

A Message from an External Director

Naoko Murasaki

Director, Audit and
Supervisory Committee Member
(External)



It is my strong impression that the SEGA SAMMY Group is an organization with a strong sense of honor and responsibility and the ability to work together towards its goals.

Evaluation of governance framework

I have spent many years working in risk and crisis management and compliance-related consultancy, and before that I was with the National Police Agency. This background makes the general field of risk management my specialist area, and my radar is constantly tuned to risk, whether from regulatory, geopolitical, or other sources. My role at SEGA SAMMY involves giving advice and making suggestions mainly in the area of risk management, but also from the perspective of diversity as a woman.

One thing that I value highly about SEGA SAMMY's management system is that it allows discussion to continue until the external directors are satisfied. It is noteworthy in particular that there is a body set up especially to promote this approach, the Group Management Committee, which is a subcommittee under the Board of Directors. The committee meetings focus on agenda items before their presentation to the Board of Directors, allowing time to discuss and examine them in thorough detail. Being able to discuss matters adequately at the committee meetings means that the Board of Directors is left with the clear role of taking the final decision, which smooths the decision-making process.

In fall 2022, a management camp was organized for directors and executive officers. Eating and sleeping under the same roof and having the time to discuss a wide range of subjects at length gave us the chance to share our individual ideas and personalities in a way that is not possible at the regular meetings of the Board of Directors. I think this very significant experience has helped improve teamwork among the directors and has also further enhanced the opportunities for external directors to contribute with their wide-ranging experience and knowledge.

Looking ahead, one issue I see is the need for more in-depth discussion of risk management.

In 2022, alongside the launch of the Group Governance Division, the Group Risk and Compliance Subcommittee was established, which reports to the Group Management Committee. This has enabled detailed information and data on risk to be gathered from the frontline for analysis by senior management. However,

although this does mean that a risk management framework is taking shape, discussion somehow ends up centering on risk that is already apparent, with discussion of potential risk an afterthought. This makes me feel that further improvement is needed. Going forward, the SEGA SAMMY Group may find itself encountering all kinds of unaccustomed risk in the course of its business expansion. I consider it essential to analyze and quantify this future potential risk. If the impact of a potential risk on business is identified, a considered response can be implemented if the risk does emerge, and if the extent of the risk is known, an appropriate level of risk can be accepted as a potential path to growth.

I also would like to see Group governance strengthened. The SEGA SAMMY Group has made rapid progress with globalization in recent years and now has a large number of overseas subsidiaries. To achieve further major advances in overseas markets from this position, the Group needs to strengthen the connection with headquarters and ensure that its values are shared across all Group companies. To do so, I believe that SEGA SAMMY should further increase opportunities for communication with its overseas organizations so that they acquire a firm understanding of the strategy and policies of Japan headquarters. From a defensive standpoint, the auditing systems of overseas subsidiaries are also critical. Given the differences in language, business practices, and legal systems, reliable audit of overseas subsidiaries is never easy, but the first step must be to train up human resources able to carry out global audit. As audit experience is a useful skill for corporate management, and not only in the overseas context, I think it would be a good idea to promote it actively as a key accomplishment in the study program for executive management candidates.

In the two years since I became involved in the management of SEGA SAMMY, I have seen progress each year with strengthening of governance. Being able to evolve rather than fearing change is one of SEGA SAMMY's most distinctive features. Going forward, I would like to see it continuing to take rapid action in this area to put in place a more advanced governance framework.

Looking to sustainability activity to boost corporate value

With the establishment of the Group Sustainability Subcommittee in 2022, directors are kept informed of the status of initiatives to address material issues and of their progress as measured by key performance indicators. With adequate opportunity now for related discussion, the result is that sustainability governance has improved with remarkable speed. One task going forward is to visualize the connection between current sustainability activities and management strategy and to feed that in to long-term and sustainable corporate value increase. If this connection is made clear, it will boost the confidence of shareholders and investors in the Group's sustainability activity and also allow employees to devote themselves to these activities wholeheartedly.

Meanwhile, I believe that creating a supportive work environment that promotes active career opportunities for women will become an increasingly important issue for the SEGA SAMMY Group. In the Group's business areas, half of its potential customers

are women, so the ability to offer products and services that appeal to women is a major factor in achieving growth. I think that women are naturally more likely to be attuned to other women's values and sensibilities, which means that incorporating the unique perspective of female employees in business activities is a crucial point. The SEGA SAMMY Group Mission is Constantly Creating, Forever Captivating. To realize this mission, I believe that it is important to create an environment where employees can work with motivation. Realizing a workplace that is supportive to female employees will also have advantages for male employees, such as making it easier for them to take childcare leave. Seen in this light, I think it has major benefits for both men and women, and SEGA SAMMY is in fact moving rapidly ahead with human resources initiatives that include enhancing the workplace environment in this way. The executive team is strongly committed to this and I hope to see focused initiatives continue in this area.

An exciting future for the SEGA SAMMY Group

Thanks to the concerted efforts of all its employees, the Sega Sammy Group is making excellent progress with the medium-term plan. However, so far this only reflects a small part of the Group's growth potential. I look forward to seeing the Company continue to forge ahead, overcoming issues one by one while keeping a firm grip on the reins.

The Entertainment Contents Business, where overseas development is just taking off, is expected to produce the long-awaited new global IP that will be the growth engine of the Group. I think this advantage should be followed through with more active growth investment in mergers and acquisitions and in acquiring new technology.

The Pachislot and Pachinko Machines Business has achieved a marked improvement in profitability by steadily driving structural reform and implementing the initiatives of the medium-term plan. I am very impressed by this achievement. I hope to see this sector support the growth of the Group as a whole by continuing to generate stable profit. At the same time, I hope the Group will actively

embrace the challenge of developing new business fields.

One point that occurs to me in this connection is that, in the exploration of new businesses, I would definitely like to see more active sharing of expertise and knowledge between SEGA SAMMY's business companies as members of the same corporate group. I think that would result in further acceleration of growth for the Group as a whole.

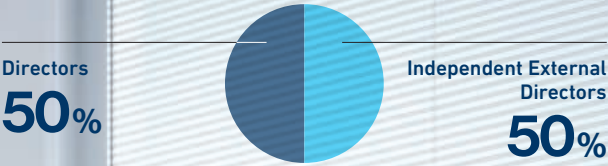
It is my strong impression that the SEGA SAMMY Group is an organization with a strong sense of honor and responsibility and the ability to work together towards its goals. Moreover, instead of adopting a purely defensive approach, its corporate culture welcomes new challenges and takes them comprehensively on board. To reinforce that culture, I am committed to working hard to fulfill my role as external director, focusing on areas such as risk management where my experience and knowledge can be of benefit. I am confident that all SEGA SAMMY stakeholders can look forward to seeing the Group make great advances from now on.

Governance Highlights

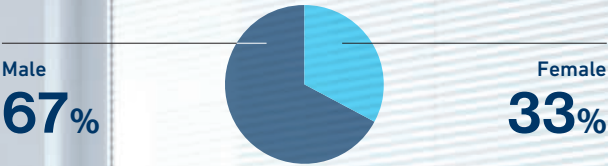
Transition to a Stronger System

- FY2006/3**
▶ Launched the Group Internal Control Project
Purpose - To strengthen internal controls from a group-wide perspective
- FY2008/3**
▶ Appointed an External Director
Purpose - To strengthen management monitoring and supervision functions and reflect rich insights into management
- FY2009/3**
▶ Increased External Directors to Two
Purpose - To strengthen management monitoring and supervision functions and reflect rich insights into management
- FY2010/3**
▶ Established Group Compliance Liaison Committee
Purpose - To establish an internal control system required under the Japanese Version of the SOX Act
- FY2016/3**
▶ Established Independent Advisory Committee
▶ Assessed the Effectiveness of the Board of Directors
▶ Disclosed Medium-Term Management Policies and Target Management Indicators
Purpose - To provide opinions on major management issues and exchange information for supervising the Board of Directors
- To strengthen the functions of the Board of Directors
- To promote accountability to capital markets and strengthen group management
- FY2017/3**
▶ Established the Position of CFO
▶ Increased External Directors to Three
▶ Disclosed Action Plan for Achieving Medium-Term Performance Targets
Purpose - To drive growth strategies from a financial perspective and strengthen dialogue with capital markets
- FY2019/3**
▶ Increased External Directors to Four
▶ Reviewed Compensation System for Directors
▶ Adopted Stock Compensation Program with Restriction on Transfer
Purpose - To strengthen governance
- To introduce incentives to improve corporate value in the medium to long term
- FY2023/3**
▶ Transitioned to a Company with an Audit & Supervisory Committee
▶ Established Group Sustainability Subcommittee
▶ Established Group Risk and Compliance Subcommittee
Purpose - To strengthen governance
- To strengthen sustainability management

Ratio of Independent External Directors



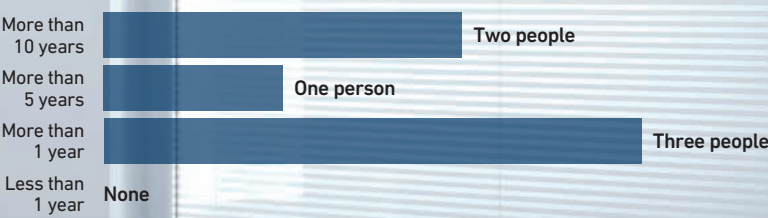
Ratio of Female Directors



Directors with Diverse Experience

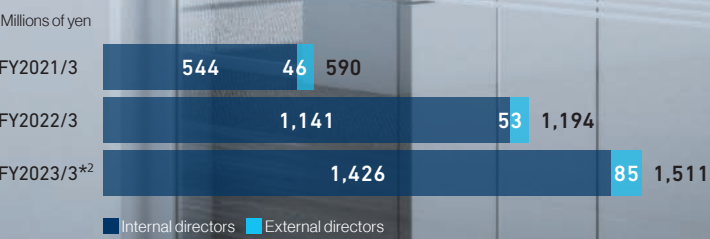


No. of Years Served as Internal Director*1 (as of August 2023)



*1 Includes directors who are Audit and Supervisory Committee members

Changes in Directors' Compensation (SEGA SAMMY HOLDINGS INC.)



*2 All Audit and Supervisory Committee members are included for FY2023/3

Basic Stance Regarding Corporate Governance

The SEGA SAMMY Group positions corporate governance as the most important foundation for facilitating good corporate behavior. The Group has the aim of "improving efficiency," "securing soundness" and "enhancing transparency" of corporate management as its "basic policy for corporate governance". Based on this, the Group has made decisions on important management issues, including the appointment of director candidates, determination of directors' compensation, oversight of management, and determination of auditors' compensation.

Improving Efficiency

By establishing a rapid and appropriate decision-making process and improving the efficiency of corporate management, the Group aims to maximize its corporate value, thereby striving to provide appropriate returns to various stakeholders, including shareholders.

Securing Soundness

Amid significant changes in the business environment, to maximize the Company's corporate value, the Company and the Group will appropriately recognize and manage the various risks surrounding the Company and the Group. The Company and the Group will strive to secure sound management by establishing a system to ensure compliance not just with laws and regulations, but with ethical standards and societal norms (compliance system).

Enhancing Transparency

With the growing importance of information disclosure for companies, the Group will fulfill its accountability to all stakeholders, including shareholders, and further improve disclosure through proactive engagement in IR activities, thereby cultivating highly transparent management. In addition, the Group proactively and voluntarily develops its CSR activities, seeing them as helping both the Group's sustainable value creation and the sustainable development of stakeholders.

A corporate governance system for realizing our purpose

Accelerating growth strategies and business reforms with a transparent and sound governance system

To further promote productive discussions by the Board of Directors and to strengthen its oversight functions, the Company has chosen the structure of a company with an Audit and Supervisory Committee. This will allow it to delegate a considerable portion of important decisions on business execution to executive directors.

▶ Board of Directors

The Board of Directors aims to achieve flexible management through the current level of 12 directors. Certain important managerial matters at each business company are also resolved or reported at various bodies, including the Company's Board of Directors.

▶ Audit and Supervisory Committee

The Audit and Supervisory Committee consists of four Audit and Supervisory Committee members. The committee assigns duties to respective Audit and Supervisory Committee members, and deliberates on key matters for consideration such as those involving the status of establishing and operating the Group's corporate governance and internal control systems, and evaluations of the independent auditor.

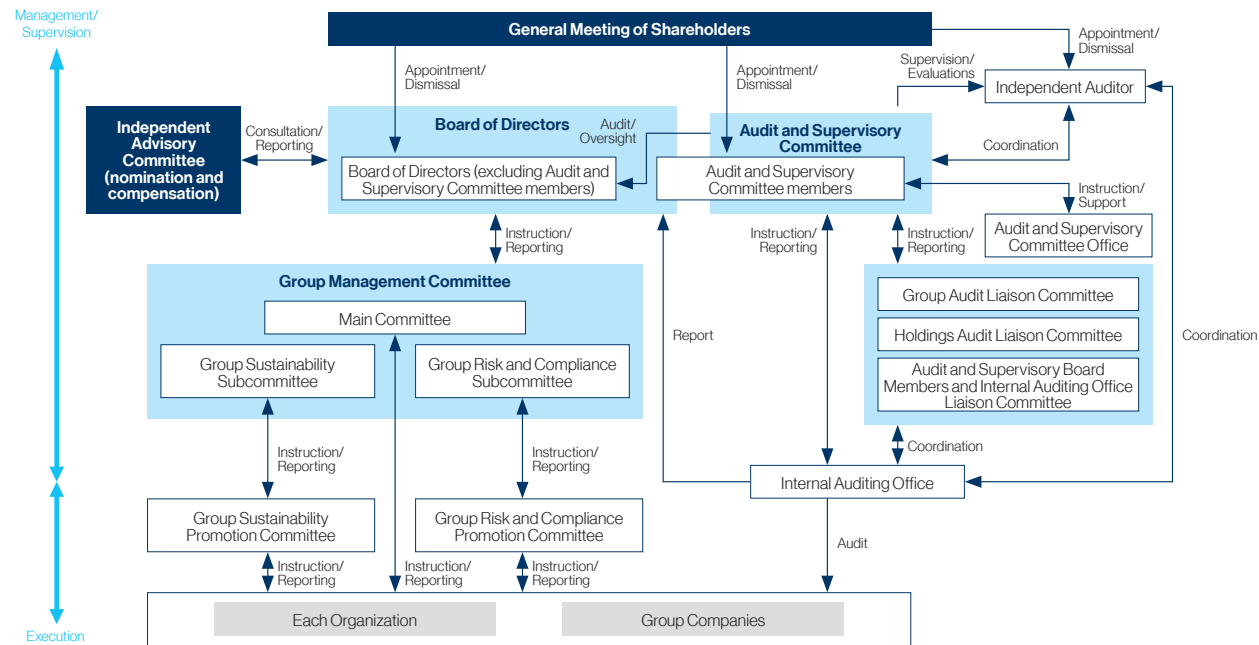
▶ Voluntary Committees

Voluntary Committees are the bodies that discuss and inspect the specified matters regarding the management of the Group which are specifically referred by the Board of Directors, and report and submit the results of such discussions and inspections to the Board of Directors. The following two Voluntary Committees have also been established: an Independent Advisory Committee and a Group Management Strategy Committee (now the Group Management Strategies Committee). In addition, the Group Sustainability Subcommittee and the Group Risk and Compliance Subcommittee are established as bodies that discuss and inspect further specialized matters.

MISSION / PURPOSE
(Raison d'être)

Constantly Creating,
Forever Captivating
— Making life more colorful —

ucts, merchandise, services, etc., can generate prompt and optimal management decisions, the Group companies have chosen the structure of a company with company auditors. The Company and the Group also appoint external directors and strengthen the executive officer and internal auditing systems, thereby improving corporate governance from the aspects of both oversight and execution.



Skill Matrix Definition

The Company selected experience and knowledge required as a publicly traded company, along with those that are required to achieve the long-term vision of the Company.

Item	Definition
Corporate management	Manager of a listed company or equivalent organization
Entertainment business creation	Experience as a business development manager or in starting a new business in the Group's business segments
Finance and accounting	Professional experience at financial institutions, auditing firms, etc., or experience as an officer in charge of a financial department at a major company
Risk management and compliance	Attorney, or other professional experience, or experience as an officer in charge of legal affairs, compliance or audit at a major company
ICT/DX	Experience at IT companies, vendors, consulting firms, and other professional services, or experience as an officer in charge of IT at a major company
Global	Experience of living abroad, experience at an overseas operating company, or equivalent experience
Sustainability	Individuals who have insight into Environment and People (Diversity), which are part of the Company's five material issues to be addressed (materiality)*, and are expected to play an active role in the promotion of sustainability by the Group
	* Human Resources, Products and Services, Environment, Addition, and Governance

Skill Matrix

			Expertise and experience						
Name		Gender	Corporate management	Entertainment business creation	Finance and accounting	Risk management and compliance	ICT/DX	Global	Sustainability
Directors	Hajime Satomi	Male	●	●					
	Haruki Satomi	Male	●	●				●	●
	Koichi Fukazawa	Male	●	●	●		●		
	Yukio Sugino	Male	●	●				●	
	Hideo Yoshizawa	Male	●		●	●			
	Kohei Katsukawa External	Male	●		●	●			
	Melanie Brock External	Female	●					●	●
	Fujiyo Ishiguro External	Female	●				●	●	●
Audit & Supervisory Committee Members	Yukito Sakaue	Male			●	●		●	
	Kazutaka Okubo External	Male	●		●	●			●
	Shione Kinoshita External	Female				●			●
	Naoko Murasaki External	Female	●			●		●	●

Note: The above table indicates up to four fields in which expertise and experience are particularly expected for each individual. The table is not an exhaustive list of all the insight and experience that each individual possesses.

The Company has formulated a skills matrix based on the experience and knowledge required to manage a listed company and the experience and knowledge required to achieve the Company's long-term vision. In connection with the appointment of directors, the Independent Advisory Committee evaluates each director candidate based on the skills matrix to determine

whether he/she is capable of appropriately discharging his/her duty of care to serve as a responsible and prudent manager and to contribute to the Group's sustainable growth and enhancement of corporate value, as entrusted by shareholders to the management, thereby seeking to secure and improve the functions of the Board of Directors.

Reasons for Appointment of Independent Directors

Name	Reasons for Appointment
Kohei Katsukawa	We chose to appoint Mr. Kohei Katsukawa as External Director as we expect that he will continue to provide valuable opinions and suggestions on the management of the Company based on his wealth of experience and broad-ranging insight gained over many years as a corporate manager.
Melanie Brock	We chose to appoint Ms. Melanie Brock as External Director as we expect that she will continue to strengthen the Company's corporate governance system and improve the quality of management decision making based on her diverse range of ideas and values, making use of her extensive experience and career record as an international business leader.
Fujiyo Ishiguro	We chose to appoint Ms. Fujiyo Ishiguro as External Director as we expect she will continue to provide valuable opinions and suggestions on the management of the Company based on her wealth of knowledge in corporate management and digital fields as a founder of Netyear Group Corporation and experience as an Outside Director of other listed companies.
Kazutaka Okubo	Mr. Kazutaka Okubo has many years of experience in audit services as a certified public accountant and deep insight about finance and accounting. We chose to appoint Mr. Kazutaka Okubo as External Director serving as Audit and Supervisory Committee Member as we expect that he will appropriately guide and oversee the Company's management from an objective standpoint based on a wealth of knowledge in governance which he gained through experience as an Outside Director.
Shione Kinoshita	Ms. Shione Kinoshita has a high degree of expertise in labor laws which she gained through her experience as an attorney-at-law as well as a Vice Chairperson of the Labor Legislation Committee, Dai-ichi Tokyo Bar Association. We chose to appoint Ms. Shione Kinoshita as External Director serving as Audit and Supervisory Committee Member as we expect that she will appropriately guide and oversee the Company's management from an objective standpoint based on her wealth of knowledge in governance gained through her experience as an Outside Director. Although she does not have experience in corporate management other than as an Outside Director, we judge that she will be able to appropriately perform her duties as an External Director serving as Audit and Supervisory Committee Member for the reasons mentioned above.
Naoko Murasaki	Ms. Naoko Murasaki has a high degree of expertise in the field of the global risk and governance which she gained over many years in the National Police Agency, the Ministry of Foreign Affairs and risk consulting firms. We chose to appoint Ms. Naoko Murasaki as External Director serving as Audit and Supervisory Committee Member as we expect that she will appropriately guide and oversee the Company's management from an objective standpoint based on her wealth of knowledge in governance gained through her experience as an Outside Director.

Policy for Appointing Independent Directors

- (1) All external officers satisfying the qualifications for independent officers are designated as independent officers.
- (2) Independence is judged based on the requirements for qualification stipulated in the Companies Act and the criteria for independence established by Tokyo Stock Exchange, Inc. The terms major client, large sums of money, and so forth are judged based on the criteria determined in accordance with the published appointment standards model for independent officers.

FOCUS

Holding meetings of the Group Sustainability Subcommittee

The Group Sustainability Subcommittee has been set up within the Group Management Committee to conduct management discussions on matters such as formulating group policies and goals, reviewing the status of each company's efforts and revising goals. Decisions on Group policies and goals are made by the Company's Board of Directors.

The policies and goals that have been decided upon are shared with each Group company through the Group Sustainability Promotion Committee. In the course of their business,

Group companies that have touchpoints with society take in various requests and feedback from customers and users. These are shared with other Group companies at the Group Sustainability Promotion Committee. Initiatives that should be incorporated into Group policies and goals are reported to the Group Sustainability Subcommittee, providing a framework for discussion.

The key organizations and their main functions are as follows.

Group Sustainability Subcommittee (Group Management Strategies Committee)	<ul style="list-style-type: none"> ● Recommendations on formulation and revisions of the Group sustainability plan ● Formulation of Group targets and monitoring of progress ● Evaluation and provision of recommendations and advice on initiatives by Group companies.
Group Sustainability Promotion Committee	<ul style="list-style-type: none"> ● Sharing of Group-wide policies ● Monitoring of initiatives by Group companies, cross-organizational roll-out of successful initiatives
Group companies	<ul style="list-style-type: none"> ● Establishment of a project promotion system within each company ● Planning and implementation of sustainability plans at each company ● Integration into business strategy



A meeting of the Group Sustainability Promotion Committee

Evaluation of the Effectiveness of the Board of Directors

1 Purpose of evaluation

The Company performs analyses and evaluations of the effectiveness of the Board of Directors each year to ensure that the Board of Directors effectively fulfills its roles and responsibilities to “improve efficiency,” “secure soundness,” and “enhance transparency” of the Company’s corporate management.

2 Method of evaluation

For the fiscal year ended March 2023, the Company provided questionnaires to all directors and Audit and Supervisory Committee members.

In addition to confirming matters considered important in the effective fulfillment of the Company’s Board of Directors’ roles and responsibilities (including composition, operation, status of deliberations concerning strategy, and other matters put before the Board of Directors), the Company confirmed such matters as the governance structure expected by the market and the roles of the Board of Directors in issues related to sustainability, including the Board’s involvement in initiatives related to human capital. To ensure objective evaluations, an external organization was contracted to design the questionnaire and analyze and evaluate the responses.

At meetings of the Independent Advisory Committee and the

Board of Directors, deliberations took place based on the results of the analysis of questionnaire responses. These concerned such matters as the effectiveness of the Board of Directors during the fiscal year and where issues might lie.

3 Summary of evaluation results

As the result of these deliberations, the Board of Directors was judged to be functioning effectively based on the diversity of independent external directors and their contributions to constructive discussions. It was also favorably evaluated that deepening discussions on matters such as overall Group policies by the Board of

Directors, pointed out as an issue in the previous fiscal year, saw an improvement in more productive and fulfilling discussions from a medium- to long-term business perspective.

To enhance effectiveness still further, the Board of Directors recognizes the need to deepen discussions on matters such as strengthening monitoring for the sophistication of the risk management structure for the entire Group and optimal allocation of resources among the entire Group. Having acknowledged these issues, the Company will strive to allow the Board of Directors to function even more effectively.

FOCUS

Management Training Camp Held for Frank Discussions

In September 2022, the SEGA SAMMY HOLDINGS management camp was held at *Phoenix Seagaia Resort* (Miyazaki Prefecture). It was attended by internal and external directors and exclusive officers of the Company, and executives of major Group companies. This management camp was held to facilitate frank discussions of management issues such as the Group’s growth strategy and the top risks facing the Group to foster a common awareness among management. Holding the talks in a setting away from the Company enabled participating members of the management team to focus on the discussion in a way that is not generally possible in regular meetings.

Internal directors actively discuss various topics (highlights of comments)

Day1 — Action Plan Based on the Results of the Effectiveness Evaluation —

Content of discussion

- Deliberate and follow-up on important projects such as growth investments; conduct management that focuses on management indicators
- Presentation by the person explaining the agenda; towards free and open discussions
- Directors’ training
- Group Governance

Towards free and open discussions among members of the Board of Directors

Brock: I would like for us to be able to receive clear summaries of meeting materials so that we could see at a glance the key points. That would help develop the discussion. In addition, more training should be held for external directors, including on-site inspections.

Murasaki: Sometimes the opinions of external directors may have already been discussed internally, so it would be efficient if the minutes of internal discussions were shared before the Group Management Committee was held.

Deliberation on important matters such as growth investments

Sugino: Setting themes including mega-trends that cannot be avoided in the future and systematically discussing them would spark active discussions.

Kinoshita: The roles of management and execution should be made clearer than they have been. Large investment policies should be discussed at the Board of Directors, with follow-up responses then delegated to the executive side.

Okubo: Listed companies have a responsibility to explain their investments to shareholders. Consideration should be given to the extent to which investment strategies should be discussed at Board meetings.

Haruki Satomi: There is a need to consider what size of investment should be discussed or reported to the Board of Directors. While the amount of investment is of course an important point of discussion, there is also a need for management to discuss the areas in which the Company should invest in the future.

Katsukawa: Investment in startups should be continued as these could lead to future growth for the Group. However, CVC investments often fail in the long run. They should be carried out only after fully considering the advantages to the Company, such as areas that offer synergies with existing businesses.

Day2

Risk Governance Discussions

Content of discussions

- Top risk items deemed to be of high priority
- 1 Clarification of the definition of management and execution
- 2 Risk management
- 3 Supply chain
- 4 Regarding human resources
- 5 Information security

Risk management

Murasaki: We need to divide the conceivable situations into several patterns, and decide on a minimum initial response.

Yoshizawa: Only a few of our officers have experience in dealing with major crises. We need to put in place a system for the Company as a whole.

Fukazawa: While urgent situations require immediate action, the right response is not uniform because it depends on the case. So without proper knowledge or experience it is hard to respond.

Chairman: The SEGA SAMMY Group has a culture of speaking frankly. That is why we believe that we have an organization where we can support each other rather than a system that relies on someone when a risk incident occurs.

Supply chain

Kinoshita: Supply chain risks include human rights issues, so we should carry out extensive due diligence.

Ishiguro: Large companies are diversifying their supply chains in light of geopolitical risks. We also need to discuss and consider geopolitical risks.

Haruki Satomi: Based on the geopolitical risks, we must consider reducing our degree of dependence on certain regions of production.



A discussion in progress

Regarding human resources

Sakaue: There needs to be a consistent concept within the Group of the differences between the roles and obligations of directors and executive officers. Training for executives in the Group should also be enhanced.

Okubo: In terms of literacy education, we need to decide what kind of literacy to seek at what level and how much time should be devoted to that. If we do not allocate enough time to it, there is no point in doing it. When it comes to harassment in particular, I feel that awareness is still low.

Ishiguro: To improve competitiveness, the concept of diversity is key. The task for SEGA, as it aims to take its overseas business to the next level, will be to hire excellent human resources overseas.

Risk Management

With regard to risks posed by our business operations, in cooperation with the Group Governance Division, the Group Risk and Compliance Subcommittee established within the Group Management Strategies Committee seeks to identify important management risks; discuss the formulation of policies related to Group risk and compliance; and assess and advise on risk analysis by individual related sections. These measures are intended to clarify the risk management structure. Additionally, an internal audit section under the direct jurisdiction of the Audit and Supervisory Committee audits the state of risk management by each section and periodically

reports its findings to management decision-making bodies and management organizations involved in execution and oversight.

To grasp and appropriately manage both internal and external important risks including cases requiring emergency measures, we have established Group Management Policies, policies for risk management, and guidelines for crisis management. Should any conditions emerge that might materially affect the Group, crisis management organizations of the Company and the Group companies work jointly to discuss the measures to be taken, and then proceed to take prompt and appropriate action.

FOCUS Strengthening Our Risk Governance System

To strengthen our risk governance system, in April 2022 we established a new Group Governance Division, as well as a Group Risk Compliance Subcommittee and Group Risk Compliance Promotion Committee.

Led by executives in charge of risk and compliance at Group companies, the Group Risk Compliance Promotion Committee discusses, verifies, and shares measures and information related to risk and compliance within the Group.

Risk Governance System Chart



Activities of the Group Management Committee

Strengthening governance through the Group Management Committee

The Group Management Committee has been established under the Company's Board of Directors and discusses and reviews the improvement of profitability, efficiency, strategic investments, and other aspects of Group businesses. This Committee is composed of directors (excluding the Chairperson [Representative

Director]) and Audit and Supervisory Committee members, and meets as appropriate.

Through the Group Management Committee, officers engage in more in-depth discussions to strengthen governance.

Contents of the discussion (FY2023/3)

- New projects
- Sustainability goals
- Group business plan
- Compliance awareness survey report
- Investment areas for formulating the next medium-term plan
- Group Risk and Compliance Promotion Committee
- Growth investment areas
- Retirement plan restructuring project
- Action plan based on the evaluation of the effectiveness of the Board of Directors
- Risk governance
- Group Sustainability Subcommittee
- Management discussions for formulating the next medium-term plan
- Feedback from investors

Number of discussions and hours (FY2023/3)

16 meetings during the year Number of cases: 36 Discussion time: 32 hours 5 minutes

External and internal directors actively discuss various topics (excerpt from the statement)

Compliance Awareness Survey

(held on May 31, 2022)

Murasaki: We also have an increasing variety of examples of harassment, including harassment against men. These will require careful attention. If women also do not clearly recognize what sexual harassment is, that could become a hindrance to their success in the future.

Brock: The results of an investigation into harassment must be taken seriously and response measures must be thoroughly addressed.

Haruki Satomi: To address harassment, there should also be careful investigation of the content of whistleblower reports. Expertise should be gathered to enable responses on a case-by-case basis.

Okubo: It is important to distinguish between instructions that are excessive and instructions that are just strict. If supervisors become overly sensitive and afraid to give instructions, our organization will become weaker. We are going to need leaders who can build relationships of trust between supervisors and subordinates.

Group Risk and Compliance Promotion Committee

(held on July 29, 2022)

Haruki Satomi: There are also risks that insider trading could occur unintentionally due to a lack of awareness. It is vital that all employees have a firm understanding of laws and regulations.

Katsukawa: Risk management at other companies is thorough, such as conducting training to introduce changes and briefing employees on the transition of numbers of near-misses and on case studies.

Kinoshita: We should enhance training by facilitating discussion between employees with reference to case studies from other companies, such as near-misses regarding personal information leaks and incidents of harassment.

Fukazawa: The IT Division has already begun discussions about how to aggregate near-misses that have occurred, and how to address these with improvements.

Okubo: Training using practical examples is important. It is also important though to do training that sharpens powers of imagination, which are key to handling the unexpected.

Group Sustainability Subcommittee

(held on May 31, 2023)

Ishiguro: We should further promote support, including for the qualitative aspects, for departments where it has been hard for women to play an active role in the past.

Okubo: Increasing the percentage of women in management positions should not be the goal. We should discuss how to increase corporate value as a result of that.

Kinoshita: We should focus even more on tackling the social issues facing our main business. As we expand our products and services there can be repercussions and it is very important not to turn a blind eye to that.

Compensation Amount for Officers and the Method for Calculating Such Compensation

The Company's compensation system for directors and Audit & Supervisory Board members is designed to ensure transparency and provide greater incentive to increase corporate value.

The compensation system for directors (excluding directors who are Audit and Supervisory Committee members and external directors) is determined based on the following basic policy.

- (1) The system must increase management's focus on shareholder interests and sharing value with shareholders.
- (2) The system must clarify the responsibilities of management in improving the corporate value of the Group.
- (3) The system must function as an incentive to support the sustainable growth of the Group.
- (4) The system must have compensation levels for ensuring and maintaining excellent human resources appropriate for executing the roles and responsibilities of directors of the Company.

In addition, based on the basic policy, the compensation system for directors of the Company (excluding directors who are Audit and Supervisory Committee members and external directors) includes fixed compensation, and directors' bonuses and stock compensation with restriction of transfer as performance based compensation.

Fixed Compensation

The Company formulated compensation table which specifies the compensation amounts for each component, namely, basic compensation and role-based compensation, and it shall provide the sum of these components as monthly fixed compensation.

Compensation for directors and Audit & Supervisory Board members for the fiscal year ended March 2023 is as follows.

Position	Number of Directors / Audit & Supervisory Board members	Total compensation (Millions of yen)	Total compensation by type (Millions of yen)				
			Basic compensation	Bonuses	Performance-based shares with restriction on transfer	Continuous service-based shares with restriction on transfer	Of the items on the left, non-monetary compensation, etc.
Directors (excluding Audit and Supervisory Committee members and external directors)	5	1,408	594	641	72	100	172
Directors (Audit and Supervisory Committee members) (excluding external directors)	1	18	18	—	—	—	—
Audit & Supervisory Board Members (excluding external Audit and Supervisory Committee members)	1	4	4	—	—	—	—
External directors	6	85	85	—	—	—	—

Notes:

1. The amounts of both bonuses and compensation of performance-based shares with restriction on transfer and continuous service-based shares with restriction on transfer in the table above are the amounts that were recorded as expenses in the current fiscal year.

2. By a resolution of the ordinary general meeting of shareholders held on June 22, 2022, the Company transitioned from a Company with an Audit & Supervisory Board to a Company with an Audit and Supervisory Committee. Amounts paid to Audit & Supervisory Board members (excluding external auditors) are for the period before the transition. Amounts paid to directors who are Audit and Supervisory Committee members (excluding external directors) are for the period after the transition.


3. As of the end of the fiscal year ended March 2023, the number of directors (excluding Audit & Supervisory Committee members and external directors) was five. The number of directors who are Audit & Supervisory Committee members (excluding external directors) was one and the number of external directors was six.

Directors who received ¥100 million or more in total compensation for the fiscal year ended March 2023 are as follows.

Name	Position	Total compensation, etc. (Millions of yen)	Company	Total compensation, etc. by type (Millions of yen)				
				Basic compensation	Bonuses	Performance-based shares with restriction on transfer	Continuous service-based shares with restriction on transfer	Of the items on the left, non-monetary compensation, etc.
Hajime Satomi	Director	532	The Company	216	247	28	39	68
Haruki Satomi	Director	562	The Company	237	255	30	40	70
Koichi Fukazawa	Director	135	The Company	60	53	7	13	21
Yukio Sugino	Director	105	The Company	45	53	—	6	6

Directors' Bonuses

Directors' bonuses are paid at the amount determined by multiplying by coefficients calculated based on a bonus table that defines the number of months for directors' bonuses in accordance with the three elements of the level of the amount of ordinary income, the business plan achievement level, and the year-on-year growth level.

 For more details about the Company's compensation system for directors and Audit & Supervisory Board members, please refer to the Annual Securities Report (Japanese only).
https://www.segasammy.co.jp/cms/wp-content/uploads/pdf/ja/ir/Annual_security_report_FY2303_ir.pdf

Stock Compensation with Restriction of Transfer

The Company has introduced a stock compensation plan with restriction of transfer (continuous service-based and performance-based stock compensation) for directors (excluding directors who are Audit and Supervisory Committee members and external directors) to incentivize efforts to continuously increase corporate value and to further enhance the sharing of value with all shareholders. Specific payments and allocations are determined at Board of Directors's meeting using a ratio of approximately 1:1:1 for fixed compensation, performance-based bonuses, and stock compensation with restriction on transfer for a single fiscal year at the time the medium-term management plan is achieved.

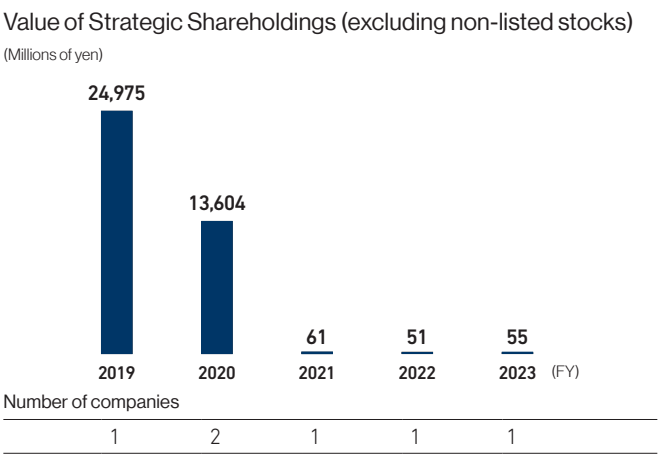
In the current medium-term management plan, the ratio of continuous service-based shares with restriction on transfer and performance-based shares with restriction on transfer is expected to be approximately 1:3

Strategic Shareholdings Policy

The Company possesses shares for purposes other than investment only in cases in which the Company believes the possession thereof will enable business alliances, expand transactions, and will lead to an improvement in corporate value, thereby benefitting shareholders.

The Company periodically examines the economic rationale, future outlook, and other aspects regarding the possession of such shares at its Board of Directors meetings and discusses whether the future possession thereof is justifiable.

In general, the Company exercises the voting rights corresponding to such shares on all proposals based on whether adopting such proposals will contribute to the sustainable growth and medium- to-long-term corporate value enhancement of both the Company and the investee.



System for Supporting External Directors

We have established a communication system through which the secretariat shares information to external directors as appropriate. This allows for the contents of the agenda and other items for meetings of the Board of Directors to be fully considered in advance.

For newly appointed external directors, the secretariat provides individual orientations on details of the Group's businesses. By enabling them to form a better understanding, this helps to ensure the effectiveness of discussions at meetings of the Board of Directors. Regarding the support system for external directors who are members of the Audit and Supervisory Committee, in addition to the above, assistance is also provided by the staff of the Management Audit Office and the Audit and Supervisory

Committee Office which report directly to the Audit and Supervisory Committee. Matters related to the appointment, transfer, evaluation, etc. of the above staff require the prior consent of the Audit and Supervisory Committee. This ensures independence from directors who are not Audit and Supervisory Committee members. In addition, we have established a communication system through which the secretariat of each meeting body shares as appropriate information relating to meetings to be attended by external directors who are Audit and Supervisory Committee members, so that they can fully examine the contents of the proposal, etc. in advance.

Policy on Constructive Dialogue with Shareholders

To facilitate constructive dialogue with shareholders and investors, the Company works from the basic position of appointing an executive officer in charge of Investor Relations (IR) & Shareholder Relations (SR), establishing a department in charge of IR & SR, and implementing the following efforts:

In facilitating constructive dialogue with shareholders and investors, the Company acts to ensure close and positive cooperation between and among internal departments, including the corporate planning, finance and accounting, legal affairs, general affairs, and sustainability departments.

In line with the quarterly disclosure of operating results, the Company holds online briefing sessions that primarily target institutional investors.

The President and Representative Director of the Company and the Chief Financial Officer or others attend briefing sessions on the settlement of accounts and actively engage in direct interactions. For shareholders and investors, the executive officer in charge of IR & SR and IR & SR personnel hold individual meetings after the quarterly disclosure of operating results. In addition, in line with the direction of the Company, small conferences or other gatherings may also be held as appropriate.

For overseas shareholders and investors, the President and Representative Director of the Company, the Chief Financial Officer or others, or the executive officer in charge of IR & SR and IR & SR personnel provide opportunities to engage in dialogue individually multiple times per year, both online and in person.

Regarding the status of dialogue with shareholders and investors, the Company provides prompt feedback on a regular basis or as needed to the President and Representative Director, Chief Financial Officer, and other directors or executive officers, and also to external directors, executive officers, and business heads. The Company strives to utilize that information for further sustainable growth and enhance corporate value of the Company in the medium to long term.

In accordance with the basic view that shareholders should be treated equally, when engaging in dialogue with shareholders with respect to the handling of unpublished important matters, whether for briefing sessions on settlement of accounts or any other meetings, the Company endeavors to manage information in accordance with applicable laws, including the Financial Instruments and Exchange Act and the SEGA SAMMY Insider Trading Prevention Regulations, which are internal regulations set for the purpose of eliminating insider trading.

Directors, Audit & Supervisory Committee Members, and Executive Officers

(As of October 1, 2023)



- 1980 President, Representative Director of Sammy Industry Co., Ltd. (now Sammy Corporation)
2004 Chairman of the Board, Representative Director of SEGA CORPORATION
Chairman and CEO, Representative Director of Sammy Corporation
Chairman and CEO, Representative Director of SEGA CORPORATION
Chairman, President and CEO, Representative Director of the Company
2007 President, CEO and COO, Representative Director of SEGA CORPORATION
2008 Chairman and CEO, Representative Director of the above
2012 Chairman of the Board of Sammy Corporation
2013 Chairman and CEO, Representative Director of the above
2015 Advisor to NDK (current position)
2016 Chairman, President, CEO and COO, Representative Director of the Company
2017 Chairman and CEO, Representative Director of the Company
Chairman of the Board, Representative Director of Sammy Corporation (current position)
Honorary Chairman of the Board of SEGA Holdings Co., Ltd. (now SEGA CORPORATION) (current position)
2018 Chairman and Group CEO, Representative Director of the Company
2021 Chairman, Representative Director of the Company (current position)
2022 Chief Advisor of PHOENIX RESORT CO., LTD. (current position)
Honorary Advisor of Japan Amusement Industry Association (current position)



- 2004 Joined Sammy Corporation
2005 Joined SEGA CORPORATION
2012 Senior Vice President, Director of the Board of the Company
Senior Vice President, Director of the Board of SEGA CORPORATION
2014 Senior Vice President, Director of the Board of Sammy Corporation
Deputy COO, Representative Director of SEGA CORPORATION
2015 Deputy COO, Representative Director of Sammy Corporation
2016 President and COO, Representative Director of the above
Executive Vice President, Director of the Board of the Company
2017 President and COO, Representative Director of the Company
President and CEO, Representative Director of Sammy Corporation (current position)
Chairman and CEO, Representative Director of SEGA Games Co., Ltd. (now SEGA CORPORATION) (current position)
2018 President and Group COO, Representative Director of the Company
Chairman of the Board of PHOENIX RESORT CO., LTD. (current position)
2021 President and Group CEO, Representative Director of the Company (current position)
Chairman of the Board of Sammy Networks Co., Ltd. (current position)
Officer of NDK (current position)
Officer of KEIZAI DOYUKAI (Japan Association of Corporate Executives) (current position)
2022 Chairman of the Board of TMS ENTERTAINMENT CO., LTD. (current position)
Chairman of the Board of Sunrockers, Ltd. (current position)



- 1987 Joined Japan Leasing Corporation (now Sumitomo Mitsui Finance and Leasing Co., Ltd.)
1999 Manager of Financial Planning Department of the above
2001 Joined Sammy Corporation
2002 Vice President, Executive Officer and Deputy Managing Director of President's Office of the above
2004 Senior Vice President, Director of the Board and Managing Director of Administration Division of the above
Senior Vice President, Director of the Board and Managing Director of Corporate Division and President Office of the above
2007 Senior Vice President, Executive Officer of the Company
2012 Senior Vice President, Director of the Board of PHOENIX RESORT CO., LTD.
2015 President, Representative Director of TAIYO ELEC Co., Ltd.
2016 Senior Vice President, Director of the Board of SEGA Holdings Co., Ltd. (now SEGA CORPORATION)
Senior Vice President, Director of the Board and Managing Director of Corporate Division of the above
Senior Vice President, Director of the Board of SEGA ENTERTAINMENT CO., LTD. (now GENDA GIGO Entertainment Inc.)
Auditor of Sega Amusements Taiwan Ltd.
2017 Executive Vice President, Director of the Board and Managing Director of Corporate Division of SEGA Holdings Co., Ltd. (now SEGA CORPORATION)
Audit & Supervisory Board Member of SEGA Games Co., Ltd. (now SEGA CORPORATION)
2018 Senior Vice President, Executive Officer and Managing Director of Legal Division of the Company
2019 Director of the Board of the Company
2020 Senior Vice President, Director of the Board of the Company (current position)
Senior Vice President, Director of the Board of SEGA CORPORATION (current position)



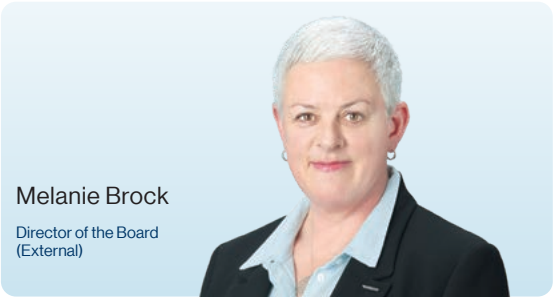
- 1974 Joined Sumitomo Bank (now Sumitomo Mitsui Banking Corporation)
2001 Executive Officer, Head of Osaka Corporate Banking Division II of Sumitomo Mitsui Banking Corporation
2005 Managing Executive Officer, Deputy Head of Wholesale Banking Unit (in charge of East Japan) of the above
2007 Executive Vice President and Representative Director of NIF SMBC Ventures Co., Ltd. (now SMBC Venture Capital Co., Ltd.)
2010 President and Representative Director of SMBC Venture Capital Co., Ltd.
2014 President and Representative Director of GINSEN Co., Ltd. (current position)
Outside Director of Kyoto University Innovation Capital Co., Ltd. (current position)
2016 Director of the Board (External) of the Company (current position)
2021 Outside Director of ELECOM CO., LTD. (current position)
2021 Advisor of GINSEN Co., Ltd. (current position)
2022 Outside Director of DX Antenna Co., Ltd. (current position)
Outside Director of HAGIWARA Solutions Co., Ltd. (current position)
Outside Director of Logitec INA Solutions Co., Ltd. (current position)
2023 Outside Director of TESCOM CO., LTD. (current position)



- 1990 Joined The Sanwa Bank, Limited (now MUFG Bank, Ltd.)
2003 Joined Sammy Corporation
Vice President, Executive Officer and Managing Director of President's Office of the above
2004 Vice President, Executive Officer and Managing Director of President's Office of the Company
Vice President, Executive Officer and Managing Director of Chairman's Office and President's Office of SEGA CORPORATION
2005 Senior Vice President, Director of the Board and Managing Director of Chairman's Office and President's Office of the above
2007 President, Representative Director of SEGA SAMMY ASSET MANAGEMENT INC. (now MARZA ANIMATION PLANET INC.)
Senior Vice President, Executive Officer and in charge of the Corporate Strategy and External Affairs of the Company
2008 Senior Vice President, Director of the Board and Managing Director of New Business Division of SEGA CORPORATION
2009 Officer of KEIZAI DOYUKAI (Japan Association of Corporate Executives) (current position)
President, Representative Director of SEGASAMMY VISUAL ENTERTAINMENT INC. (now MARZA ANIMATION PLANET INC.)
2014 Senior Executive Vice President, Representative Director of SEGA TOYS CO., LTD.
2015 Senior Vice President, Director of the Board of the Company
2016 Executive Vice President and CFO, Director of the Board of the Company
2018 Executive Vice President and Group CFO, Director of the Board of the Company
2020 Senior Executive Vice President and Group CFO, Director of the Board of the Company (current position)
2021 Senior Vice President, Director of the Board of Sammy Corporation (current position)



- 1993 Joined SEGA Enterprises, Ltd. (now SEGA CORPORATION)
2003 Vice President, Executive Officer and General Manager of Project Management Division of SEGA CORPORATION
2009 Senior Vice President, Director of the Board and General Manager of President's Office of the above
2010 Senior Vice President, Director of the Board and General Manager of Sega R&D/Production of the above
2012 Executive Vice President, Director of the Board and General Managing Director of Consumer Online Business Headquarters of the above
Director & Chairman of Sega of America, Inc.
Director & Chairman of Sega Europe Ltd.
2014 President, Representative Director of ATLUS CO., LTD.
2015 Senior Vice President, Director of the Board of SEGA Holdings Co., Ltd. (now SEGA CORPORATION)
President and CEO, Representative Director of SEGA Interactive Co., Ltd. (now SEGA CORPORATION)
2017 Senior Executive Vice President, Director of the Board of SEGA Holdings Co., Ltd. (now SEGA CORPORATION)
2020 President and COO, Representative Director of SEGA CORPORATION (current position)
Deputy COO, Representative Director of SEGA GROUP CORPORATION (now SEGA CORPORATION)
Executive Vice President, Executive Officer of the Company
Chairman, Representative Director of ATLUS CO., LTD. (current position)
2021 Senior Vice President, Director of the Board of SEGA TOYS CO., LTD. (current position)
2022 Senior Executive Vice President, Director of the Board of the Company (current position)
2023 Senior Vice President, Director of the Board of DARTSLIVE Co., Ltd. (current position)
Chairman of the Board of MARZA ANIMATION PLANET INC. (current position)



- 1987 Earned Bachelor of School of Humanities at The University of Western Australia
1990 Earned Master of Arts in Japanese, Conference Interpreting and Translation at The University of Queensland
2003 CEO of AGENDA (now Melanie Brock Advisory Ltd.) (current position)
2010 Board Member of Australia-Japan Foundation
Board Member of Australia Japan Business Co-operation Committee (current position)
Chair of Australian and New Zealand Chamber of Commerce in Japan
Regional Manager - Japan of Meat & Livestock Australia
2012 Chair of Australian Business Asia
2016 Chair Emeritus of Australian and New Zealand Chamber of Commerce in Japan (current position)
2019 Director of the Board (External) of the Company (current position)
Board Member of Australia-Japan Research Center (AJRC) (current position)
Global Ambassador of Advance, an initiative supported by Australian Government funding (current position)
2022 Outside Director of Mitsubishi Estate Co., Ltd. (current position)
2023 Outside Director, Member of the Board of Kawasaki Heavy Industries, Ltd. (current position)



- 1981 Joined BROTHER INDUSTRIES, LTD.
1988 Joined Swarovski Japan Ltd.
1994 President of Alphametrics, Inc.
1999 Director of Netyear Group, Inc.
Director of Netyear Group Corporation
2000 President & CEO of the above
2013 Outside Audit & Supervisory Board Member of Sompco Japan Insurance Inc.
2014 Outside Director of Hottolink, Inc.
Outside Director of Monex Group, Inc. (current position)
2015 Outside Director of Sompco Japan Nipponkoa Insurance Inc. (now Sompco Japan Insurance Inc.)
2021 Outside Director of WingArc1st Inc.
Director of Netyear Group Corporation (current position)
Director of the Board (External) of the Company (current position)
2022 External Director of The Shoko Chukin Bank, Ltd. (current position)
2023 External Director of MITSUBI & CO., LTD. (current position)



Yukito Sakaue
Director, Audit and
Supervisory Committee
Member

- 1975 Joined The Sanwa Bank, Limited (now MUFG Bank, Ltd.)
2003 Joined Sammy Corporation as Director of Audit Office
2004 Director of Legal Department of Administration Division of the above
2006 Director of Audit & Supervisory Board Members' Office of the Company
2014 Audit & Supervisory Board Member of the Company
Standing Audit & Supervisory Board Member of SEGA CORPORATION
2015 Audit & Supervisory Board Member of SEGA Interactive Co., Ltd.
(now SEGA CORPORATION)
Standing Audit & Supervisory Board Member of SEGA Holdings Co., Ltd.
(now SEGA CORPORATION)
Audit & Supervisory Board Member of SEGA Games Co., Ltd. (now SEGA CORPORATION)
Audit & Supervisory Board Member of TMS ENTERTAINMENT CO., LTD.
Audit & Supervisory Board Member of SEGA ENTERTAINMENT Co., LTD.
(now GENDA GiGO Entertainment Inc.)
Audit & Supervisory Board Member of MARZA ANIMATION PLANET INC.
2017 Audit & Supervisory Board Member of ATLUS CO., LTD.
2019 Audit & Supervisory Board Member of SEGA Logistics Service Co., Ltd.
Audit & Supervisory Board Member of DARTSLIVE Co., Ltd.
2020 Audit & Supervisory Board Member of SEGA CORPORATION (current position)
2021 Audit & Supervisory Board Member of SEGASAMMY BUSINESS SUPPORT CO., LTD.
(current position)
Audit & Supervisory Board Member of PHOENIX RESORT CO., LTD. (current position)
Standing Audit & Supervisory Board Member of the Company
2022 Audit & Supervisory Board Member of SEGA SAMMY CREATION INC. (current position)
Audit & Supervisory Board Member of Sammy Corporation (current position)
Director, Standing Audit and Supervisory Committee Member of the Company
(current position)



Shione Kinoshita
Director, Audit and
Supervisory Committee
Member (External)

- 1985 Registered as an attorney-at-law
Joined Hashimoto Joint Law Office
1986 Joined Daiichifuyo Law Office (current position)
2004 Vice-President of Dai-ichi Tokyo Bar Association
2010 Visiting Professor of The University of Tokyo Graduate Schools for Law and Politics
2011 Outside Audit & Supervisory Board Member of SURUGA bank Ltd.
2013 Vice President of Tokyo Institute of Technology (current position)
2014 Director of Japan Labor Law Association (current position)
2018 Director of Japan Securities Research Institute (JSRI) (current position)
Outside Director of SURUGA bank Ltd.
2021 Audit & Supervisory Board Member (External) of the Company
2022 Director, Audit and Supervisory Committee Member (External) of the Company
(current position)



Kazutaka Okubo
Director, Audit and
Supervisory Committee
Member (External)

- 1995 Joined Century Audit Corporation (now Ernst & Young ShinNihon LLC)
2003 Director of Shinnihon Integrity Assurance, Inc.
(now Ernst & Young Shinnihon Sustainability Co., Ltd.)
2005 Managing Director of the above
2006 Partner of Ernst & Young ShinNihon (now Ernst & Young ShinNihon LLC)
2012 Senior Partner of Ernst & Young ShinNihon LLC
2016 Senior Executive Board Member of the above
2019 Audit & Supervisory Board Member (External) of the Company
President and Representative Director of Okubo Associates Inc. (current position)
Outside Director of Sun Frontier Fudousan Co., Ltd. (current position)
Outside Audit & Supervisory Board Member of BrainPad Inc.
Outside Director of LIFULL Co., Ltd. (current position)
2020 Outside Director of SALA Corporation (current position)
Outside Director of The Shoko Chukin Bank, Ltd. (current position)
Outside Director (Audit and Supervisory Committee Member) of
Musashi Seimitsu Industry Co., Ltd. (current position)
2021 President and Representative Director of K.K. SS Dnaform (current position)
Outside Director (Audit and Supervisory Committee Member) of BrainPad Inc.
(current position)
2022 Director, Audit and Supervisory Committee Member (External) of the Company
(current position)



Naoko Murasaki
Director, Audit and
Supervisory Committee
Member (External)

- 1995 Joined the National Police Agency
2001 Northeast Asia Division, Asian and Oceanian Affairs Bureau of Ministry of Foreign Affairs
2003 Chief of 2nd Criminal Investigation Division,
Criminal Investigation Department of Shizuoka Prefectural Police Headquarters
2005 Chief of Foreign Affairs Division, Security Department of
Hyogo Prefectural Police Headquarters
2006 Foreign Affairs Division, Foreign Affairs and Intelligence Department,
Security Bureau of National Police Agency
2007 Security Planning Division, Security Bureau of National Police Agency
2008 Bain & Company Japan Incorporated
2010 Senior Director of Kroll International Inc. (Japan Office)
2013 Associate Managing Director of the above
2015 Head of Japan of the above
2016 Managing Director and Head of Japan of the above
2018 President and Representative Director of Nobligier Co., Ltd. (current position)
Senior Advisor of Kroll International Inc. (Japan Office) (current position)
2021 Outside Director of Sansei Landic Co., Ltd. (current position)
Director of the Board (External) of the Company
2022 Outside Director (Audit and Supervisory Committee Member) of Riraku Co., Ltd.
(current position)
Director, Audit and Supervisory Committee Member (External) of the Company
(current position)
2023 Director (Audit and Supervisory Committee Member) of VISIONARYHOLDINGS CO., LTD.
(current position)

Executive Officers

Executive Vice President, Executive Officer
Makoto Takahashi

Yoichi Owaki

Vice President, Executive Officer
Takaharu Kato

Hironobu Otsuka

Koji Takeyama

Yuka Ichiki

Yukio Kawasaki

Natsue Ishida

Financial Information



SONIC
FRONTIERS

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