SEGA SAMMY HOLDINGS
INTEGRATED REPORT

2026



©SEGA
©ATLUS. ©SEGA.
©Sammy
Angry Birds™ & © 2026 Rovio Entertainment Ltd. All Rights Reserved.

Group Value | Mindset and DNA

Creativity is Genesis × *Always Proactive, Always Pioneering*

SEGA's *Creativity is Genesis* and Sammy's *Always Proactive, Always Pioneering* are the two most important values (mindset and DNA) of the Group.

A Fusion of the DNA of Challenge and Creativity »» P. 10

Group Mission/Purpose | Raison d'Être

Captivate the World

-Making Life More Colorful-

Empathy is created by experiencing excitement together with more people. The SEGA SAMMY Group's raison d'être is to create a society overflowing with empathy through the products and services we create, and to add color to the lives of people around the world.

Group Vision | Vision

Be a Game Changer

Based on our DNA of pursuing innovation, we aim to be a global brand that overturns common sense by becoming a Game Changer, taking the initiative to capture the world's current trends and deliver captivating experiences to our users.

For details, please visit our website.
https://www.segasammy.co.jp/en/corp/mission/

Contents

Introduction

SNAP SHOT 02
Raison d'Être 04
Message from the CEO 05

Value Creation Story

A Fusion of the DNA of Challenge and Creativity 10
Message from the Chairman 11
History of Innovation that Creates Captivating Experiences 12
Message from the Developers 14
Strengths of the SEGA SAMMY Group 18
Multichannel/Transmedia 20
Brand/IP 21
Financial and Non-Financial Capital 22
Materiality 24
Value Creation Process 26
Risks, Opportunities, and Internal Challenges 28

Growth Strategy

Management Conscious of Cost of Capital and Stock Price 32
Dialogue with Capital Markets 34
Message from the CFO 36
Progress of the Medium-Term Plan 40
Entertainment Contents Business 42
Pachislot & Pachinko Machines Business 46
Gaming Business 48
Human Resources Strategy 50
Addressing Addiction and Gaming Disorders 56
Scenario Analysis Based on TCFD 57

Governance

External Directors' Dialogue 58
Governance 60

Other Data

Non-Financial Highlights 76
Financial Highlights 78
Company Profile/Stock Information 81
Consolidated Financial Statements 88

Cautionary Statement with Respect to Forward-Looking Statements

Statements in this integrated report regarding the plans, estimates, beliefs, management strategies, perceptions, and other aspects of SEGA SAMMY HOLDINGS INC. ("the Company") and SEGA SAMMY Group Companies ("the Group"), including SEGA CORPORATION and Sammy Corporation, are forward-looking statements based on the information currently available to the Company. Forward-looking statements include, but are not limited to, those statements using words such as "believe," "expect," "plans," "strategy," "prospects," "forecast," "estimate," "project," "anticipate," "aim," "may," and "might," and words of similar meaning in connection with a discussion of future operations, financial performance, events, or conditions. From time to time, oral or written forward-looking statements may also be included in other materials released to the public. These statements are based on management's assumptions and beliefs in light of the information currently available to management. The Company cautions you that a number of important risks and uncertainties could cause actual results to differ materially from those discussed in the forward-looking statements, and therefore you should not place undue reliance on them. You also should not assume that the Company has any obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. The Company disclaims any such obligation. Actual results may vary significantly from the Company's forecasts due to various factors. Factors that could influence actual results include, but are not limited to, economic conditions, especially trends in consumer spending, as well as currency exchange rate fluctuations, changes in laws and government systems, pressure from competitors' pricing and product strategies, declines in the marketability of the Group's existing and new products, disruptions to production, violations of the Group's intellectual property rights, rapid advances in technology, and unfavorable verdicts in major litigation. [This INTEGRATED REPORT includes "forward- looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended.]

Cautionary Statement for Investors and Shareholders with Respect to Gaming Statutes and Regulations

SEGA SAMMY HOLDINGS INC. (the "Company") is registered with the Nevada Commission as a publicly traded corporation and has been found suitable to directly or indirectly own the stock of its subsidiary, SEGA SAMMY CREATION INC., and Sega Sammy Creation USA Inc., GAN (UK) Limited, GAN Nevada, Inc., wholly owned subsidiaries of SEGA SAMMY CREATION INC. (collectively, the "Operating Subsidiaries"), that have been licensed as manufacturers and distributors of gaming devices and an operator of an information service in Nevada. Pursuant to Nevada law, the Company's shareholders are subject to the rules and regulations of the Nevada Gaming Authorities. A detailed explanation of Gaming Statutes and Regulations can be found on the Company's corporate website:
https://www.segasammy.co.jp/en/ir/stock/regulation/
The Operating Subsidiaries have also been licensed as suppliers, vendors, data providers, manufacturers and distributors of gaming devices in multiple countries, states, and regions other than the State of Nevada (collectively, the "Other Regions"). In addition to the foregoing, the Company's shareholders may be subject to the same or similar restrictions as in the State of Nevada under the statutes of the Other Regions or the regulations of the gaming authorities of such Other Regions.



Sustainability website

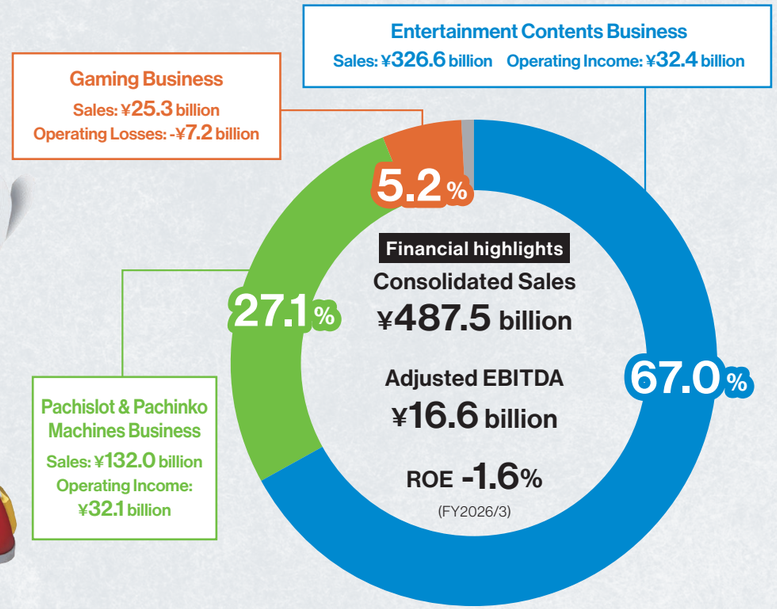
Provides detailed information and data on activities related to the Group's five materialities (key issues). Please read alongside the Integrated Report.

https://www.segasammy.co.jp/en/sustainability/

SNAP SHOT

The SEGA SAMMY Group operates its business around three segments: the Entertainment Contents Business, Pachislot & Pachinko Machines Business, and the Gaming Business. Each business has established a unique position in its respective fields, and by generating synergies as a Group, we continue to create new added value and deliver captivating experiences to people around the world.





Sales Composition by Business Segment

* Gray indicates other/elimination (0.7%)

Non-financial highlights

Number of employees (FY2026/3)

9,237 people * Excludes the No. of temporary employees

Affiliated entities (As of June 2026)

Japan ▶ 42 companies Overseas ▶ 87 companies

Engagement score

51.0 (FY2022/3) ▶ 58.0 (FY2026/3)

Culturally diverse human resources

554 people (FY2022/3) ▶ 957 people (FY2026/3)

Directors of the Board (As of June 2026)

Ratio of External Directors of the Board ▶ 53.8%

Ratio of Female Directors of the Board ▶ 30.8%

Gaming Business
~Creating Extraordinary, Captivating Experiences~

Creating a venue of electrifying and captivating experiences outside of everyday life through leveraging the Group assets

Drawing on the SEGA SAMMY Group's accumulated technology and extensive experience, the Gaming Business develops casino machines for the gaming market and operates integrated resort (IR) facilities. Furthermore, by entering the North American online gaming market, we aim to establish the Gaming Business as the Group's third core business.

Unit sales of casino machines in the Gaming Business

1,310 units (FY2025/3) ▶ 1,890 units (FY2026/3)

Entertainment Contents Business
~Surprise the World with Creativity~



Offering a diversity of fun through consumer and arcade game content, visual media and toys

The Entertainment Contents Business promotes three areas: Consumer, Animation, and AM (Amusement Machine) &TOY, offering a diverse range of entertainment-related content and services.

Overseas sales ratio

65.0% (FY2025/3)
▶ 65.5% (FY2026/3)

Licensing revenue

¥13.3 billion (FY2025/3)
▶ ¥17.5 billion (FY2026/3)



Pachislot & Pachinko Machines Business
~Changing the Industry through Innovation~



Focused on pachislot & pachinko, striving to create in pursuit of "wonder and joy"

Led by Sammy Corporation, the Pachislot & Pachinko Machines Business has produced numerous industry-first machines and services that overturn conventional wisdom, under the motto "Sammy... the wellspring of new ideas as an innovator in the industry."

Total utilization share

4th place (FY2025/3)
▶ 4th place (FY2026/3)

©SEGA
©ATLUS. ©SEGA.
©Buronson & Tetsuo Hara／COAMIX 1983, ©COAMIX 2007 Approved No. YRA-114 ©Sammy

Raison d'Être

In every era, entertainment has given vibrancy to society. While entertainment is an industry that depends on peace for its existence, we believe that it has in itself the power to bring peace to society and inspire people. We will continue working as one team made up of all the Group employees toward achieving our Group Mission/Purpose of "Captivate the World -Making Life More Colorful-."

Group Value
(Mindset and DNA)

Creativity is Genesis
×
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

Long-Term Goals to 2030

Entertainment Contents Business
Enhancement of SEGA brand value
P. 42

Pachislot & Pachinko Machines Business
Establishment of No. 1 position in the industry
P. 46

Gaming Business
Establishment of business which can be the third pillar of the Group
P. 48

Material Issues to Be Addressed

Human Resources | **Products and Services** | **Environment** | **Addiction** | **Governance**
P. 24

SEGA SAMMY Group Mission Pyramid

Measures for Internal Penetration of the Mission Pyramid P. 51



Message from the CEO

With strong resolve, we will overcome our challenges and ensure our return to a growth trajectory

Haruki Satomi
President and Group CEO, Representative Director

■ Progress and outlook for the medium-term plan

The fiscal year ended March 2026 (FY2026/3) marks the second year of our medium-term plan WELCOME TO THE NEXT LEVEL (the fiscal year ended March 2025 (FY2025/3) through the fiscal year ending March 2027 (FY2027/3)). In this year, SEGA SAMMY Group recognized impairment losses on Rovio Entertainment Ltd. (Rovio) and Stakelogic B.V. (Stakelogic), resulting in a consolidated net loss recorded for the first time in 11 fiscal years. We exceeded our forecast in FY2025/3, the first year of the medium-term plan, thanks to the strong performance of the Entertainment Contents Business. However, we fell significantly short of the forecast in FY2026/3, in part because of the recognition of impairment losses. Given the challenges across our businesses, such as the need to strengthen our sales capability in consumer games and the underperformance of new F2P titles in the Entertainment Contents Business as well as the need to improve performance at the two companies acquired for the Gaming Business, we are now forecasting an adjusted EBITDA of ¥64.0 billion and ROE of 8.9% for FY2027/3, the final year of the medium-term plan. As a result, it is highly likely that we will fall short of the quantitative targets set in the medium-term plan, which were a three-year cumulative adjusted EBITDA of over ¥230.0 billion and a three-year average ROE of over 10%.

Given these disappointing performance results and the outlook that we will fail to meet the quantitative targets of our current medium-term plan, I keenly feel the weight of my responsibility as Group CEO. I would like to take this opportunity to apologize to our shareholders and to all the stakeholders who have high expectations for the Group.

We take these results seriously and, as our first step, will confront our challenges head-on and turn them into meaningful change. SEGA SAMMY Group has a history of transforming itself precisely when faced with difficult circumstances. We regard the net loss recorded this fiscal year as a material issue for management and believe the first step to restoring trust is to recognize the problems in our M&A process and business execution and to reliably reflect the lessons learned from them in a disciplined investment process and in our business turnaround plans going forward.

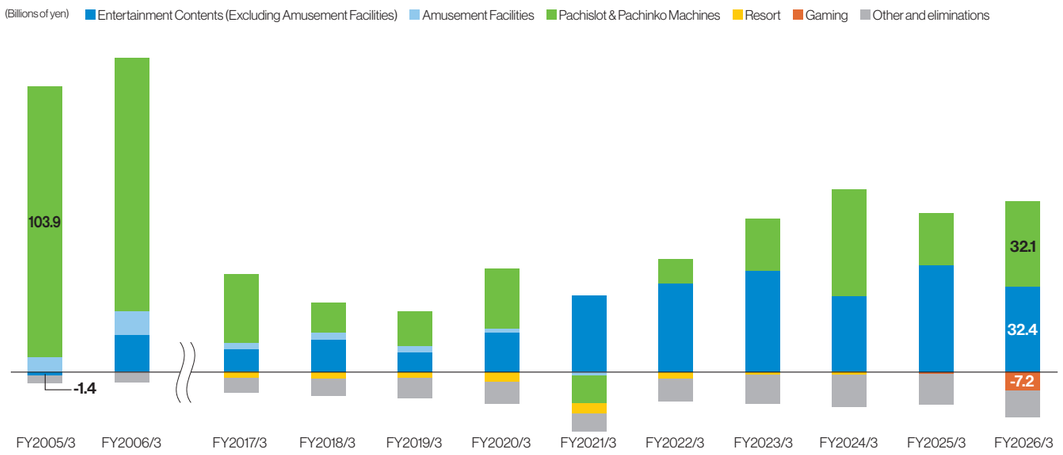
In addressing the specific challenges facing the Group, I would first like to touch on our current stock price. As of October 2026, we are seeing signs of recovery. However, stock prices in the entertainment industry have been in a corrective phase since last summer. External factors affecting the industry as a whole include concerns about structural changes in the industry driven by the rapid evolution of AI, a shift of investment capital toward sectors that attract more of it, and rising costs for components and development. At the same time, we recognize that the sluggishness of our stock price also reflects challenges inherent to the Group. Looking ahead to our next medium-term plan, we will confront the challenges that have surfaced during the current medium-term plan in earnest and take steps to resolve them. (Progress on medium-term plan: See P. 40)

■ Challenges that surfaced during the period of the current medium-term plan and our responses

Continuous transformation of our business portfolio

Since becoming President and COO (Representative Director)

Operating income (loss) trend by business



in 2017, I have consistently emphasized a management policy of "selection and concentration," which involves reviewing business areas that had expanded too far and appropriately allocating management resources to growth areas, as well as optimizing our portfolio with a focus on capital efficiency.

In the fiscal year ended March 2021, we sold the Amusement Center Operation Business, which had occupied a vital position in the Group's history, due to deterioration in the business environment caused by COVID-19. We also decided to withdraw from the domestic IR (Integrated Resort, including casino) business in the fiscal year ended March 2022. In FY2025/3, we also transferred all shares of PHOENIX RESORT CO., LTD., which operates Phoenix Seagaia Resort.

At the same time, we have pursued focused investment in the Entertainment Contents Business, which we have positioned as a growth business, while reinforcing the business foundation of the Gaming Business, which we aim to establish as our third pillar of business. During this time, the Pachislot & Pachinko Machines Business established a business model as a stable earnings source by improving its competitiveness and business efficiency, continuing to support the Group's investments and shareholder returns. By proactively investing the cash it generates into the growth businesses mentioned above, we have moved away from our dependence on the Pachislot & Pachinko Machines Business and made significant progress in building a business portfolio with the Entertainment Contents Business as a pillar of growth.

Challenges faced at Rovio and Stakelogic

As part of our efforts to transform our business portfolio, we carried out M&A to build a stronger foundation for future growth globally but we have faced serious challenges since completing these acquisitions. Rovio faced intensified competition after the acquisition as other companies successively launched major mobile titles and sales of key titles such as *Angry Birds 2* declined more than we had anticipated at the time of the acquisition. In addition, the GaaS (F2P) title *Sonic Rumble Party*, which SEGA developed and had positioned as a key title to be rolled out globally in partnership with Rovio, saw a delay in its launch and a range of KPIs fell short of expectations after release, leading to disappointing results. We have yet to generate the synergies we originally expected, including the transfer of Rovio's global mobile game business expertise to SEGA.

At Stakelogic, sales were highly dependent on the Dutch market when the acquisition was decided. While we had anticipated a temporary downturn in the Dutch market due to tighter regulations, we expected recovery after a certain period based on trends seen in the UK market, which had legalized online gaming earlier. However, contrary to our expectations, the Dutch market did not recover and has continued to shrink, resulting in a significant divergence from the revenue forecast we had envisioned when we decided on the acquisition.

Revisiting capital allocation and our approach to the business portfolio

In light of this situation, we first revisited our approach to investment discipline and capital allocation. We significantly reduced our strategic investment budget from the original forecast and decided to suspend any major M&A for the time being. We also reallocated part of our strategic investment budget and, during FY2026/3, acquired ¥20.0 billion worth of treasury stock and canceled them in April 2026.

For M&A, we have established strict criteria and processes based on our cost of capital but there were issues with how they were implemented. Going forward, as mentioned above, we will temporarily suspend the kind of major M&A we have previously pursued to acquire capabilities the Group lacked but will continue considering smaller investments that reinforce our existing businesses. When considering new deals, we will ensure even more careful execution by formulating business plans that factor in risk from multiple perspectives and creating contingency plans for unexpected events while also engaging our External Directors more closely in these discussions.

Turning Rovio and Stakelogic around

Our immediate priority is to rebuild the businesses of Rovio and Stakelogic through PMI and steady, reliable turnaround. We have already begun working to turn around both businesses, on which we recognized impairment losses in FY2026/3. At Rovio, we are improving the operation of its existing key titles, and sales of *Angry Birds 2* are showing signs of recovery. We will continue to steadily improve Rovio's performance and profitability by concentrating its game development resources on the key IP of *Angry Birds* and expanding Transmedia initiatives in partnership with SEGA.

At Stakelogic, we decided to scale down the Dutch business that had been a structural source of losses and consolidate its business base in Malta. We have also renewed its management structure and are reviewing unprofitable businesses, reducing fixed costs, and narrowing its pipeline to shift from quantity to quality, so as to maximize its exceptional technical capabilities.

Both companies will steadily implement turnaround efforts and enhance their business value from a long-term perspective.

Selection and concentration and improving sales capability in the Entertainment Contents Business

In addition to reviewing our M&A and turning around the companies we acquired, the Entertainment Contents Business itself also has challenges that need to be resolved. We recognize the importance of building a system that can continually reproduce hit titles, primarily in the Consumer area, to reduce volatility in our performance. In response to the struggles of our global GaaS (F2P) business which was positioned as a pillar of medium- to long-term growth, we will lower the priority of GaaS in our medium- to long-term strategy going forward and focus our management resources primarily on Full Game, centered on our key IPs. In addition, we have already discontinued development of Super Game, which we had been developing as part of our GaaS strategy. Although we have revised our investment priorities, we will continue our global GaaS initiatives.

We also recognize our sales capability in Full Game as a challenge. Digital sales have become the mainstream and user touchpoints have shifted to channels such as social media and influencers, but the Group has been slow to respond to these changes and has not been able to draw out the full potential of our IPs. In light of this, we are implementing reforms to improve our sales capability, including a fundamental overhaul of our marketing approach and changes to our organization and processes that enable data-driven decision-making. We will also shift from conventional promotion centered on traditional media and organized around new releases and launch dates to community-driven marketing built around our IP to sustain user interest starting from before new releases and lasting well after. Through these efforts, we will maximize the lifetime sales for each IP, encompassing not only the immediate post-release period but also catalogue sales.

Fostering understanding of our business portfolio

The Company has a diverse business portfolio and therefore constantly faces the perception of a conglomerate discount. However, I firmly believe that SEGA SAMMY Group is a collection of businesses that maximizes the creation of "captivating experiences" as set forth in our Group Mission/Purpose (raison d'être). I am confident that we can create a virtuous cycle in which the sum of the captivating experiences we create becomes our sales, and the accumulation of these experiences leads to greater fan satisfaction, which in turn drives revenue growth that will fuel further growth, letting the Group maximize corporate value. We hope to help our stakeholders understand this unique strength of the Group's business portfolio, in which the high cash-generating

Main Issues for FY2026/3

Entertainment Contents Business

- Recognition of impairment losses at Rovio
- Challenges in the sales capabilities of Full Game titles
- Delayed launch and underperformance of new F2P titles for the global market

Gaming Business

- Recording of impairment losses at Stakelogic
- Profitability improvement at GAN/Stakelogic

capacity of the Pachislot & Pachinko Machines Business enables continuous investment in our growth businesses and stable shareholder returns, by overcoming the challenges we have outlined here.

Continuing to improve our business foundation for the next medium-term plan

After steadily addressing these challenges, we will shift our focus to the next stage of growth. In FY2027/3, as we formulate our next medium-term plan, we will revisit and refine our business portfolio strategy, including cash allocation, though there will be no major change to the medium-term positioning of each business. In our next medium-term plan, we will focus on further improving the business foundation we have steadily developed and realizing its true value.

Entertainment Contents Business	Establish a growth trajectory centered on Full Game titles
Pachislot & Pachinko Machines Business	Maintain strong competitiveness and build a foundation for Group revenue
Gaming Business	Bottom out this fiscal year and return to growth from next fiscal year onward

Reshaping the Growth Strategy for the Next Medium-Term Plan (FY2028/3 Onward)

Entertainment Contents Business

In the Entertainment Contents Business, which serves as the core of our growth, we will re-establish a trend of profit growth and work to further elevate the SEGA brand globally. Compared with major global game publishers, even though SEGA operates with relatively modest development budgets per title, it is the only publisher to have ranked first in Metacritic's game publisher rankings three times. We see this as clear evidence that our ongoing investments have translated into strengthened development capabilities. If this is accompanied by improvements in sales capability as discussed above, we believe we can further increase the scale of revenue in the Consumer area.

In FY2027/3, we plan to launch four major new Full Game titles based on our key IPs. One of these, *STRANGER THAN HEAVEN*, a brand-new title from RGG Studio (formerly Ryu Ga Gotoku Studio), features international artists and globally recognized actors and aims to expand global sales beyond those achieved by the *Like a Drago*n series. We will continue to enhance our Transmedia strategy that maximizes IP value by deploying our game IPs across such diverse realms as movies, music, animation, and merchandising and by expanding touchpoints with our users and revenue. In FY2027/3, *Sonic* marks its 35th anniversary, and *Persona* its 30th. We will also combine these anniversary events with Transmedia initiatives and measures to increase catalogue sales and more to maximize sales across our IP as a whole. (Entertainment Contents Business: See P. 42)

Pachislot & Pachinko Machines Business

The Pachislot & Pachinko Machines Business is the key support for stable cash generation for the Group. We will continue to refine its business model while pursuing a Triple Crown of industry-leading positions in utilization, installations, and sales, further bolstering its earning power.

Our key indicator, pachislot & pachinko total utilization share, stood at fourth place at the end of FY2026/3 but climbed to second by June 2026 thanks to strong titles that sold well in the second half. We see this rise as real evidence that trust in the Sammy brand is recovering. For the first time in the history of the pachislot & pachinko machine industry, unit sales of pachislot machines in 2026 are expected to exceed those of pachinko machines, which represents an opportunity for the Group given our high share of the pachislot market. The Group has also accumulated expertise in increasing IP value while building win-win relationships with IP holders, starting with *Hokuto No Ken*. Leveraging this expertise, we will steadily move forward with launching promising new IP titles in addition to our existing popular series machines, as we aim for the top position in total utilization share. As a key initiative to revitalize the industry, we have been rolling out reel-exchangeable cabinets in earnest since FY2026/3. With reel unit sales, manufacturers can contain the sales price compared with a full cabinet, which in turn helps reduce the investment costs for pachinko halls. Because reel-exchangeable cabinets also require fewer components, they help reduce the impact of rising component prices. Further reductions in procurement costs should materialize if reuse becomes more widespread in the future. From a medium- to long-term perspective, we will lead the effort to revitalize the industry by reducing the investment costs for pachinko halls and, in turn, returning value to users. (Pachislot & Pachinko Machines Business: See P. 46)

Gaming Business

We aim to establish the Gaming Business as the Group's third pillar, and we are working to turn around our acquired companies in pursuit of this goal. We expect this business to bottom out in FY2027/3 and aim to achieve profitability at the ordinary income level during the period of our next medium-term plan. Within this business, the gaming machine sales business of SEGA SAMMY CREATION INC., the B2C businesses of GAN Limited (GAN), and PARADISE SEGASAMMY CO., Ltd. have already achieved profitability, and we expect further revenue growth going forward.

In recent years, demand for an omnichannel environment that delivers seamless customer experiences spanning online gaming to land-based casinos has increased among casino operators. The Group aims to become a B2B omnichannel solutions provider and is working to deploy B2B solutions that will help to build this environment. The acquisitions of GAN and Stakelogic have brought together the pieces we need to achieve this. Starting in FY2027/3, we will work quickly on improving GAN's B2B business and Stakelogic's business while leveraging the network we have built through our existing businesses to accelerate the rollout of our B2B solutions. (Gaming Business: See P. 48)

Long-term vision

The Group has broad entertainment touchpoints across diverse businesses, including games, visual media, toys, pachislot & pachinko machines, and gaming. We also have a business portfolio that has created new value across a wide range of genres and categories and major assets in IPs and brands that enjoy strong support from customers around the world. In addition, we have built a solid track record in commercializing and bringing IPs to market entrusted to us by other companies. By combining these strengths, we will deliver captivating experiences that only SEGA SAMMY can create to the world. At the same time, we will foster a corporate culture in which every employee can take on challenges with pride as we aim to build the Entertainment Contents Business into a solid and influential global brand that reaches 3.0 billion gamers worldwide, to secure the No. 1 position in the pachislot & pachinko machine industry, and to establish the Gaming Business as SEGA SAMMY's third business pillar. To achieve this, we must face each of the challenges that lie before us with integrity, solidify our business foundation, and return the Group to a growth trajectory.

The passion of our people as the starting point for sustainable corporate value growth

When it comes to achieving long-term growth, everything starts with our human capital. To share our values within the Group, we have set forth a clear Group Mission/Purpose (raison d'être): Captivate the World -Making Life More Colorful-. Guided by this bold statement, I continually tell our employees across the Group that creating and providing society with products and services that inspire emotion and empathy in people is both the form of social value the Group should aim to deliver and the path to sustainably increasing corporate value. Placing human capital at the starting point of value creation is a key management philosophy I have inherited from our Chairman, Hajime Satomi. Thinking in terms of "human capital management" is now the norm. However, even before the concept existed, we spent more than a decade focused on increasing engagement, investing continuously in our human capital, pursuing greater job satisfaction, and maximizing our employees' capabilities. We will continue to focus on building up our human capital, the source of the SEGA SAMMY Group's strengths, and drive our value creation process based on the cycle of strengths that starts from our human capital, so as to maximize corporate value.

When it comes to AI, which has become an important topic in recent years, we believe that it is our creators' craftsmanship that our fans truly value, so our policy is to make careful and deliberate decisions about using AI in our creative work. At the same time, the entire Group is working to actively apply AI in areas such as development support, operational efficiency, and data-driven marketing, so that employees can focus more on creative work.

Our commitment to craftsmanship is a long-cultivated asset shared by both Sammy, which has pursued "Always Proactive, Always Pioneering" and now marks its 50th anniversary since founding, and SEGA, which has built a brand supported by fans around the world through edgy entertainment guided by "Creativity is Genesis." Underlying all of this is the passion of each and every one of our employees. Lighting the flame of passion in one's own heart will encourage and inspire others to do the same, and this is what will serve as major momentum behind the SEGA SAMMY Group's growing presence around the world.

I am keenly aware of my responsibility to all our stakeholders—starting with our human capital and including our shareholders and investors—and I am determined to turn the business around, whatever it takes, and restore their trust. We ask for your continued support for SEGA SAMMY Group going forward.