

External Directors' Dialogue

Fulfilling our responsibilities as External Directors to restore trust

Bringing Our Experience to Bear as External Directors

Katsukawa: I consider it my responsibility as an External Director to leverage the discerning eye for assessing the growth potential of businesses that I have honed through my involvement in the management of financial institutions and private equity funds. At Board of Directors meetings, I emphasize the perspective of working backward to determine what we should do now to enhance the Company's corporate value five or ten years from now. I make a point of saying what needs to be said when it needs to be said and of making proposals that directly contribute to enhancing corporate value.

Murasaki: After serving at the National Police Agency, I developed expertise in risk management at a foreign-affiliated consulting firm. For this reason, I place particular emphasis on risk-based monitoring. The SEGA SAMMY Group does not believe in prioritizing profit at the expense of compliance. Its corporate culture respects diverse opinions and encourages frank discussion, so I feel the Board of Directors is also an environment where opinions can be expressed freely. Since I assumed my position in 2021, the risk and compliance management system has been further strengthened, with detailed reports made to the Board each quarter. I feel that this has ensured the transparency needed to enhance the effectiveness of our supervisory activities.

Katsukawa: It is precisely because such transparent information is provided that External Directors can speak frankly at Board meetings based on their respective areas of expertise. There have also been many instances where the executive team has sincerely taken on board our critical opinions as External Directors and responded promptly.

Enhancing the Effectiveness of M&A and Moving toward the Next Stage of Growth

Katsukawa: At the same time, we also take the impairment losses recognized for Rovio and Stakelogic in the fiscal year ended March 2026 very seriously. Before deciding to proceed with these acquisitions, we held extensive discussions at the Group Management Committee and other bodies, carefully considering the results of due diligence conducted by external consultants. However, we recognize that, in addition to changes in the market environment and business assumptions following the acquisitions, a major factor behind the impairment losses was that, in the case of Rovio, it took longer than anticipated to capitalize on synergies with the acquired company. From our supervisory position, we need to seriously examine the fact that we were unable to anticipate these acquisition risks and to encourage more multifaceted verification and take this into account in our future supervisory work. At the management camp in September 2025, we reviewed the processes for past M&A transactions, including recent large-scale transactions. I believe it is important to apply the lessons from this experience to future investment decisions and discussions at the Board meetings and the Group Management Committee.

Murasaki: We aimed to leverage Rovio's expertise and technologies to grow and strengthen our mobile games business. As we began deploying them in our business following the acquisition, it became clear that the potential identified during due diligence differed from the conditions required for implementation and operation, revealing challenges that required further verification and adjustments. This M&A was intended not to enhance our strengths but to address our weaknesses, and we came to recognize that we needed a deeper understanding of the target company's business and technologies to fully leverage its strengths.

This experience taught us a major lesson: the ability to overcome language and cultural barriers, together with practical post-merger integration (PMI) expertise, is indispensable when conducting M&A involving overseas companies, and we need to secure human capital with these skills. We must not let these impairment losses be in vain. After reviewing the entire process, we must ensure this experience leads to the success of our next investment.

Katsukawa: M&A is not the only area requiring our attention. With game development costs rising in recent years, in-house game development itself has come to entail enormous risk. Although we have delegated authority over game development to the respective companies and divisions, we have firmly put in place a mechanism to monitor progress through regular reports on title portfolios and other matters to the Group Management Committee.

Murasaki: In that respect, revising the inline process for confirming development progress several years ago was a major step forward. It has allowed us to detect warning signs such as development delays and cost overruns early, and a mechanism now operates effectively to share these issues promptly and discuss limits on development investment.

SEGA SAMMY's Approach to Creativity in the AI Era

Murasaki: When considering the sustainable enhancement of corporate value going forward, the rapid evolution of generative AI is an unavoidable topic. While it offers opportunities to improve development efficiency, it also poses risks around copyright and reliability. We have established the Group AI Subcommittee and are considering appropriate ways to use generative AI, including formulating guidelines. I believe our proactive efforts to use it to improve the efficiency of indirect operations are also worthy of recognition.

Katsukawa: At the same time, I strongly support CEO Satomi's policy of not using generative AI directly in the creative aspects of games and other content. Game creation is about providing captivating experiences to fans, and valuing uniquely human creativity helps build relationships of trust with our fans. This commitment to creativity has received strong support at the General Meeting of Shareholders, where many shareholders are also fans, and I hope the Group continues to value it as a way to enhance the Group's brand value.

Murasaki: I understand that our development teams take pride in the belief that AI cannot create the kinds of worlds they can. Users are highly sensitive to the difference between works imbued with the spirit of their creators and AI-generated content, so this policy makes a great deal of sense to me. The Group has many sincere, passionate people who deeply love our products, and I believe the power of this human capital is nothing less than our most valuable management resource.

Katsukawa: I agree completely. At the same time, these outstanding intangible forms of value, including our human capital and brands, are not yet translating sufficiently into earnings, and I believe this has created a gap between our potential corporate value and our stock price. The Group has yet to achieve sufficient earnings power compared with our industry peers. What we do have, though, is a culture of valuing people that we have upheld since the Company's founding. We also consistently rank highly among companies where students want to work, attracting outstanding human capital every year. To break free of our current constraints, creating an environment where these talented people can play an even greater role and fully demonstrate their capabilities is essential. Establishing this kind of environment would likely improve profitability and steadily close this gap. Combining the intangible assets of SEGA and Sammy is another important challenge. In that respect, I have great expectations that the Gaming Business, which bears the names of both companies, will gain global recognition under the SEGA SAMMY brand and grow into our third pillar.

Restoring the Trust of Our Shareholders

Katsukawa: Although we expect to fall short of the targets under the current medium-term plan, I have urged management to maintain their determination to get as close to those targets as possible right through to the very end. This is because if management shows even a hint of giving up, it will affect employee morale. Looking at each business separately, the Pachislot & Pachinko Machines Business maintains high profitability. If it can also achieve the top position in total utilization share, our most important indicator, it will become an overwhelming presence leading the industry. The Entertainment Contents Business also has limitless revenue growth potential if it can make even more effective use of SEGA's extensive portfolio of world-class IPs. As we unlock the potential of these business divisions, I expect the Group as a whole, including the corporate divisions, to pursue greater efficiency and evolve into a stronger SEGA SAMMY.

Murasaki: Looking toward the next medium-term plan, restoring trust in the near term is our highest priority. We must restore shareholders' confidence in the Group's M&A activities by putting the three companies we acquired—Rovio, Stakelogic, and GAN—on a solid footing as quickly as possible. In formulating the next medium-term plan, I intend to rigorously examine not only the path toward restoring confidence in our M&A but also the feasibility of the medium-term plan as a whole.

Katsukawa: Against a backdrop of rapid technological advances, the landscape surrounding the entertainment industry is changing at an unimaginable pace. While we need to improve the plan's feasibility, building the next medium-term plan by simply extending the current one will not be sufficient to respond to these dizzying changes. For the SEGA SAMMY Group to survive as a truly strong player in this new era, we need to break out of our existing mold and formulate a new plan with the firm resolve to reinvent ourselves. I intend to maintain a rigorous supervisory stance to help build a truly strong Group.

Governance

Maintaining a corporate governance system that contributes to medium- to long-term improvements in corporate value by ensuring continuous high transparency in management

Transition to a stronger governance system

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

FY2020/3

- **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 and Supervisory Committee**
- **Established Group Sustainability Subcommittee**
- **Established Group Risk and Compliance Subcommittee**

Purpose
- To strengthen governance
- To strengthen sustainability management

FY2025/3

- **Raised the Number of External Directors to a Majority**
- **Revised Compensation System for Directors**

Purpose
- To strengthen governance
- To introduce incentives to improve corporate value in the medium to long term

FY2027/3

- **Established Group AI Subcommittee**

Purpose
- To strengthen governance

* As of the end of Oct. 2026

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.

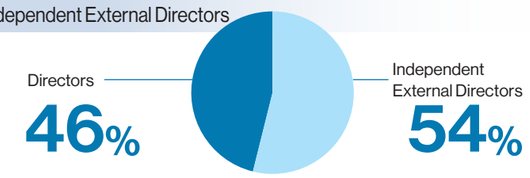
Securing soundness

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).

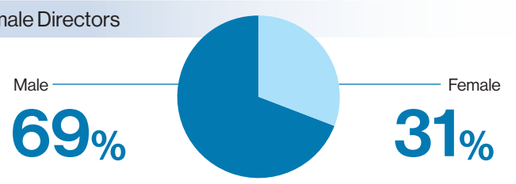
Enhancing transparency

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.

Ratio of independent External Directors



Ratio of female Directors



Building a Corporate Governance System to Realize Our Raison d'Être

By accelerating growth strategies and business reforms through a transparent and sound governance system, we will realize our raison d'être, Captivate the World -Making Life More Colorful-, through our businesses.

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 business execution items to Executive Directors.

In addition, based on the belief that Directors with knowledge and experience regarding the industry, market trends, products, services, etc., can generate prompt and optimal management decisions, the Group companies have elected to choose the structure of a company with company auditors. The Company and the Group also appoint External Directors and strengthen the Executive Officers and internal auditing systems, allowing them to improve corporate governance from the aspects of both oversight and execution.

Board of Directors

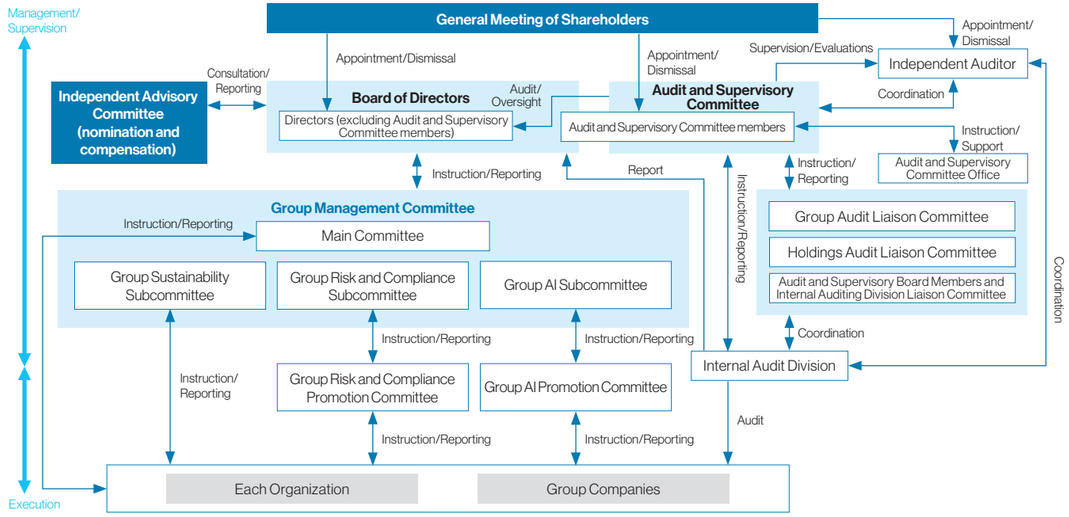
The Board of Directors aims to achieve flexible management through the current level of 13 directors. Certain important managerial matters at each business company are also resolved or reported at various bodies, including the Company's Board of Directors.

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 are established: the Independent Advisory Committee and the Group Management Committee. In addition, the Group Sustainability Subcommittee and the Group Risk and Compliance Subcommittee are established as bodies that discuss and inspect special themes. Considering the recent environment surrounding AI, we established the Group AI Subcommittee starting in April 2026 to conduct discussions and evaluations focused on AI advancement and governance.



For details of corporate governance, please visit our website.
https://www.segasammy.co.jp/en/sustainability/group-sustainabilitymateriality/governance/corporate-governance/

Governance

Message from the CIO



Takaharu Kato
Senior Vice President
and Group CIO,
Executive Officer

I am Takaharu Kato, CIO of the SEGA SAMMY Group. My role is to develop IT strategies and policies for the Group as a whole while respecting the autonomy and speed of the operating companies, spread valuable knowledge and insights of the individual companies, and ultimately drive growth across the Group. A particularly important management issue in all of this is how to translate the use of generative AI into concrete business results.

Nearly all employees across the SEGA SAMMY Group in Japan now use generative AI, which has steadily boosted operational efficiency at the individual level. We plan to shift to a phase where the time freed up by AI is channeled into the creation of new value to be steadily converted into business results.

To accelerate these efforts, we have established the Group AI Promotion Subcommittee, a cross-Group structure connecting management and work sites. We will also take an integrated, Group-wide approach to initiatives to promote AI and solve issues that individual operating companies previously dealt with on their own while seeking management decisions as needed.

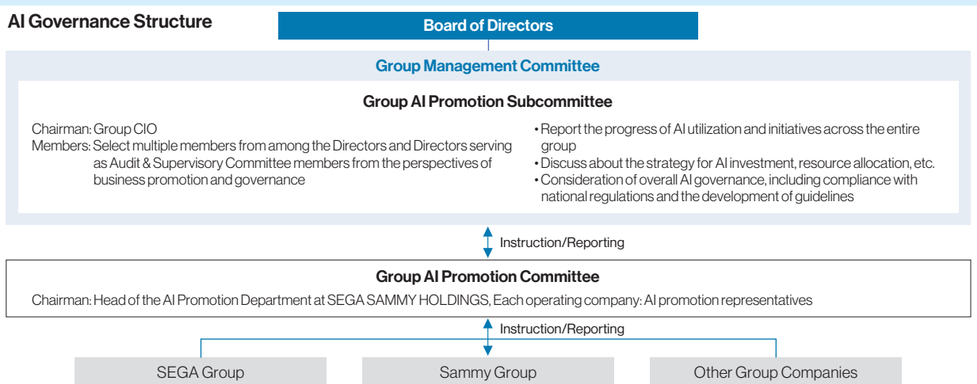
The Group AI Promotion Subcommittee is also establishing legal compliance measures and guidelines and advancing efforts in consultation with management in order to create an environment where AI can be used safely and securely.

For example, we have put in place a flexible operating framework under our generative AI usage guidelines that prevents internal data from being used to train AI, ensures copyright verification, and responds to laws and regulations that vary by country as well as global trends. We update these guidelines on an ongoing basis with advice from lawyers and external organizations.

In addition, we have conducted careful, ongoing discussions among related departments tailored to the specific IP and use case to put in place a framework to responsibly manage risks unique to a game and entertainment company, such as infringement on other companies' intellectual property, damage to reputation or user sentiment.

The SEGA SAMMY Group's mission is to "Captivate the World -Making Life More Colorful-." We believe that shifting the time freed up through AI adoption toward creators' "new value creation" is the very essence of improving corporate value over the medium to long term. My mission is to achieve a high level of balance between "offensive AI investment" and "defensive AI governance" and to continuously enhance the SEGA SAMMY Group's corporate value.

AI Governance Structure

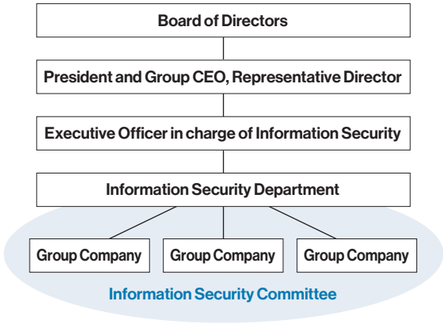


Information Security

In today's rapidly advancing information society, where highly networked information technology (IT) increasingly impacts corporate value, ensuring IT security and protecting information assets from various threats is not only a critical management issue but also a social responsibility for companies.

The SEGA SAMMY Group continuously implements measures and improves standards based on this policy, aiming to be a company that is consistently trusted by all stakeholders, including our customers.

Information Security Promotion Framework



For details on Information Security, please refer to our website.
https://www.segasammy.co.jp/en/sustainability/group-sustainabilitymateriality/governance/compliance/#008

Information Security Training

We provide the necessary training to ensure and maintain IT security.

Every year, we provide information literacy education and training (E-learning) to all employees of the SEGA SAMMY Group. In addition, we conduct targeted email attack training and quick training sessions on notable cases multiple times a year.

FY2026/3
E-learning completion rate
95.5%
Three major companies
(SEGA SAMMY HD, SEGA, Sammy)

Information Security Audits

We conduct information security audits and internal inspections to verify that the SEGA SAMMY Group's information security measures are appropriately maintained and managed. Information security audits are conducted in the form of either internal or external audits. Based on the results of these information security audits and internal inspections, we improve and revise our information security measures.

Effectiveness Evaluation of the Board of Directors

1. Purpose of evaluation

The Company has performed analyses and evaluations of the effectiveness of the Board of Directors each year since 2016 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. The Company continues to make improvements to the effectiveness of the Board of Directors based on these analyses and evaluations.

2. Method of evaluation

In assessing the effectiveness of the Board of Directors for the fiscal year ended March 2026, we conducted a questionnaire survey with all Directors (including Audit and Supervisory Committee members) in order to understand the expectations and challenges for the Board of Directors to contribute more effectively to the Company's sustainable growth.

In this questionnaire survey, to ensure objective evaluation, we engaged an external organization for the design of the items and the analysis and assessment. We confirmed the matters considered important for the Company's Board of Directors to effectively fulfill its roles and responsibilities (composition and operation of the Board of Directors, deliberations on strategy, etc.), as well as the effectiveness of efforts to address issues from the previous fiscal year. External Directors also evaluated their own individual performance.

In addition, the Board of Directors deliberated on the effectiveness of the Board of Directors during the fiscal year under review, where issues existed, measures to address such issues, and other matters, based on reports of the analysis results of the questionnaire prepared by the external organization.

3. Summary of evaluation results

As a result of these deliberations, the Board of Directors was found to be functioning effectively, with strengths including effective supervision of nominations and compensation, maintaining an effective internal whistleblowing system, and providing information support to External Directors through the secretariat.

The issues identified in this evaluation and the initiatives toward resolving them are as follows.

Evaluation item	Issues in FY2026/3	Initiatives in FY2027/3
M&A supervision	• Insufficient ongoing supervision and time for deliberation • Insufficient monitoring of the post-merger integration (PMI) process following large-scale M&A transactions and in response to changes in the business environment • Insufficient in-depth deliberation on the strategies underlying the consideration of and decision-making on M&As	• Based on the results of the effectiveness evaluation, we conduct interviews with Directors regarding annual discussion themes. The Group Management Committee determines the annual discussion agenda after discussions, including proposals from the secretariat and other matters. • We will deepen our discussions by providing information to External Directors, regularly monitoring the business portfolio, holding intensive off-site discussions, and considering the next medium-term plan.
Discussion of human capital strategies linked to management strategies	• Insufficient clarification of the human capital required given the differing nature of the businesses • Insufficient examination of the direction of and relationship between AI strategy and human resource allocation	
Discussion of resource allocation across the group	• Difficulty in establishing effective discussions given differing business characteristics • Insufficient time for deliberation	
Group governance	• Insufficient deliberation on delegation of authority, monitoring mechanisms, and cyber risk governance policies • Insufficient systematic initiatives to improve risk literacy and foster compliance awareness	We will review roles and authority, further enhance monitoring, and ensure opportunities for cybersecurity discussions.

Effectiveness Evaluation of the Audit and Supervisory Committee

1. Purpose of evaluation

To enhance transparency of our governance structure and to continuously improve auditing functions, the Company has conducted effectiveness evaluations of the Audit and Supervisory Committee since the fiscal year ended March 2025, with the aim of enhancing its effectiveness through the use of the PDCA cycle.

2. Method of evaluation

For the effectiveness evaluation, we conducted a qualitative assessment based on materials regarding the board of corporate auditors' effectiveness evaluation published by the Japan Audit & Supervisory Board Members Association. The main evaluation items were the appropriateness of the audit plan, the effectiveness of governance, internal control, operational audits, and Group audits, attendance at important meetings, selection of key audit matters (KAM), and collaboration with accounting auditors and the internal audit department. A standing Audit and Supervisory Committee member chaired the discussions, and opinions were exchanged on evaluations, issues, and potential improvements for each item. The results were reviewed by the Audit and Supervisory Committee, which deliberated on its effectiveness, the area in which issues lie, and measures to address them.

3. Summary of evaluation results and report to the Board of Directors

We concluded that the effectiveness of the Audit and Supervisory Committee is ensured to a certain degree. We also recognized some improvement in the issues identified in the previous fiscal year. We identified the need to further strengthen "risk responses," "information security," and "improving information sharing leveraging AI," among other areas, as issues, and reported to the Board of Directors that we will work on improvements in cooperation with the Board of Directors and other bodies.

About the Independent Advisory Committee

The Independent Advisory Committee is composed of the Company's independent External Directors. It analyzes and evaluates the overall effectiveness of the Board of Directors in response to requests from the Board of Directors or the Representative Director, participates in the compensation decision-making process for Directors of the Company and Group companies, and confirms and advises independently on proposals for the appointment of Directors other than Audit and Supervisory Committee members. The Committee also functions as a body for information exchange for oversight of the Board of Directors.

Activities of the Independent Advisory Committee

FY2026/3: Two meetings held

Main activities

- Deliberated and responded to consultations regarding the Director compensation structure and revisions to the stock compensation system presented by the President and Representative Director.
- Reviewed the Director compensation decision-making process established by the Board of Directors and deliberated on the scale of the stock compensation program with restrictions on transfer for the fiscal year under review.
- Deliberated on proposals for Director appointments for the fiscal year under review.

Name	Attendance
Kohei Katsukawa	2/2 (100%)
Melanie Brock	2/2 (100%)
Fujiyo Ishiguro	2/2 (100%)
Ankur Sahu	1/2 (50%)
Kazutaka Okubo	2/2 (100%)
Naoko Murasaki	2/2 (100%)
Makiko Ushijima	2/2 (100%)

Policy and Procedure for Appointment of Directors

The Company has established a skills matrix based on the experience required of management at a listed company, as well as the knowledge and insight necessary to achieve our long-term vision. When selecting Directors, our basic policy is to make decisions comprehensively by assessing whether candidates align with this skills matrix and by evaluating their personal qualities. The Independent Advisory Committee reviews the proposed candidates presented by the President and Representative Director, conducts interviews, and submits its evaluation results as an opinion to the President and Representative Director. The President and Representative Director uses the results of such reviews to determine director candidates in accordance with the above policy, which shall be reviewed and approved by the Board of Directors. The same also applies when the Independent Advisory Committee recommends a director candidate to the President and Representative Director.

Skills Matrix

	Name	Gender	Corporate Management	Entertainment Business Creation	Finance/ Accounting	Risk Management/ Compliance	Legal affairs	ICT/DX	Global	Sustainability
Directors	Hajime Satomi	Male	●	●						
	Haruki Satomi	Male	●	●					●	●
	Koichi Fukazawa	Male	●	●	●			●		
	Shuji Utsumi	Male	●	●					●	
	Ayumu Hoshino	Male	●	●						
	Kohei Katsukawa External	Male	●		●	●				
	Fujiyo Ishiguro External	Female	●					●	●	●
	Ankur Sahu External	Male	●		●				●	
	Rie Yano External	Female	●					●	●	
Audit and Supervisory Committee Members	Hiroshi Ishikura	Male			●	●				●
	Kazutaka Okubo External	Male	●		●	●				●
	Naoko Murasaki External	Female	●			●			●	●
	Makiko Ushijima External	Female				●	●		●	●

Skills Matrix Definition and Reason for Selection

Item	Definition	Connection to Business Strategy
Corporate Management	Experience and knowledge in leading the formulation and execution of management strategies aimed at enhancing corporate value over the medium to long term, as well as the organizational operations, allocation of management resources, portfolio management, and other related areas, as a senior executive of a listed company or an equivalent organization	Amid the global development of businesses with different characteristics, such as Entertainment Contents, Pachislot & Pachinko Machines, and Gaming, decision-making and allocation of management resources are required from a medium- to long-term perspective. Therefore, Directors with a high level of experience and knowledge in corporate management are required to provide supervision and advice on the direction of management and the validity of the Company's strategies at the Board of Directors.
Entertainment Business Creation	Experience in leading the launch and growth of businesses in the entertainment field through the planning, development, and deployment of content, IP, services, etc., or experience and knowledge in business creation (including the validation of growth strategies and business portfolios)	Amid rapid changes in the market environment and customer needs, it is necessary for the Company to incorporate practical experience and knowledge of business creation into the Board of Directors in order to maintain the competitiveness of its businesses and content. The Board of Directors is therefore required to take responsibility for assessing the validity of growth strategies and the business portfolio.
Finance/Accounting	Professional experience in financial institutions, audit firms, capital markets, etc., or experience and knowledge to lead finance and accounting, capital policy, corporate value evaluation, etc., at listed companies, etc., which contribute to the supervision and advice on financial strategies by the Board of Directors	In order to maximize corporate value over the medium to long term, it is necessary for the Company to promote financial strategies that emphasize capital-efficiency. The Board of Directors is therefore required to enhance the quality of management decisions and contribute to constructive engagement with capital markets by verifying the reasonableness of the corporate value evaluation and financial and business plans, as well as by supervising the optimization of funding policies and capital structure.
Risk Management/ Compliance	Professional experience in risk management related to business, financial, regulatory and reputational risks, etc. associated with corporate activities, or experience and knowledge that contribute to Board-level oversight of the establishment and operation of the compliance system and internal controls, and internal audits (or responses to audits)	As the Company operates in diverse business fields and regions, it is essential for the Company to manage risks according to the characteristics of its businesses and regions, and manage the Company based on the premise of compliance. The Board of Directors is therefore required to provide appropriate supervision and advice on these matters.
Legal affairs	Practical experience in corporate legal affairs, cross-border transactions, governance, dispute resolution, and related areas, or experience and knowledge as a legal professional that contribute to the supervision and advice on management decision-making and governance	As the Company operates multiple businesses globally, the Company needs appropriate supervision and advice from a legal perspective regarding management decisions and responses. It is therefore necessary to ensure that the Board of Directors makes decisions with due consideration of legal risks.
ICT/DX	Experience in formulating and promoting operational reforms, business innovation, data utilization, system strategies, etc., utilizing information and digital technologies, or experience and knowledge in the ICT and digital transformation (DX) fields	Amid significant changes in the business environment and competitive conditions due to the progress of digital technologies, it is necessary for the Company to make management decisions based on the perspective of ICT and DX, with a view to medium- to long-term business strategies, operational sophistication and the establishment of competitive advantage.
Global	Experience in leading business expansion in overseas markets or managing local operations, or knowledge of regional market environments, cultures, business practices, regulations, and geopolitical risks, together with the experience and knowledge necessary to provide appropriate supervision and advice on growth strategies and risk management	As the Company strives for sustainable growth through global business expansion, it is necessary for the Company to manage its business based on the premise that market environments, regulations, geopolitical risks, and other conditions differ across regions. The Board of Directors is therefore required to provide appropriate supervision and advice on these matters.
Sustainability	Knowledge in sustainability-related issues such as the environment, society, human resources, and governance, or experience and knowledge in integrating management strategies with corporate value enhancement through the formulation and promotion of ESG strategies and the disclosure of non-financial information	Under the mission of "Captivate the World," it is necessary for the Company to promote problem-solving based on materiality in an integrated manner with management strategies and pursue long-term corporate value enhancement. Based on this viewpoint, the Board of Directors is required to incorporate a sustainability-related perspective into its oversight.

Executive Profile

* For details on expertise and experience, please refer to P. 66.
* Tenure of office is as of June 2026.
* Board of Directors attendance figures are for the fiscal year ended March 2026.

For details on each Director's career history, please see this link.
▶https://www.segasammy.co.jp/en/officer/

Directors

Hajime Satomi



Chairman Founder, Director of the Board
Tenure of office
21 years
Board of Directors attendance
11/13 (85%)

Reasons for appointment

Mr. Hajime Satomi has served as an executive of the Company and Group companies, and currently also serves as Honorary Chairman of the Board of Sammy Corporation and SEGA CORPORATION. He possesses extensive experience and a proven track record.

Haruki Satomi



President and Group CEO, Representative Director
Tenure of office
14 years
Board of Directors attendance
13/13 (100%)

Reasons for appointment

Mr. Haruki Satomi has held executive positions within the Company and Group companies, contributing to improved business performance. He continued to demonstrate leadership as the Group's Chief Executive Officer, contributing to the enhancement of the Company's corporate value.

Koichi Fukazawa



Executive Managing Director, Director of the Board
Tenure of office
11 years
Board of Directors attendance
13/13 (100%)

Reasons for appointment

Mr. Koichi Fukazawa has served as head of a wide range of fields, including corporate planning, administration, and new businesses, while also fulfilling roles as a corporate manager and driving the Gaming Business.

Shuji Utsumi



Director of the Board
Tenure of office
2 years
Board of Directors attendance
12/13 (92%)

Reasons for appointment

Mr. Shuji Utsumi has held executive positions at entertainment companies with global operations and currently serves as President and COO, Representative Director of SEGA CORPORATION. He drives business growth on a global scale.

Ayumu Hoshino



Director of the Board
Tenure of office
2 years
Board of Directors attendance
13/13 (100%)

Reasons for appointment

Mr. Ayumu Hoshino has led the Pachislot & Pachinko Machines Business in the development department and currently serves as President and COO, Representative Director of Sammy Corporation, as well as Vice Chairman of The Nikkoso Research Foundation for Safe Society. He possesses extensive knowledge and experience in the Group's core businesses.

Kohei Katsukawa



Director of the Board (External)
Tenure of office
10 years
Board of Directors attendance
13/13 (100%)

Reasons for appointment

Mr. Kohei Katsukawa appropriately fulfills responsibilities such as participating in key management decisions and overseeing business execution from an objective and impartial standpoint. He brings extensive experience as a corporate manager and contributes to the Company's management through valuable insights and constructive advice.

Fujiyo Ishiguro



Director of the Board (External)
Tenure of office
5 years
Board of Directors attendance
13/13 (100%)

Reasons for appointment

As the founder of Netyear Group Corporation, Ms. Fujiyo Ishiguro possesses expertise in corporate management and the IT/DX field. She contributes to the Company's management through valuable insights and constructive feedback.

Ankur Sahu



Director of the Board (External)
Tenure of office
2 years
Board of Directors attendance
10/13 (77%)

Reasons for appointment

Mr. Ankur Sahu has handled corporate investment projects at Goldman Sachs, contributing to the growth and revitalization of numerous global companies. He provides valuable perspectives and advice that support the Company's global business development.

Rie Yano



Director of the Board (External)
Tenure of office
–
Board of Directors attendance
–

Reasons for appointment

In addition to her experience in global businesses at Mitsubishi Corporation and Coach, a U.S.-based company, Ms. Rie Yano is well versed in diverse areas, including business creation, through her work as a founder and representative of startups and her activities at a venture capital firm. As such, she is anticipated to offer valuable perspectives and advice.

Audit and Supervisory Committee Members

Hiroshi Ishikura



Director, Standing Audit and Supervisory Committee Member
Tenure of office
2 years
Board of Directors attendance
13/13 (100%)

Reasons for appointment

Mr. Hiroshi Ishikura possesses expertise in management and financial accounting through experience as a certified public accountant and as an executive overseeing administrative divisions at operating companies. He has served as head of internal audit, internal control, and CSR departments within the Company, and currently serves as an Audit and Supervisory Board Member at a Group subsidiary. He possesses a broad understanding of the Group as a whole, along with extensive knowledge of accounting and governance.

Kazutaka Okubo



Director, Audit and Supervisory Committee Member (External)
Tenure of office
7 years
(including 3 years as an Audit and Supervisory Committee Member)
Board of Directors attendance
13/13 (100%)

Reasons for appointment

Mr. Kazutaka Okubo has experience in auditing as a certified public accountant, with strong expertise in finance and accounting. He brings extensive knowledge of governance from experience as an External Director, providing appropriate guidance and oversight of the Company's management from an objective standpoint.

Naoko Murasaki



Director, Audit and Supervisory Committee Member (External)
Tenure of office
5 years
Board of Directors attendance
13/13 (100%)

Reasons for appointment

Ms. Naoko Murasaki has extensive experience in global risk management and governance, based on experience at the National Police Agency, the Ministry of Foreign Affairs, and a risk consulting firm. She provides appropriate guidance and oversight of the Company's management from an objective standpoint.

Makiko Ushijima



Director, Audit and Supervisory Committee Member (External)
Tenure of office
2 years
Board of Directors attendance
13/13 (100%)

Reasons for appointment

Ms. Makiko Ushijima is a licensed attorney at law in Japan and the State of New York, and is certified as a U.S. certified public accountant. She brings experience in M&A deals and global corporate compliance, as well as a multifaceted perspective on finance, legal affairs, and governance, providing appropriate guidance and oversight for the Company's global business expansion.

Executive Officers

Senior Executive Vice President, Executive Officer	Senior Executive Vice President and Group CFO, Executive Officer	Executive Vice President, Executive Officer	Senior Vice President and Group CIO, Executive Officer	Senior Vice President, Executive Officer	Vice President, Executive Officer
Yukio Sugino	Makoto Takahashi	Hideo Yoshizawa	Takaharu Kato	Koji Takeyama	Hironobu Otsuka
		Yoichi Owaki			Yukio Kawasaki
					Natsue Ishida

Compensation for Directors

Compensation Amount for Directors and the Method for Calculating Such Compensation

The Company's compensation system for Directors is designed to ensure transparency and provide greater incentives 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 basic policy outlined below.

(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 capital appropriate for executing the roles and responsibilities of Directors of the Company.

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, Directors' bonuses, and post-delivery stock-based compensation.

Fixed compensation

A compensation table shall be formulated to specify each component of the compensation, namely, basic compensation and role compensation. The Company shall provide the sum of these components of compensation as monthly fixed compensation.

Directors' bonuses

Directors' bonuses are paid as performance based compensation in the amount determined by multiplying the above fixed compensation by coefficients calculated based on a bonus table that defines the number of months of Directors' bonuses based on three elements: the level of the adjusted EBITDA; level of business plans achieved; and the year-on-year growth.

Stock-based compensation (post-delivery stock-based compensation)

With the aim of further aligning the long-term interests of the Company's Directors with those of shareholders and providing incentives to enhance the Company's corporate value over the medium to long term, the Company has abolished the stock compensation system with restriction on transfer for Directors (excluding Directors who are Audit and Supervisory Committee members and External Directors; hereinafter referred to as "Eligible Directors"), and introduced a post-delivery stock-based compensation system in which shares of common stock of the Company are allocated to Eligible Directors after a certain period of time.

Total amounts of compensation and the maximum number of shares for Eligible Directors under this system are determined separately for Performance Share Units (PSU) and post-delivery Restricted Stock Units (RSU), based on a comprehensive consideration of contributions and other factors relating to Eligible Directors.

The Board of Directors of the Company will determine the ratio of fixed compensation, single-year performance-based bonus, and post-delivery stock-based compensation to be approximately 1:1:1 in the cumulative compensation over the three fiscal years if the targets of the medium-term plan are achieved. The proportion of PSU and RSU in the period of the medium-term plan is as follows.

PSU (financial indicator)	PSU (future financial indicator)	RSU
60%	20%	20%

Note: PSU compensation is determined based on achievement of business performance targets during the period subject to business performance evaluations and tenure during the subject period. Achievement of business performance targets will be assessed based on the financial indicator of adjusted EBITDA, as well as the employee engagement score (EMS), figures related to culturally diverse human capital (MC human capital), and the ratio of women in managerial positions, all of which are future financial indicators.

For details on compensation for Directors, please refer to P. 97 of the Annual Securities Report. (Japanese only)
https://www.segasammy.co.jp/cms/wp-content/uploads/pdf/ja/ir/ir_Annual_security_report_FY202603_j.pdf

The compensation of Directors and Directors who are Audit and Supervisory Committee members for the fiscal year ended March 2026 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	Post-delivery stock-based compensation		Of the items on the left, non-monetary compensation, etc.
					PSU	RSU	
Directors (excluding Audit and Supervisory Committee members and External Directors)	5	446	537	-	-176	84	-91
Directors (Audit and Supervisory Committee members) (excluding External Directors)	1	28	28	-	-	-	-
External Directors	7	100	100	-	-	-	-

Notes:
1. Both bonuses and compensation under the post-delivery stock-based compensation system are recorded as expenses in the fiscal year ended March 2026.
2. Non-monetary compensation, etc. consists of post-delivery stock-based compensation.
3. Directors as of the end of the fiscal year ended March 2026 include nine Directors (excluding Audit and Supervisory Committee members but including four External Directors) and four Directors that are Audit and Supervisory Committee members (including three External Directors)
4. The negative figure under PSU is attributable to fluctuations in the payment rate based on the achievement of performance targets, and the impact of the revaluation of shares granted in prior fiscal years based on the share price at the end of the fiscal year ended March 2026.

Directors who received ¥100 million or more in total compensation for the fiscal year ended March 2026 are as follows.

Name	Position	Total compensation, etc. (Millions of yen)	Company	Total compensation, etc. by type (Millions of yen)				
				Basic compensation	Bonuses	Post-delivery stock-based compensation		Of the items on the left, non-monetary compensation, etc.
						PSU	RSU	
Hajime Satomi	Director	179	The Company	216	-	-73	36	-36
Haruki Satomi	Director	198	The Company	240	-	-81	40	-41
Ayumu Hoshino	Director	111	The Company	9	-	-	-	-
			Sammy Corporation	38	39	15	8	23

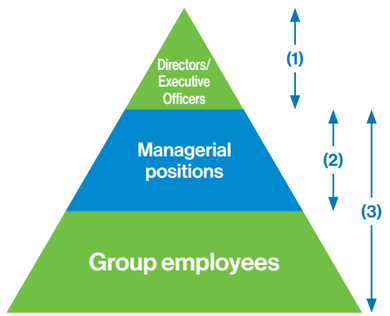
Stock Compensation System for Employees

Recently, we reviewed the stock compensation system across the entire Group and introduced measures to align the value shared by shareholders, Directors, and employees, while enhancing motivation to contribute toward medium-term corporate value creation.

Specifically, we established a post-delivery, unit-type stock compensation scheme for Directors and Executive Officers, and for managers, we replaced the previous stock option plan with a stock-granting ESOP trust. We have also introduced stock compensation systems for senior employees of overseas Group Companies. In addition, the most significant change was the introduction of a special incentive program, utilizing the employee stock ownership association, for domestic Group employees. Before implementation, the employee stock ownership association participation rate was around 24%, but after implementation, it rose to about 80%, significantly exceeding the average participation rate of stock ownership association for employees among Tokyo Stock Exchange-listed companies.

■ Background and aims of the review of the stock compensation system

- To promote value sharing among shareholders, Directors, and employees
- To be aware of the stock price as an indicator and aim to improve corporate value by working together with the Group



Target	Revised points
(1) Directors/ Executive Officers	• Changed to the post-delivery, unit-type stock compensation scheme (RSU/PSU) • Increased the ratio of stock-based compensation compared to the past system
(2) Managerial positions	• Abolished stock options and introduced a stock-granting ESOP trust • Granting a number of shares corresponding to the achievement rate of the performance targets in the medium-term plan • Clarify the linkage with business performance further
(3) Group employees	• Create an environment for employees to own the Company's shares more easily • Introduced a special incentive program that utilizes the employee stock ownership association ⇒**Participation rate of stock ownership association increased to about 80%*** (approx. 24% before the introduction of the system)

* As of July 1, 2026

Main Agenda and Discussion Topics of Management-Level Committees

Group Management Committee

The Group Management Committee, established under the Board of Directors, discusses and examines matters related to improving the profitability and efficiency of the Group's businesses, strategic investments and other projects. The Committee is composed of the Company's Directors (excluding the Chairman Founder, Director of the Board) and Directors who are Audit and Supervisory Committee members, and meets as appropriate. In the fiscal year ended March 2026, it was convened 21 times (approximately 45 hours in total), during which 49 matters were discussed.

■ Members

8 Directors/4 Directors who are Audit and Supervisory Committee members, 1 Representative Director of SEGA FAVE CORPORATION *Excluding the Chairman

*** Chair: President and Group CEO, Representative Director**

■ Number of Discussions/Hours

• FY2026/3: 21 meetings/49 matters/approx. 45 hours of discussion
(FY2025/3: 17 meetings/38 matters/approx. 31 hours of discussion)

Examples of discussion topics

Item	Number of items	Main topics of discussion
Management strategies	11	Formulation of material issues and response policies for the Group and operating companies, business plans, medium-term plans, etc.
Risk and compliance	3	Group Risk and Compliance Subcommittee, ERM, IT security, cybersecurity
Sustainability	3	Group Sustainability Subcommittee, etc.
Governance	5	Group risk governance framework, evaluation of the effectiveness of the Board of Directors, External Director nomination process, etc.
Growth investment	13	Project cases including M&A, etc.
External feedback	6	Feedback from investors and shareholders, etc.
Others	8	AI and data utilization, annual discussion agenda, etc.

Selected excerpts from discussions

Discussion on the Perception Study (January 2026)

Katsukawa: The results of this study have reaffirmed our recognition that, while investors view the growth potential of SEGA SAMMY's businesses positively, they have also expressed concerns with our approach to capital allocation and our post-M&A initiatives, among other areas. Whether these issues are viewed as temporary or recognized as medium- to long-term management issues through our future performance and dialogue with the market will depend greatly on how we respond and communicate information. The Board of Directors must also take these issues seriously and further enhance our efforts to address to management issues and information disclosure so that investors can appropriately assess our corporate value.
Utsumi: As the holding company, we need to present a consistent story explaining each business segment's role and how it contributes to the Group's overall growth strategy and enhancement of corporate value. We want to clearly communicate why we have built the Group's current portfolio, how each business complements the others to achieve growth, and where we will allocate management resources.
Ishiguro: The Gaming Business is an area that is difficult for investors to evaluate, so explaining only its market size and growth potential makes it hard for them to assess the business's feasibility. We need to deepen investor understanding by specifically explaining what strengths we will leverage, how much we will invest, and the timeframe in which we aim to achieve profitability.
Okubo: Continuing to take on challenges is essential to sustainable corporate growth. At the same time, recognizing that challenges involve a certain level of risk, it is essential to establish mechanisms to appropriately assess achievement and challenges and apply the insights gained to subsequent decision-making. We also need to explain to investors and help them understand our consistent management stance of continuing to take on challenges without being swayed by short-term results, as well as the governance policies and other measures that support this stance.
Satomi: I believe corporate value is comprehensive value created together with all stakeholders, including employees, business partners, and fans, in addition to the assessment of the capital market. From this perspective, our unique business portfolio combining Entertainment Contents, Pachislot & Pachinko Machines, and Gaming is one of SEGA SAMMY's strengths, and it is important to clearly communicate its strategic significance and growth story to investors.

Management camp



In September 2025, SEGA SAMMY HOLDINGS held a management camp. The camp was conducted with the aim of unifying the management team's awareness by changing the setting and holding intensive discussions. The event was attended by internal and external Directors, Executive Officers, and executives of major Group Companies.

Discussion topics
Long-term vision workshop
Roadmap for the utilization of generative AI
Group Risk and Compliance Subcommittee
Discussion on the Company's positioning from the perspective of capital market trends
Review and analysis of M&A projects, etc.

Selected excerpts from discussions

Discussion on the Group Risk and Compliance Subcommittee (September 2025)

Sahu: When acquiring a startup, we need to continuously verify whether the company has a compliance mindset consistent with local laws and regulations. Rather than relying solely on local management, it is essential to work with specialists to verify compliance with local laws and regulations and establish the governance framework required as the Group company.
Utsumi: Rather than assuming that Japanese operating practices are appropriate, we need to respond in a way that takes into account the laws and regulations, cultures, and values of each country.
Satomi: Underlying values about how work is performed and how companies are organized differ by region and culture. For example, in some countries and regions, roles and authority are clearly defined in job descriptions, with employees expected to perform their duties within that scope. We need to respond with an understanding of such assumptions regarding work styles and management that differ from those in Japan. Social perceptions and awareness of harassment also differ, so it is essential to design and operate organizations in ways that reflect the characteristics of each region. At the same time, for key governance matters, we need consider establishing mechanisms to share information and respond across organizational boundaries as needed.
Fukazawa: Handling internal whistleblowing reports concerning harassment at overseas locations can be challenging. In the Gaming Business, we provide training to ensure compliance with Nevada labor law and respond to reports according to a established escalation flow.
Okubo: As a holding company, the first step toward strengthening governance is to establish communication lines and gain a concrete understanding of the circumstances and issues at each Group company.
Ushijima: To implement measures to prevent insider trading, it is essential for the holding company to oversee the entire Group and centrally manage these measures.
Satomi: Awareness of insider trading prevention is well established among management. We need to assess how far this awareness has taken hold among general employees, and based on that understanding, take steps to raise compliance awareness throughout the Group.
Katsukawa: To protect our employees as well, we need to clearly define what constitutes material information and provide ongoing guidance, using specific examples.

* As a result of this discussion, we added Group-wide provisions to the existing policies of each Group company's existing insider trading prevention policies, promoted multi-lingual translation of these policies, and rolled these policies out to all Group companies.

Discussion on Dialogue with Capital Markets (September 2025)

Satomi: In dialogue with investors, we are often asked about whether we might consider divesting businesses and the balance between growth investment and shareholder returns. We need to share how management responds to such questions. At the same time, while we receive comments expressing expectations for our potential, including our IP and development capabilities, challenges have also been pointed out regarding the profitability of the Entertainment Contents Business, the approval rate in the Pachislot & Pachinko Machines Business, and the risk of goodwill impairment. Before discussing a conglomerate discount, our priority should be to improve the profitability and stability of each business.
Fukazawa: We need to objectively analyze and examine each business's profitability and the factors behind performance fluctuations to understand why the Company is not being adequately valued by the capital market. In the Pachislot & Pachinko Machines Business, structural factors such as regulatory changes make it difficult for the market to reflect future performance in the share price. In contrast, reducing volatility in the Entertainment Contents Business and increasing confidence in stable growth may lead to an improvement in the Company's valuation. We need to deepen our discussions, including whether these views are valid.
Sahu: To enhance the Group's corporate value, it is important not only to consider how to realize synergies between businesses but also how to communicate those synergies to the capital markets. We need to consider it from the aspects of both operations and communication.
Satomi: To gain the confidence of the capital markets, we need not only to present numerical targets but also to demonstrate continuous and stable growth through actual results. Given the difficulty of forecasting the business environment several years ahead, we need to carefully consider how far we can set reasonable numerical targets and how best to present them. Taking future uncertainty into account, we should consider the communication format best suited to the Company.

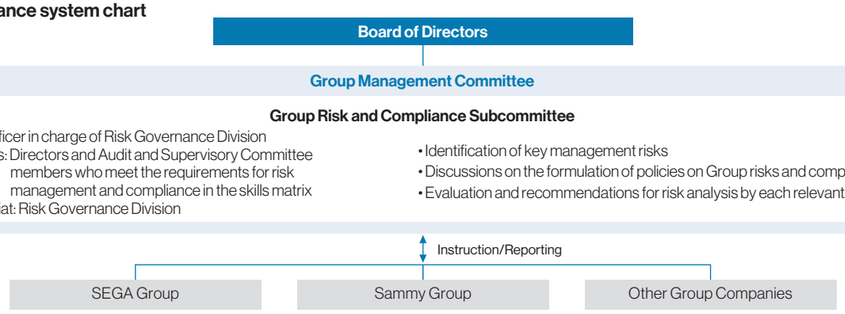
Governance

Risk Management

Risk governance system

The Group has established the Group Risk and Compliance Subcommittee within the Group Management Committee to address risks related to the execution of business operations in cooperation with the Risk Governance Division. The Risk Governance Division was newly established as an organization to centrally manage risks for the entire Group in order to build a stronger risk governance structure following SEGA SAMMY HOLDINGS' transition to the Prime Market in 2022. In addition to clarifying the risk management system, an internal audit section under the direct supervision 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. Led by persons in charge of risk and compliance at Group companies, the Group Risk and Compliance Promotion Committee, established under this structure, discusses, verifies, and shares measures and information related to risk and compliance within the Group.

Risk governance system chart



Internal Auditing System

The SEGA SAMMY Group conducts internal audits and J-SOX evaluations of all Group companies in Japan and overseas under an independent internal auditing system directly overseen by the Audit and Supervisory Committee. In conducting audits, we thoroughly understand the characteristics of each business and the conditions at each workplace before performing verification and evaluation from the perspectives of the spirit of the Group Code of Conduct, as well as legality and reasonableness. Through a collaborative approach to advisory activities that goes beyond one-sided issue identification, we provide specific advice and proposals for improvement. We report audit results and improvement status to the Audit and Supervisory Committee on each occasion and periodically to the Board of Directors and management. We work to enhance the effectiveness of the oversight functions through discussions on the annual audit plan and key audit matters.

Examples of priority audit themes

Initiative theme	Initiative details	Key contributions
Cybersecurity audits	Conduct "forward-looking audits" based on international standards such as NIST at major Group locations. Objectively evaluate and verify the cybersecurity framework while promoting the accumulation and internalization of specialized audit expertise.	Contribute to enhancing capabilities for responding to cyber risks and strengthening business continuity. Support top management in fulfilling its accountability to stakeholders and achieve reductions in outsourcing costs.
Audits of risks associated with new businesses, etc.	Audit significant risks associated with changes in the business environment, including new businesses, the use of AI, and information management, and support early risk identification and the consideration of response measures.	Identify risks in new business areas early and support management decision-making that accounts for risk. Prevent unforeseen risks from materializing and support sustainable enhancement of corporate value.
Support for post-audit improvements	After understanding the circumstances of each business and workplace, identify root causes of issues through dialogue with audited departments and support the formulation and implementation of effective improvement measures.	Encourage autonomous risk management by each division and prevent significant risks from being overlooked or responses from being delayed. Support strengthening preventive Group governance.

Sustainability Management

Sustainability Governance System

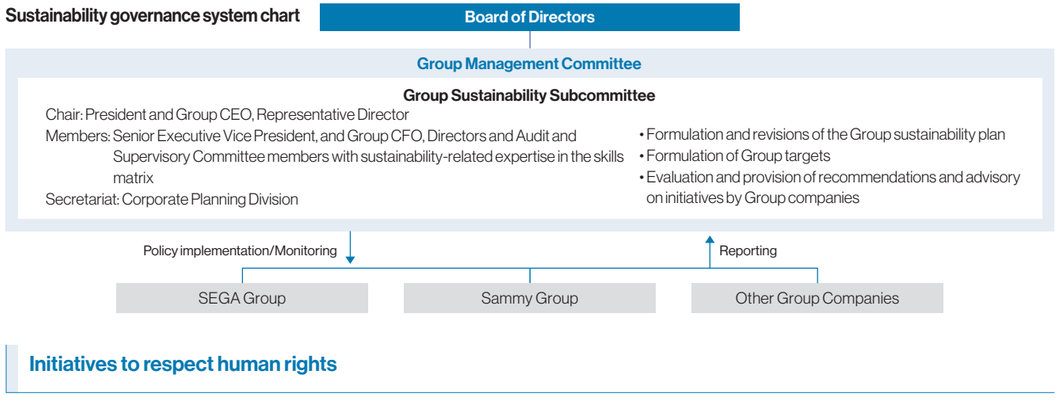
The Group has established a Group Sustainability Subcommittee within the Group Management Committee to conduct management discussions on matters such as formulating Group policies and goals, reviewing the status of each company's efforts, and revising goals. Decisions on Group policies and goals are made by the SEGA SAMMY HOLDINGS Board of Directors.

The main functions of key organizations are as follows.

Group Management Committee (Group Sustainability Subcommittee)
- Formulation of the Group sustainability plan, recommendations for revisions
- Setting of Group targets, progress monitoring
- Evaluation of initiatives by Group companies, provision of recommendations and advice

Group Companies
- Establishment of internal project implementation organizations
- Formulation and implementation of sustainability plans
- Reflection of plans in business strategies

Sustainability governance system chart



Initiatives to respect human rights

Based on the SEGA SAMMY Group Human Rights Policy established in September 2024, we initiated the establishment of a human rights due diligence framework in the fiscal year ended March 2026. As a first step, we are identifying and assessing human rights issues related to our business activities. Starting with the Entertainment Contents Business, we are sequentially conducting gap analyses based on international standards and guidelines, as well as double materiality assessments using ESRS. Moving forward, based on the outcomes of this ongoing Group-wide risk identification and assessment, we will concentrate our efforts on high-priority risk areas.

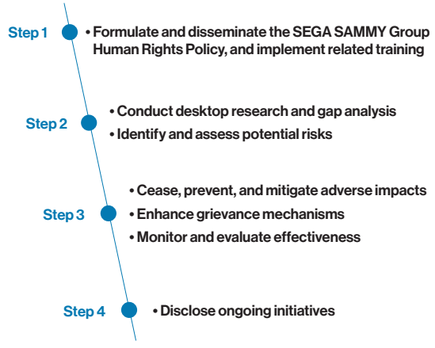
Commitment to respect human rights

The SEGA SAMMY Group provides entertainment with the Group Mission and Purpose of Captivate the World -Making Life More Colorful-. The Group will keep implementing initiatives for respecting human rights in order to be a corporate group that is trusted, needed, and respected by society.

Past initiatives

FY2006/3	Established the SEGA SAMMY Group Code of Conduct
FY2015/3	Signed the United Nations Global Compact
	Formulated the SEGA SAMMY Group Management Policy
	Formulated the SEGA SAMMY Group Supply Chain CSR Deployment Guidebook (Revised as the Sustainable Procurement Guidelines in FY2025/3)
FY2016/3	Began internal training on topics such as supply chain management and forced labor
FY2017/3	Initiated investigations into the use of conflict minerals
FY2018/3	Published a statement on the UK Modern Slavery Act
FY2025/3	Formulated the SEGA SAMMY Group Human Rights Policy
	Formulated the SEGA SAMMY Group Sustainable Procurement Guidelines
FY2026/3	Began establishing human rights due diligence framework

Steps for human rights response



For details on the SEGA SAMMY Group Human Rights Policy, please visit our website.
https://www.segasammy.co.jp/en/sustainability/group-sustainabilitymateriality/human/humanrights/