

SEGA SAMMY Management Meeting 2026

Jun. 15, 2026

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Today's Agenda

Scheduled Time	Presentation	Speaker
① 15:00-15:30	<ul style="list-style-type: none">● Management Meeting 2026 Opening● Q&A	Haruki Satomi
② 15:30-16:00	<ul style="list-style-type: none">● Pachislot & Pachinko Machines Business● Q&A	Ayumu Hoshino
③ 16:10-17:00	<ul style="list-style-type: none">● Gaming Business● Q&A	Koichi Fukazawa
④ 17:00-17:50	<ul style="list-style-type: none">● Entertainment Contents Business● Q&A	Shuji Utsumi

Management Meeting 2026 Opening

SEGA SAMMY HOLDINGS INC.

President and Group CEO, Representative Director

Haruki Satomi

Group Value (Mindset and DNA)

Creativity is Genesis

X

**Always Proactive,
Always Pioneering**

Group Mission/Purpose (Raison d' être)

Captivate the World

—Making Life More Colorful—

Group Vision (Ideal self)

Be a Game Changer

**Entertainment
Contents Business**

Enhancement of SEGA
brand value

**Pachislot &
Pachinko Machines
Business**

Establishment of
No.1 position
in the industry

**Gaming
Business**

Establishment of
business which
can be the third
pillar of the Group

Sustainability



Human
Resources



Products and
Services



Environment



Addiction



Governance

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**Products and
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Environment



Addiction



Governance

Captivating the World and Contributing to Society

- **Experiences that Move People's Hearts**
Making society more vibrant and colorful through entertainment
- **Enhancement of Sustainable Value**
Delivering captivating experiences through challenges is the Group's greatest contribution to society and the source of its growth

Integration of Management Strategy and Sustainability

- **Establishment of a New Promotion Structure**
In April 2025, sustainability functions were integrated into the Corporate Planning Division to pursue stronger alignment with corporate strategy
- **Formulation of New Materiality**
Plan to reidentify our materialities in conjunction with the formulation of the next medium-term plan
Strengthen business synergies to enhance corporate value

Starting Point of Value Creation: Investing in Human Capital

- **Maximize Human Creativity**
Positioning our talented human capital as our most important asset, we promote initiatives to enhance engagement and invest in the working environment.
- **Foundation for Sustainable Growth**
Investment in human capital drives the creation of new captivating experiences and creates a virtuous cycle that enables sustainable growth

Responsible Value Creation that Addresses Negative Aspects

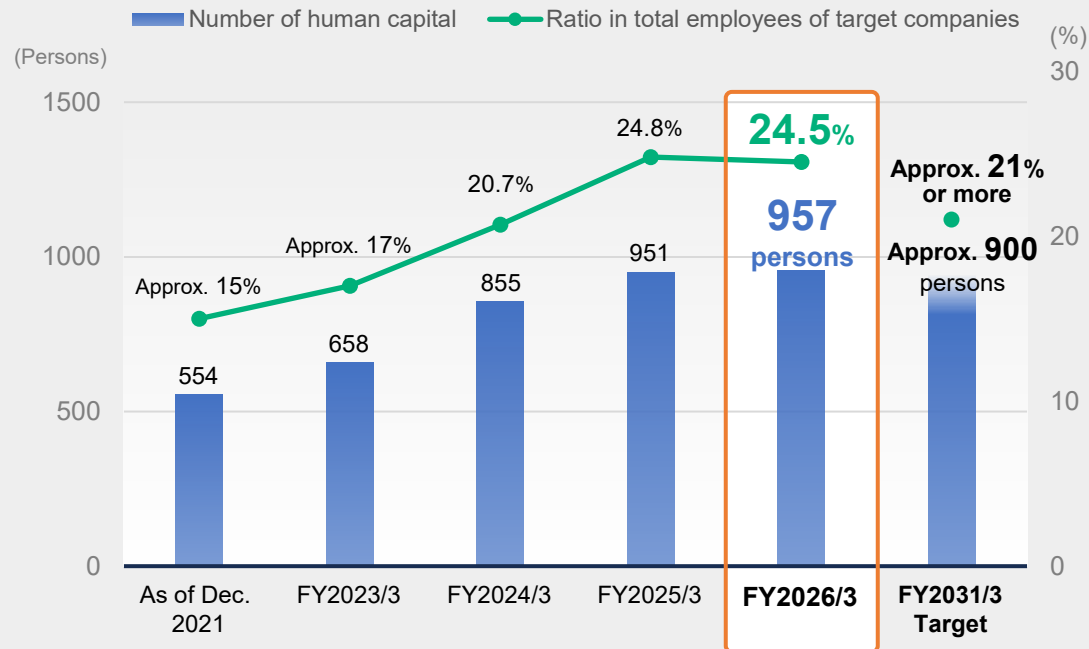
- **Response to Addiction Countermeasures**
In collaboration with industry organization, minimize negative impacts such as excessive immersion
- **Fulfillment of Social Responsibility**
Thoroughly deliver positive experiential value to society while appropriately managing negative impacts

1

Development of culturally diverse human capital*

[Target Companies]
SEGA SAMMY HOLDINGS,
SEGA (Japan), Sammy

Number of human capital (ratio)



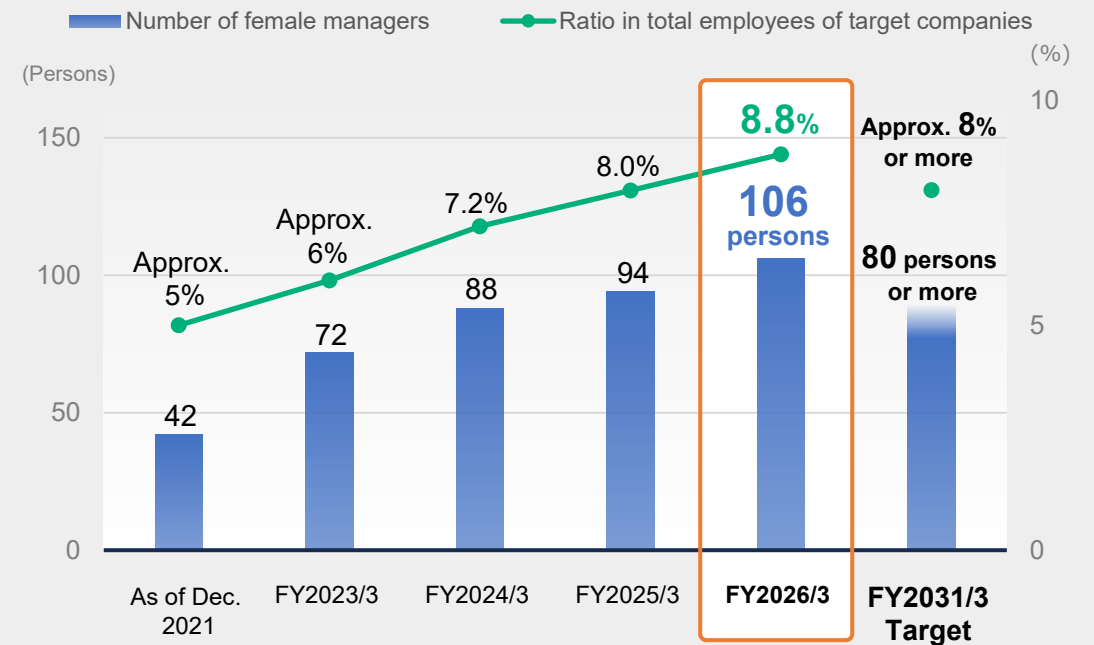
*Certified based on multiple criteria, such as being a foreign national, having lived abroad and experienced multiculturalism, and having certain skills of multiple languages such as English and Chinese. Human capital who are exposed to diverse cultures and can apply that experience to their work

2

Active career opportunities for women

[Target Companies]
SEGA SAMMY HOLDINGS,
SEGA (Japan), Sammy

Number of female managers (ratio)



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

*2 The target number was achieved, however, the ratio was below target due to an increase in total headcount. We will continue to promote related initiatives.

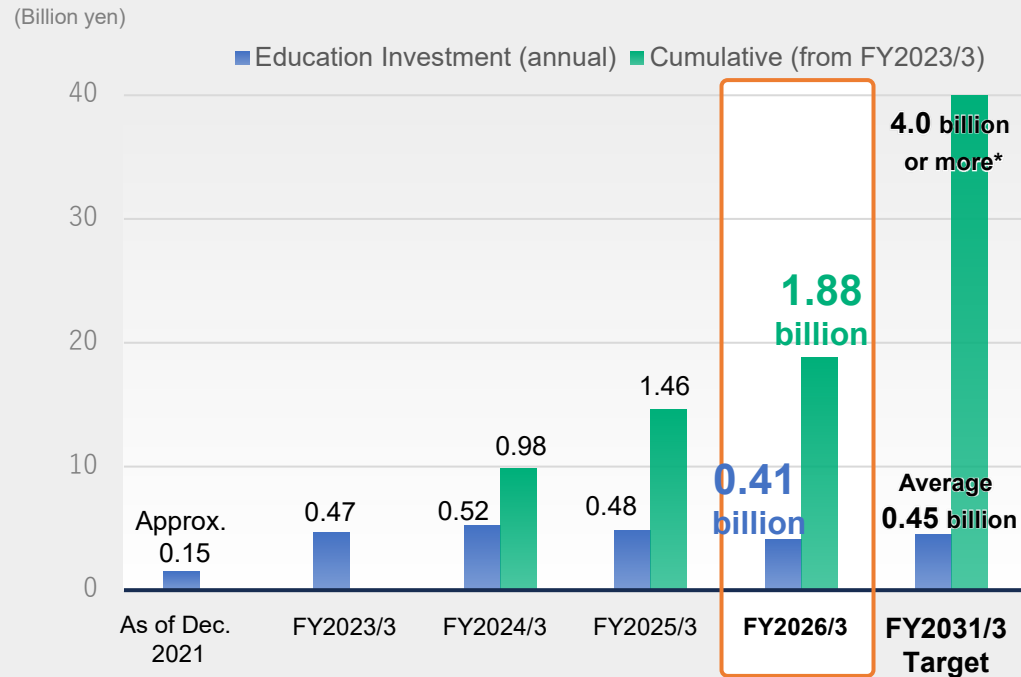
Human Strategy_4 key indicators

3

Development of core human capital

[Target Companies]
SEGA SAMMY HOLDINGS,
SEGA (Japan), Sammy

Investment in education



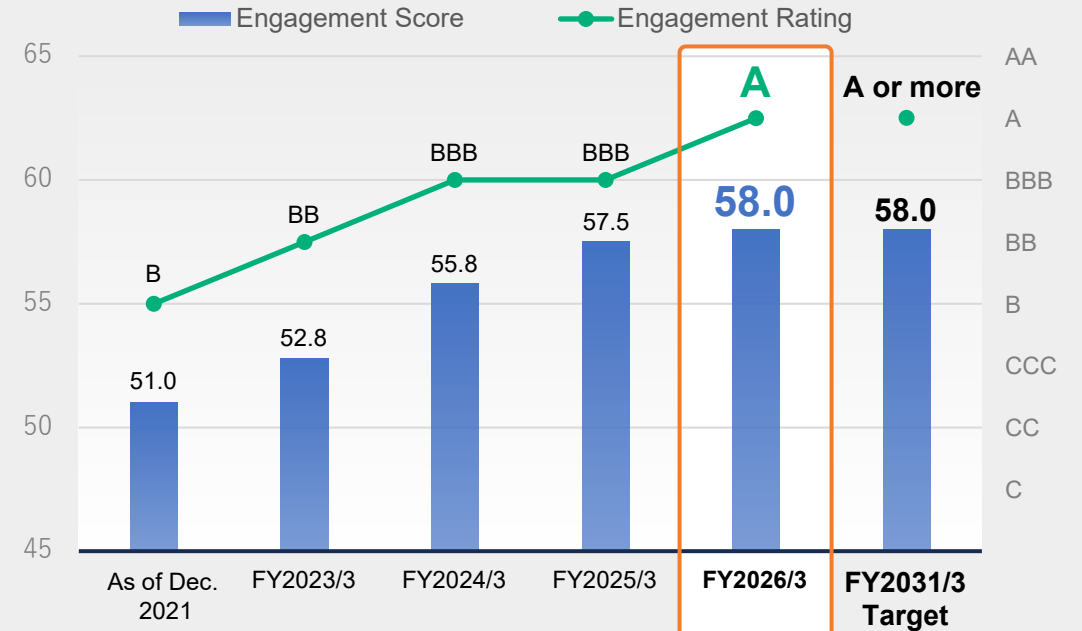
*Cumulative investment from FY2023/3 to FY2031/3

4

Improvement of the work environment

[Target Companies]
SEGA SAMMY HOLDINGS,
SEGA (Japan), Sammy

Engagement score*



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

(Reference) Employee Engagement Survey

SEGA and Sammy received the “Best Motivation Company Award 2026”

Ranked in the top 10 in the Large Company and Mid-Sized Company categories

Large Company Category
(Under 5,000 persons)

2026



**MOTIVATION
COMPANY**

大手企業部門
(5,000名未満)



Mid-Sized Company Category
(Under 1,000 people)

2026



**MOTIVATION
COMPANY**

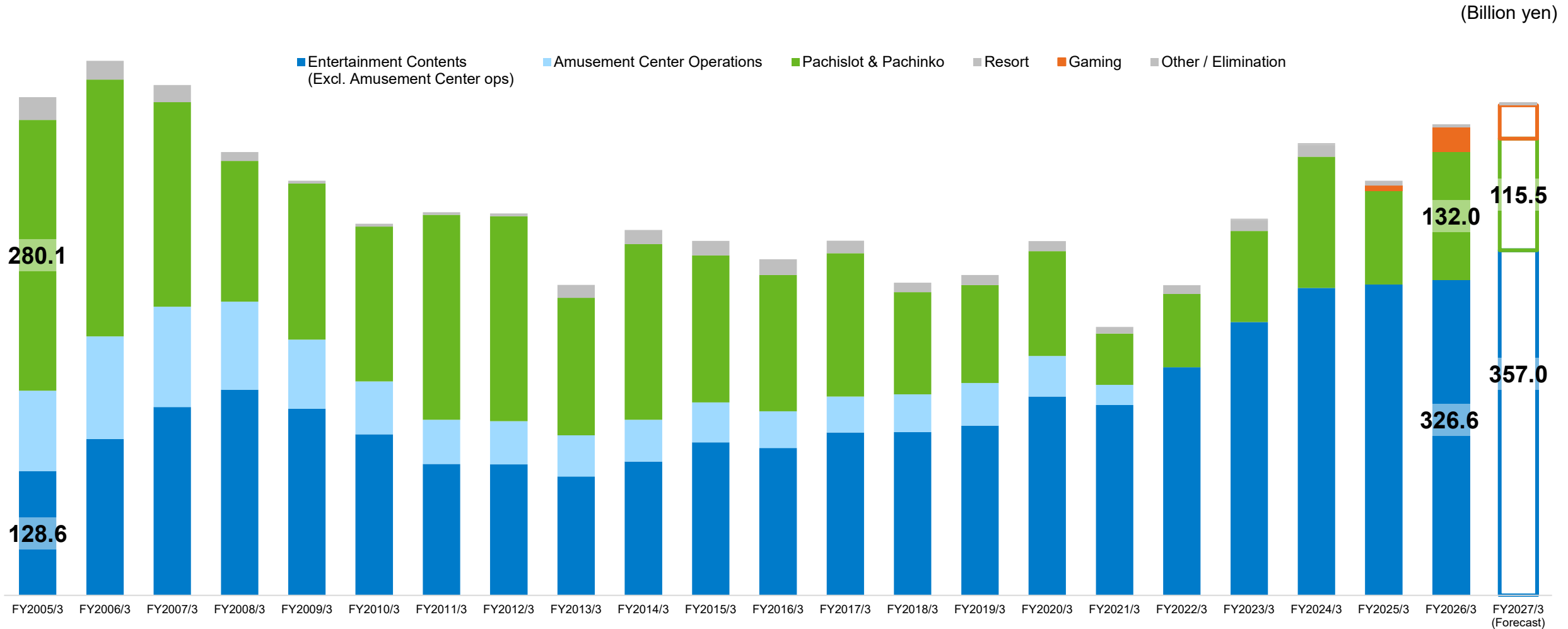
中堅企業部門
(1,000名未満)



Source: The “Best Motivation Company Award 2026,” organized by Link and Motivation Inc., recognizes the 10 companies with the highest Engagement Scores among those that participated in an employee engagement survey conducted by the company in 2025. The Engagement Score quantifies the degree of mutual understanding and mutual affinity between a company and its employees.

Performance Trend (Sales)

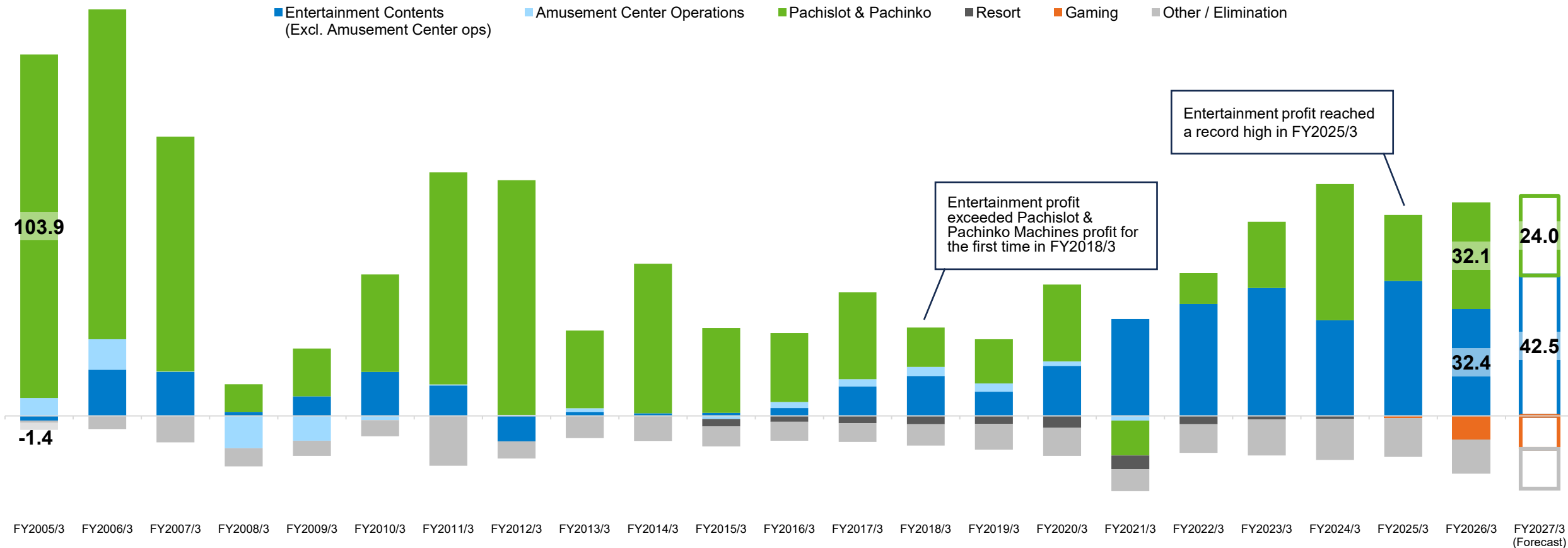
➤ The primary driver of sales have shifted to the Entertainment Contents



Performance Trend (Operating income)

➤ In terms of profit, moving away from dependence on the Pachislot & Pachinko Machines and positioned Entertainment Contents as a growth pillar

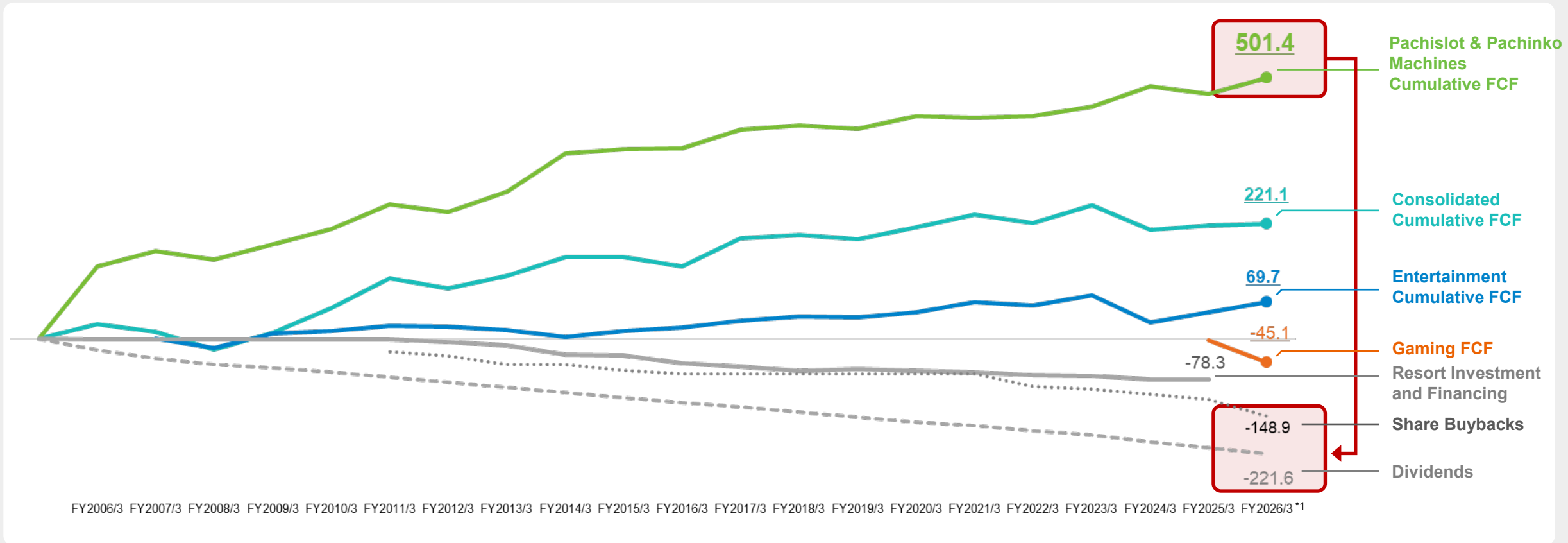
(Billion yen)



Trend of Cumulative Free Cash Flows Since Integration

- Pachislot & Pachinko's CF generation capability is the source of investment in growth and shareholder returns
- Aim for growth through investments in the Consumer area and Gaming Business

(Billion yen)



*1Approximate value

*Pachislot & Pachinko Machines: Consolidation of Sammy, Entertainment: Consolidation of SEGA -12-

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

Entertainment Contents Business

Establish a growth trajectory centered on Full Game

Pachislot & Pachinko Machines Business

Maintain strong competitiveness and build the foundation of the Group's earnings

Gaming Business

Achieve growth from the next fiscal year onward, with this fiscal year as the bottom



Rebuild the growth strategy for the next medium-term plan (from FY2028/3)

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

Furthermore, the Operating Subsidiary holds licenses in multiple countries, states, and regions outside Nevada (collectively, the "Other Jurisdictions") as a supplier, vendor, data provider, and manufacturer/seller of gaming equipment. Our shareholders may be subject to regulations in the Other Jurisdictions that are similar or comparable to those in Nevada, based on the laws and regulations of those jurisdictions and the rules established by their respective gaming authorities.