utilization in recent period**

FY2026/3
- Titles released in Q3 and Q4 drove utilization, and together with promotional initiatives, contributed to an increase in the total utilization share of the Group

FY2027/3
- Proceed with the launch of mainstay titles and new IP titles, aiming to become No. 1 in total utilization share

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Here is about total utilization share.

We aim to achieve the triple crown by becoming the No. 1 position in all three shares: sales, installations, and utilization. Among these, we place the highest priority on utilization share, as it is an indicator that has impact on all parties including manufacturers, pachinko halls, and users.

Although our utilization share remained in 4th place both at the end of FY2025/3 and FY2026/3, it has recently risen to 2nd place due to a string of hit titles such as *Smart Pachislot Kabaneri of the Iron Fortress: The Battle of Unato*.

Total Utilization Share

- Climbed to second place in total utilization share as of the end of March 2026
  - In March, we further intensified the promotions to coincide with the installation of new titles and provided a wide range of promotional materials to pachinko halls

(Banner ads related to social media)

(Promotional material for pachinko halls)

In addition to supplying high-quality titles, we focused on boosting utilization through enhanced promotional efforts. In March, we implemented a campaign titled “Sammy Happy Month,” which contributed to increase in utilization at pachinko halls and very well received.

Titles to be Launched

➢ Plan to introduce several mainstay titles and new IP titles

Smart Pachislot BIG DREAM THE GOLDEN PUSHER
(Installation: May 2026)

Smart Pachislot Kabaneri of the Iron Fortress: The Battle of Unato
(Additional sales: June 2026)

- ***Smart Pachislot BIG DREAM THE GOLDEN PUSHER***
  - AT machines based on in-house IP
- ***Smart Pachislot Kabaneri of the Iron Fortress: The Battle of Unato***
  - Highest level initial utilization*[1] in the industry, following *Smart Pachislot Hokuto No Ken*
  - Additional sales planned in June 2026, due to popular demand

*[1] In-house estimation based on DK-SIS data of Daikoku Denki Co., Ltd (Scope: First-week utilization performance of pachislot machines sold from Jan. 2022 to Mar. 2026)

We will launch *Smart Pachislot BIG DREAM THE GOLDEN PUSHER* in May. Furthermore, given the strong utilization of *Smart Pachislot Kabaneri of the Iron Fortress: The Battle of Unato*, which was launched in FY2026/3, we plan to release additional units in June.

New IP Titles

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- Several new IP titles adapted for pachislot & pachinko machines for the first time are under development

Pachislot	Pachislot Pachinko	Pachinko

We have announced the development of *Lycoris Recoil*, *SHANGRI-LA FRONTIER*, and *OSHI NO KO* as the IP adapted for pachislot & pachinko machines industry for the first time. Furthermore, we received approval notification for the *Lycoris Recoil* pachislot machine today. This is an IP title for which pachinko halls have high expectations.

Reel-Exchangeable Cabinet

SEGASammy

- ➢ **Started full-scale rollout of reel unit sales from FY2027/3**
- ➢ **Reel unit sales are expected to account for around 20% of planned pachislot unit sales**

- Contribution to margin improvement through minimization of parts
  - Replacement with new titles can be completed by exchanging only a few parts

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Here is about reel-exchangeable cabinet.

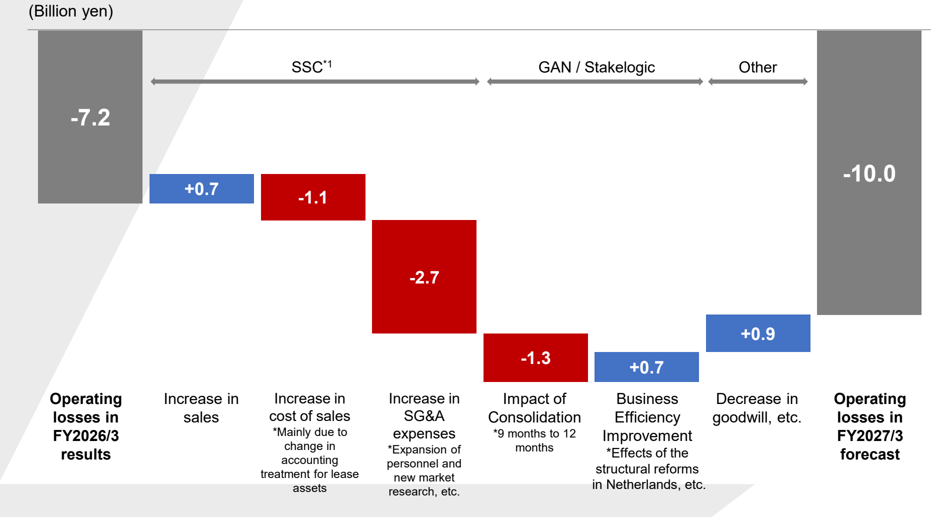
We began reel unit sales from FY2026/3, and for FY2027/3, we anticipate reel unit sales will account for approximately 20% of our planned unit sales.

On the other hand, we are very grateful that the pachislot titles launched in FY2026/3 have been performing well. As a result, we expect that some pachinko halls may continue operating titles that they have already introduced rather than replacing them with new machines. We are currently in the process of closely monitoring how the proportion of reel unit sales will change based on sales and utilization status. Additionally, while there are concerns regarding parts supply due to current social conditions, parts required for reel unit manufactures are limited, which we believe will help reduce the impact.

Gaming Business

Gaming Business

- FY2027/3 marks the bottom of the J-curve and a year of upfront investments in line with the growth strategy
- Aim to achieve profitability in the ordinary income stage of our next medium-term plan



- In FY2027/3, lease assets in gaming machine sales will be recognized in cost of sales as depreciation of fixed assets

  *Recognition of Lease Assets
  FY2026/3: 0.8 billion yen (extraordinary losses)
  FY2027/3: 1.0 billion yen (cost of sales)
- SG&A expenses increase due to expansion of development personnel associated with gaming machine sales and the launch of the online gaming business in the U.S., etc.
- The P/Ls of the two acquired companies will be consolidated for the full 12 months (consolidated for 9 months in FY2026/3)

*1 SSC = Abbreviation of SEGA SAMMY CREATION

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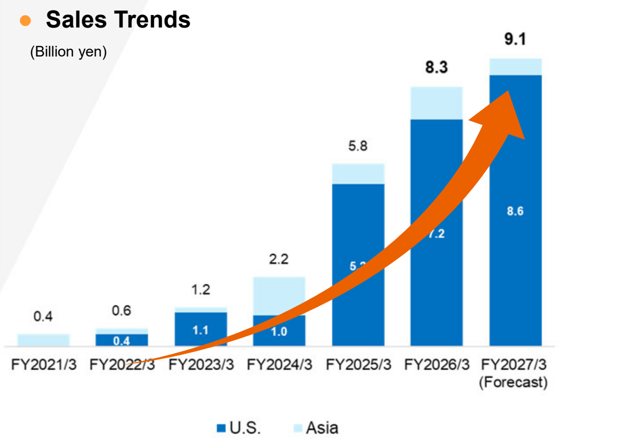
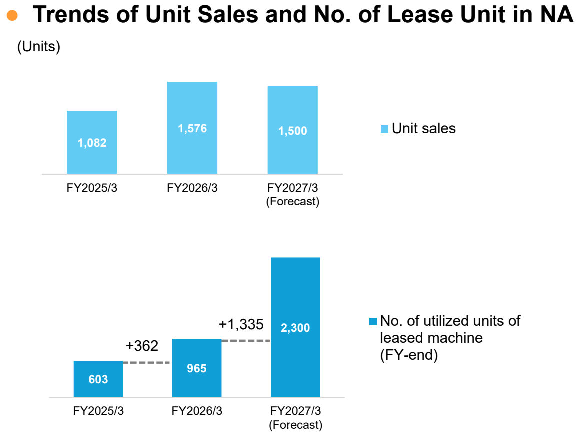
Regarding the Gaming Business, we project an operating loss of 10.0 billion yen for FY2027/3, compared to an operating loss of 7.2 billion yen in FY2026/3.

The main factors include, on the cost side, we plan to record depreciation expenses for leased assets associated with a change in accounting treatment effective from FY2027/3. Additionally, regarding SG&A expenses, we anticipate increases due to the expansion of development staff and market research costs associated with entering new markets. We also anticipate an increase in losses due to the full-year (12-month) consolidation of the two acquired companies. On the other hand, factors contributing to an improvement in losses have also been incorporated, including the effects of structural reform implemented in the Netherlands and a decrease in goodwill amortization expenses.

Gaming Machines Sales

- Unit sales are growing, led by North American market
- Aim to expand recurring revenue by strengthening lease sales in FY2027/3





Regarding gaming machine sales, although it took approximately 10 years from the establishment of the business, the business has continued to grow steadily and has expanded to reach 8.3 billion yen in sales for FY2026/3. Furthermore, it has achieved profitability at all profit levels.

Although sales growth appears limited in FY2027/3 forecast, this is due to a strategic shift from a sales-centric to a lease-centric model. While product sales allow for the recording of sales in a single lump sum, leases enable the accumulation of monthly recurring revenue, and we expect them to contribute to profits more than sales in the medium- to long-term.
We plan to increase the proportion of leases, including the installation of lease-only plans for the latest models, to build a stable revenue base.

Mainstay Titles in Gaming Machines

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- The *Railroad RICHES*™ series and *Super Burst*™ series have been ranked in the "Top Indexing Games – Core (Overall)" category of Eilers*1 for an extended period

Railroad RICHES Link™
(Installation: Sep. 2025)

Won the "Top Performing NEW Game from an Emerging Supplier" award at the "8th Annual EKG Slot Awards Show*2"

Super Burst™ Bouncing Lions™
(Installation: Oct. 2024)

*1 A report issued by Eilers & Krejcik Gaming, LLC, a US gaming research company
*2 The EKG Slot Awards is presented by Eilers & Krejcik Gaming, LLC, a US gaming research company, and is designed to recognize excellence in slot game development in the casino gaming industry. EKG determines winners across 25 plus product categories including both land-based and interactive games utilizing a data driven process combined with a distinguished advisory board

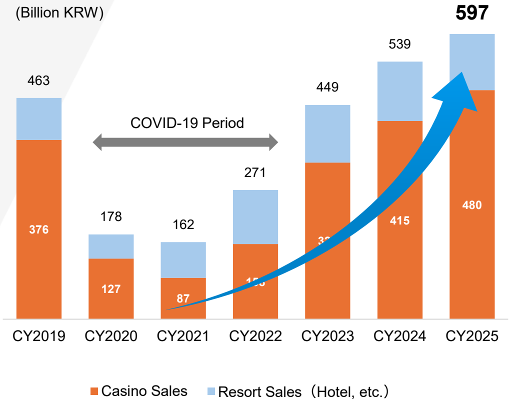
Following the *Railroad RICHES* series, the *Super Burst* series has also maintained high utilization rates, and each received high acclaim, including winning industry awards.

PARADISE SEGASAMMY *an equity-method affiliate

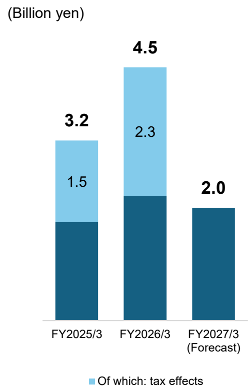
SEGASammy

- In 2025, PARADISE SEGA SAMMY achieved its highest-ever sales and operating income since opening, driven by casino revenue
- In 2026, PARADISE SEGA SAMMY aims to expand its customer base with acquired adjacent hotel

PARADISE CITY Sales Trends



Equity Method Earnings



- In addition to the continued growth in sales and operating income, FY2025/3 and FY2026/3 were also significantly affected by tax effects including the recognition of deferred tax assets
- Impact of tax effects are not factored in FY2027/3 (Forecast)

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Performance at PARADISE CITY remains very strong. Casino revenue continues to drive growth and contribute significantly to revenue expansion.

In addition, we acquired an adjacent hotel and began operations in March 2026 after rebranding it as the “Hyatt Regency Incheon Paradise City.” Through this, we plan to expand our reach among the mass-market customers, in addition to VIP customers.
Equity method earnings amounted to 4.5 billion yen for FY2026/3, making a significant contribution to profits. However, this figure includes a positive impact from tax effects. The 2.0 billion yen forecast for FY2027/3 does not factor in any tax effects.

GAN and Stakelogic

- Plan to implement business revitalization programs in FY2027/3
- Advancing the development of a foundation to provide B2B solutions in the U.S.

GAN

- B2B is currently in a transitional phase involving the replacement of its core platform. GAN will continue to expand its customer base to establish a foundation for future growth

[Initiatives for FY2026/3]
- Development of next gen tech stack (technical foundation) "V2" (B2B)
- Continued strong performance in Northern Europe and South America (B2C)

[Initiatives for FY2027/3]
- Advancing migration to "V2" and new customer acquisition (B2B)
- Strengthening the expansion of the social casino business (B2B)
- Making proactive investments in marketing to drive sales growth (B2C)
- Continuous review of fixed expenses

STAKELOGIC THINK BIGGER

- Promote efficiency through structural reforms and shift from quantity to quality

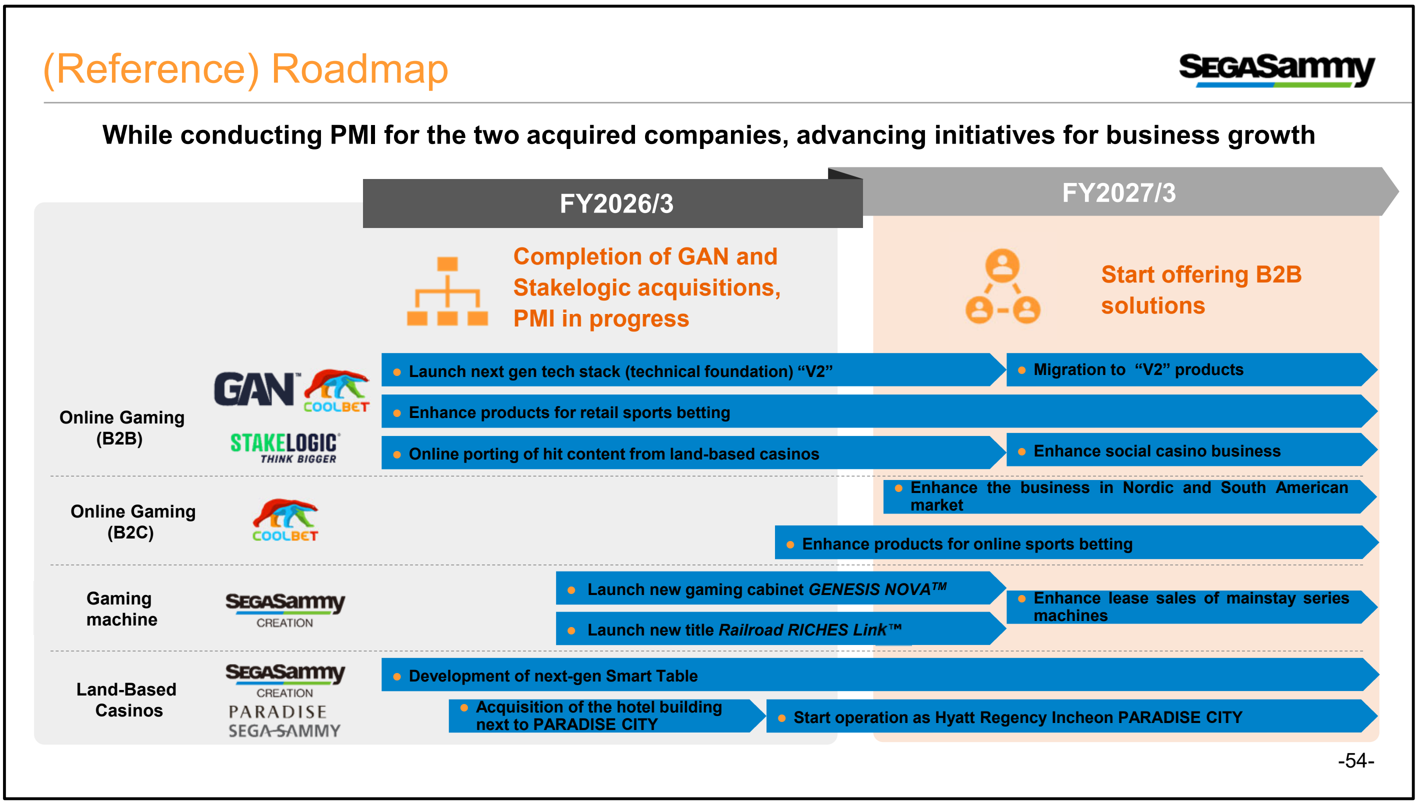
[Initiatives for FY2026/3]
- Sales declined, mainly due to market contraction in the Netherlands following regulatory tightening
- Recognized impairment losses of goodwill, etc. at the end of FY2026/3

[Initiatives for FY2027/3]
- Implement structural reforms, including downsizing of operations in the Netherlands
- Streamlining the pipeline associated with a review of development policies
- Advancing the online porting of SSC titles for expansion into social market in the U.S.

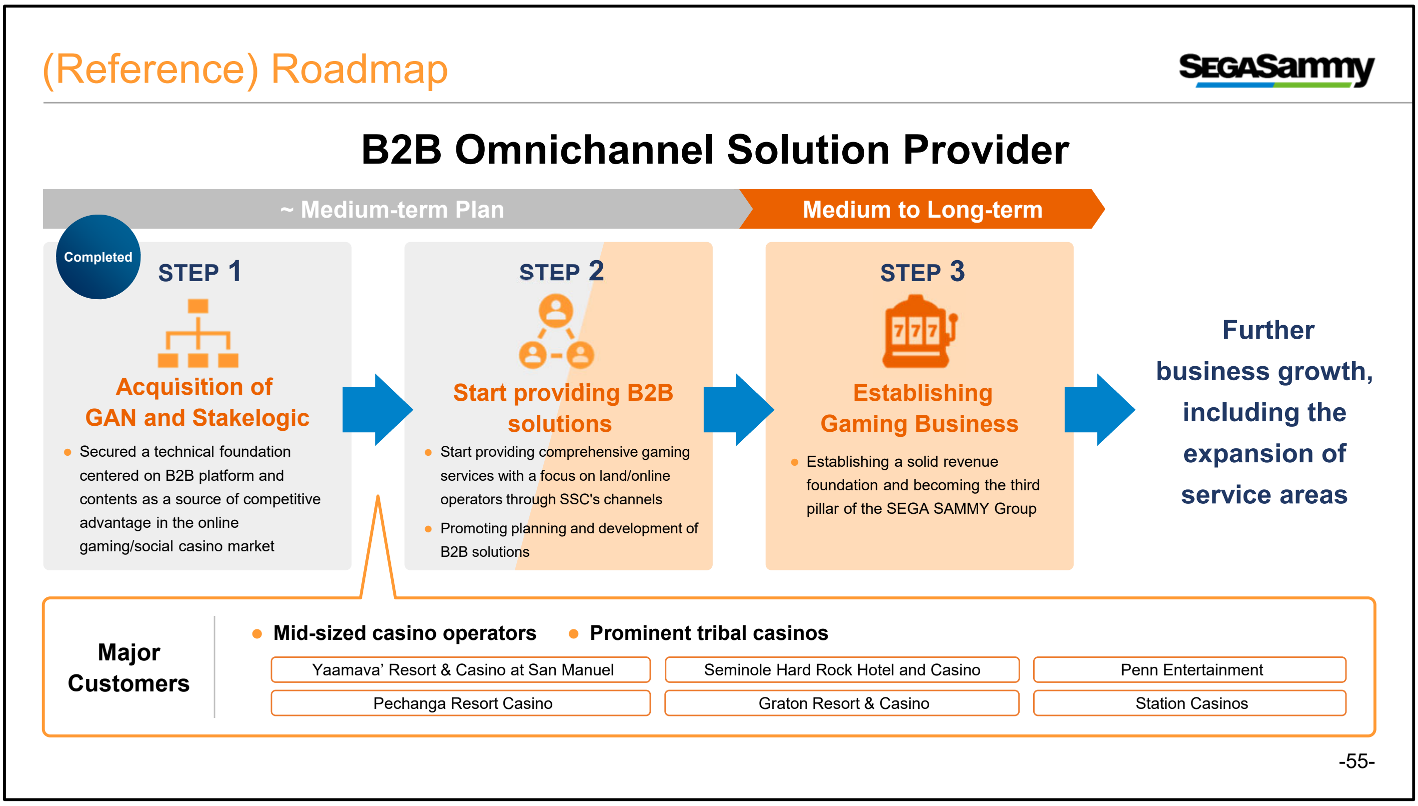
Regarding GAN and Stakelogic, we are proceeding with their business revitalization programs.

At GAN, we are building the foundation toward providing B2B solutions in the U.S. market. In FY2026/3, GAN launched "V2," its next-generation platform. This is a new technology platform that succeeds in the previous system (V1), and we plan to sequentially migrate existing customers from V1 to V2 while also beginning to offer it to new customers. In addition, the sports betting and online casino businesses operated under the "Coolbet" brand, which we are developing as a B2C business, are performing well, particularly in Northern Europe and South America.

As for Stakelogic, we will continue to improve business efficiency through structural reforms while promoting a shift from "quantity to quality" by streamlining its pipeline.
Furthermore, in the social casino market, slot titles with a proven track record in physical casinos tend to enjoy high popularity. We plan to differentiate our B2B solutions by having Stakelogic handles the online porting of popular titles from SEGA SAMMY CREATION and launching them on GAN's V2 platform.



For reference, this slide illustrates the initiatives for each business segment mentioned earlier.



This is the same image shown previously. We have now completed STEP 1 and will move into the implementation phase of STEP 2 beginning in FY2027/3.

We have built strong relationships with leading casino operators in the U.S. through our gaming machines sales business. Going forward, we plan to leverage our existing network to expand the provision of B2B solutions, including social casinos and sports betting.

04

Appendix

Impact of Exchange Rate Fluctuations

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[Impact of foreign exchange in FY2026/3 results]

Consumer	Net Sales	4.5 billion yen
	Operating Income	0 billion yen
Animation	Net Sales	0 billion yen
	Operating Income	0 billion yen
AM&TOY	Net Sales	-0 billion yen
	Operating Income	-0 billion yen

- Positive impact of approximately 4.5 billion yen for sales in the Entertainment Contents Business
- Recorded foreign exchange gains of 1.0 billion yen in non-operating profit due to the revaluation and settlement of receivables and payables denominated in foreign currencies
  - Entertainment Business: 0.0 billion yen
  - Gaming Business: 2.4 billion yen

[Exchange Rates and Sensitivity]

	FY2026/3		FY2027/3	
	Initial Forecast Rate	Results Rate (AR)	Initial Forecast Rate	Sensitivity[*1] (Entertainment[*2])
1 USD	148.0 yen	150.9 yen	151.0 yen	58 million yen
1 GBP	202.0 yen	202.0 yen	219.0 yen	-79 million yen
1 euro	161.0 yen	174.5 yen	177.0 yen	53 million yen

[*1] Sensitivity: Impact of 1 yen depreciation on operating income
[*2] Entertainment = Entertainment Contents Business

Roll-out Schedule (CS area)

		Title	Launch	Region	Platform	
Full Game	FY2026/3	SONIC X SHADOW GENERATIONS	Jun. 5, 2025	Global	Multi-platform	Date in "Launch" is the release date of Nintendo Switch™ 2 ver. Available in other platforms as well
		Yakuza 0 Director's Cut	Jun. 5, 2025	Global	Multi-platform	Plan to release for PS5®, Xbox Series X|S and Steam in Dec.
		Puyo Puyo™Tetris®2S	Jun. 5, 2025	Global	Nintendo Switch™ 2	Date in "Launch" is the release date in Japan. Planned to be released simultaneously with Nintendo SwitchTM 2 outside of Japan.
		RAIDOU Remastered: The Mystery of the Soulless Army	Jun. 19, 2025	Global	Multi-platform	
		SHINOBI: Art of Vengeance	Aug. 29, 2025	Global	Multi-platform	
		Sonic Racing: CrossWorlds	Sep. 25, 2025	Global	Multi-platform	
		Persona 3 Reload	Oct. 23, 2025	Global	Nintendo Switch™ 2	Available on PS5®, PS4®, Xbox Series X|S, PC, etc.
		Virtua Fighter 5 R.E.V.O. World Stage	Oct. 30, 2025	Global	Multi-platform	Release of Nintendo Switch™2 ver.: Mar. 26, 2026
		Football Manager 26	Nov. 5, 2025	Global	Multi-platform	Release of Nintendo Switch™ ver. and package of PS5® ver.: Dec. 4.
		Yakuza Kiwami	Nov. 13, 2025	Global	Nintendo Switch™ 2	Available on Nintendo Switch™, PS4®, Xbox One, and PC
		Yakuza Kiwami 2	Nov. 13, 2025	Global	Nintendo Switch™ 2	Available on PS4®, Xbox One, and PC
		Yakuza Kiwami 3 & Dark Ties	Feb. 12, 2026	Global	Multi-platform	
	FY2027/3 onward	STRANGER THAN HEAVEN	This Winter	Global	Multi-platform	
		Persona 4 Revival	TBD	Global	Xbox Game Pass、Xbox Series X|S、Windows、PlayStation®5、	
		Total War: WARHAMMER 40,000	TBD	Global	Multi-platform	
		Total War: Medieval III	TBD	TBD	TBD	
F2P	FY2026/3	Persona5: The Phantom X	Jun. 26, 2025	Global	iOS/Android/PC	China, South Korea and Traditional Chinese area version are published by Perfect World from Apr. 2024
		Sonic Rumble Party	Nov. 5, 2025	Global	iOS/Android/PC	
		SEGA FOOTBALL CLUB CHAMPIONS	Jan. 22, 2026	Global	PS5®/PS4®/iOS/Android/PC	
TBD	FY2027/3 onward	New VIRTUA FIGHTER Project (Title TBD)	TBD	TBD	TBD	
		Crazy Taxi (Title TBD)	TBD	TBD	TBD	
		Golden Axe (Title TBD)	TBD	TBD	TBD	
		Jet Set Radio (Title TBD)	TBD	TBD	TBD	
		Streets of Rage (Title TBD)	TBD	TBD	TBD	
		ALIEN: ISOLATION (Title TBD)	TBD	TBD	TBD	

*Only main announced titles are listed

Roll-out Schedule (Animation area)

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		Title	Launch	Region	Platform	
TMS ENTERTAINMENT	FY2026/3	Detective Conan : One-Eyed Flashback	Apr. 18, 2025	-	-	
		LUPIN THE IIIRD: Zenigata and the Two Lupins	Jun. 20,2025	-	Each platform	
		LUPIN THE IIIRD THE MOVIE: The Immortal Bloodline	Jun. 27,2025	-	-	
		Anpanman: Chapon's Hero !	Jun. 27,2025	-	-	
		Dr.STONE SCIENCE FUTURE	Jul. 10 ,2025	-	-	
		SAKAMOTO DAYS	Jul. 14 ,2025	-	-	
		My Status as an Assassin Obviously Exceeds the Hero's	Oct.6, 2025	-	-	A work of UNLIMITED PRODUCE Project[*1]
		BAKIDOU	Feb.26, 2026	Global	NETFLIX	Exclusive worldwide distribution
	FY2027/3 onward	Always a Catch !	Apr. 1, 2026	-	-	
		Dr.STONE SCIENCE FUTURE (Final Season)	Apr. 2, 2026	-	-	
		Detective Conan: Fallen Angel of the Highway	Apr. 10, 2026	-	-	
		Anpanman: Pantan and the Promised Star	Jun. 26, 2026	-	-	
		Blue Box Season 2	Oct. 4, 2026	-	-	
		MAGIC KNIGHT RAYEARTH	Oct. 2026	-	-	
License-out/ Investment Project etc.	FY2027/3 onward	The Angry Birds Movie 3	Dec. 23, 2026	-	-	Date in "Launch" is the scheduled release date in U.S. Release date in other regions TBD
		Sonic the Hedgehog 4	Mar. 19, 2027	-	-	Date in "Launch" is the scheduled release date in U.S. Release date in other regions TBD
		Golden Axe (Title TBD)	TBD	TBD	TBD	Licensing out
		SHINOBI (Title TBD)	TBD	TBD	TBD	Licensing out
		Streets of Rage (Title TBD)	TBD	TBD	TBD	Licensing out
		Eternal Champions (Title TBD)	TBD	TBD	TBD	Licensing out
		THE HOUSE OF THE DEAD (Title TBD)	TBD	TBD	TBD	Licensing out
		OutRun (Title TBD)	TBD	TBD	TBD	Licensing out

[*1] UNLIMITED PRODUCE Project: an initiative to produce animation works in collaboration with other studios, with the aim of strengthening the animation production business

*Only main announced titles are listed

Roll-out Schedule (AM&TOY area)

		Title	Launch	Region	Platform	
AM	FY2026/3	PAW PATROL Be with Chase	Apr. 17, 2025	-	-	
		UFO CATCHER TRIPLE TWIN 2	Jul. 10, 2025	-	-	
		NICO MAKE	Jul. 3, 2025	-	-	
		UFO CATCHER TRIPLE 2	Feb. 12, 2026	-	-	
		StarHorseParty	Mar. 3, 2026	-	-	
	FY2027/3	PAW Patrol Fun with Marshall	Summer 2026	-	-	
		Curious George Ukitto-Carnival	Summer 2026	-	-	
		Curious George Ukitto-Drive	Summer 2026	-	-	
		MOGURI A TALE	Summer 2026	-	-	
TOY	From FY2025/3	Favoritoy Acrylic Nuigurumi/Acrylic Doll	From Jan. 2025	-	-	
	FY2026/3	“ANPANMAN” Talking Picture Book 15th Anniversary Special BOX	Jul. 31, 2025	-	-	
		GoGo! ANPANMAN Cycling	Nov. 6, 2025	-	-	
		DREAM SWITCH Basic Set	Oct. 23, 2025	-	-	

*Only main announced titles are listed

Sales Schedule

[Main titles sold in FY2026/3 / titles planned to be sold from FY2027/3 onward]

		Title	Installation	Unit Sales	Specification Range[*1]	Sort
Pachislot	FY2026/3	Smart Pachislot Tokyo Revengers	Sep. 2025	28,753 units	Medium	New Series
		Smart Pachislot Bakemonogatari	Dec. 2025	13,800 units	Medium	New Series
		Smart Pachislot Hokuto No Ken Chapter of Resurrection 2	Jan. 2026	49,359 units	High	New Series
		Smart Pachislot GHOST IN THE SHELL	Feb. 2026	8,699 units	Medium	New Series
		Smart Pachislot Kabaneri of the Iron Fortress: The Battle of Unato	Mar. 2026	34,833 units	Medium	New Series
	FY2027/3 Onward	A-SLOT+ Isekai Quartet BT	Apr. 2026	-	Low	New Series
		Smart Pachislot BIG DREAM THE GOLDEN PUSHER	May. 2026	-	High	New Series

		Title	Installation	Unit Sales	Specification Range[*2]	Sort
Pachinko	FY2026/3	e Tokyo Revengers	Jul. 2025	22,034 units	High Middle	New Series
		e Hokuto No Ken 11 Bokyosei	Dec. 2025	23,119 units	High	New Series
		e The Rising of the Shield Hero Ultimate199ver.	Jan. 2026	4,119 units	Light Middle	Specification Change
		e Shin Hokuto Muso Chapter 5 Mugentousou	Feb. 2026	8,239 units	Light Middle	Specification Change
		e Kabaneri of the Iron Fortress 2 Sakaseya Sanzen	Mar. 2026	8,901 units	High Middle	New Series
	FY2027/3 Onward	e Record of Ragnarok	Apr. 2026	-	Middle	New Series
		e Bakemonogatari Oni99ver.	Jun. 2026	-	Light	Specification Change
		e Tokyo Revengers Christmas Showdown Arc	Jul. 2026	-	Light Middle	Specification Change

[*1] Specification Range (Pachislot): Classified by gambling aspect level (High/Medium/Low). Calculated based on in-house definition
[*2] Specification Range (Pachinko): Classified by symbol matching probability (High/High Middle/Middle/Light Middle/Light/Minimum/Other) Based on the jackpot probability classification of Daikoku Denki Co., Ltd.
High=1/320 or less, High Middle=1/280~1/319, Middle=1/200~1/279, Light Middle=1/120~1/199, Light=1/40~1/119, Minimum=1/39 or more

*Unit sales only in FY2026/3 are listed
*Among the announced titles, only those with confirmed title names are listed

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