

# Human Capital

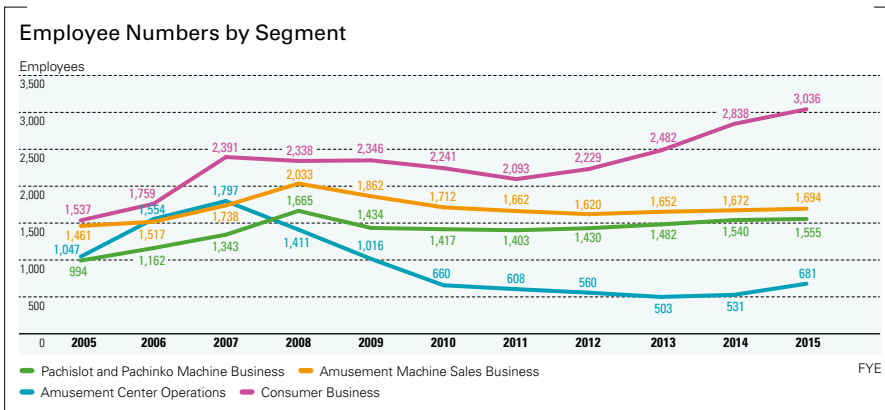
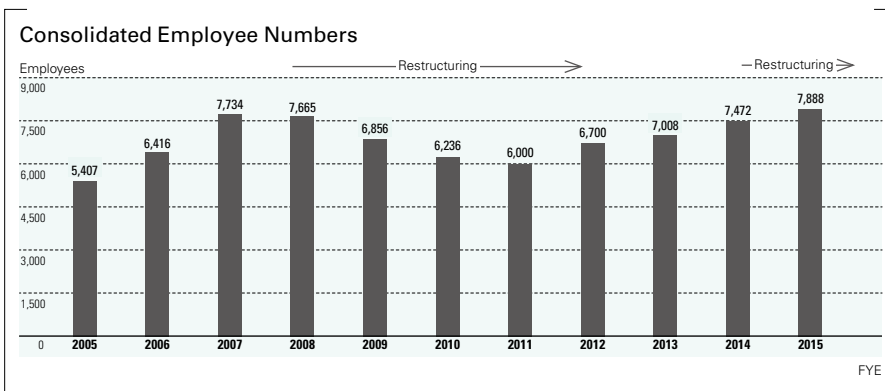
The SEGA SAMMY Group’s personnel are brimming with ideas for tomorrow’s entertainment and have the creativity and drive to make them a reality. We view human capital as our most important management resource for realizing continuous growth. With this in mind, we provide workplaces conducive to heightening motivation and maximizing diverse talents.

## Optimization of Personnel Portfolio

Until around fiscal 2007, consolidated employee numbers trended upward as M&As in Japan and overseas added consolidated subsidiaries to the Group. From fiscal 2008—when the Group recognized an operating loss—consolidated employee numbers began to decline. In particular, employees in the Amusement Center Operations segment decreased steeply because the segment revised its amusement center portfolio as part of business restructuring aimed at improving the segment’s profitability. Consequently, we have made progress toward rightsizing the Amusement Center Operations segment’s workforce.

From fiscal 2012, however, consolidated employee numbers began trending upward again mainly because the Group included Phoenix Resort Co., Ltd., and THQ Canada Inc. (currently Relic Entertainment Inc.) as subsidiaries, assumed Index Corporation’s businesses, and increased business lines in the digital game area in Japan and overseas. In fiscal 2015, the Group implemented a voluntary retirement program that focused on the Amusement Machine Sales Business segment and the toy sales area. As a result, we have optimized our personnel portfolio and lowered the average age of our personnel.

Due to the Group’s shift toward businesses that promise favorable growth and profitability, development personnel numbers have been declining in the Amusement Machine Sales Business segment while rising in the Pachislot and Pachinko Machine Business and the Consumer Business segments. Furthermore, in recent years the Consumer Business segment has been redeploying human capital from the packaged game software area to the digital game area.



### Toshihiro Nagoshi

CCO (Chief Creative Officer) and Director, consumer—online company  
**SEGA Games Co., Ltd.**

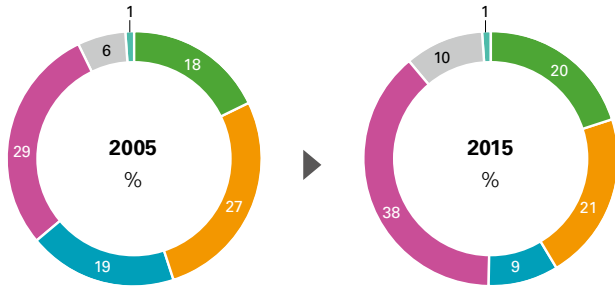
CCO and Director  
**SEGA Interactive Co., Ltd.**

Representative work: *Ryu ga Gotoku* series, *Super Monkey Ball* series, *Daytona USA* series, etc.

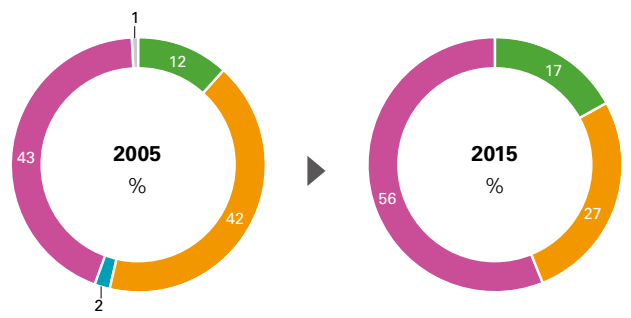


Ryu ga Gotoku 0: Chikai no Basho ©SEGA

### Employee Numbers by Segment



### Development Personnel by Segment



■ Pachislot and Pachinko Machine Business ■ Amusement Machine Sales Business ■ Amusement Center Operations ■ Consumer Business ■ Other ■ Corporate

### Employment of Diverse Personnel

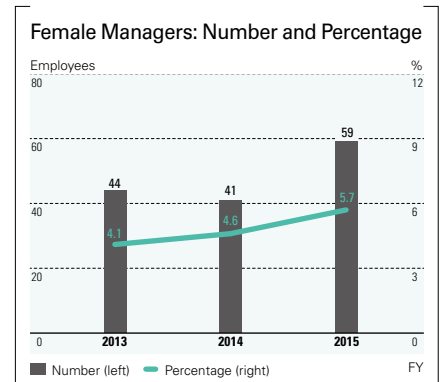
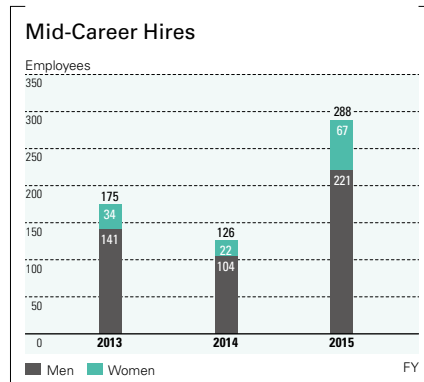
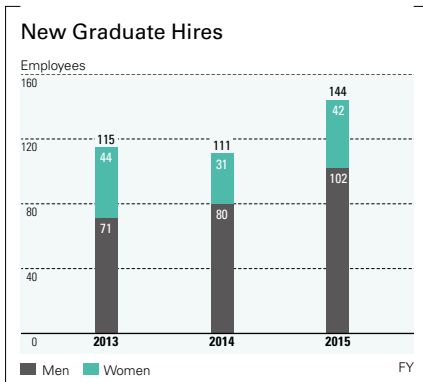
The Group seeks personnel who share its mission and vision and have a strong desire to create new entertainment. Based on the Group's personnel portfolio strategy and in light of their respective employment standards, operating companies employ and assign personnel based on consideration of diversity and appropriately matching the duties of personnel with their abilities and suitability regardless of gender or nationality. In fiscal 2015, the Group as a whole employed 144 new graduates, of whom 42 were women, and 288 mid-career personnel, of whom 67 were women.

### Personnel Development and Utilization

To foster personnel that are able to adapt flexibly and rapidly to volatile business conditions, the SEGA Group develops the abilities and careers of personnel by combining groupwide training with training that reflects the characteristics of specific ranks, positions, and divisions. Through an internal recruiting system and other measures, we enable individual employees to realize their abilities to the fullest and create a corporate culture that promotes independence and encourages personnel to take on challenges.

In adherence with its strategic emphasis on strengthening collaboration among divisions,

Sammy Corporation aims to foster personnel able to conduct duties from a viewpoint of optimizing companywide operations that is based on a grasp of companywide work flows. To this end, the company focuses efforts on job rotation and diverse support for career development. The company provides opportunities for personnel to develop their abilities by offering training programs for each rank of employee. Also, with a view to assignment that encourages the development of specialists, the company has established a self-application system that allows personnel to apply for transfers to different positions.



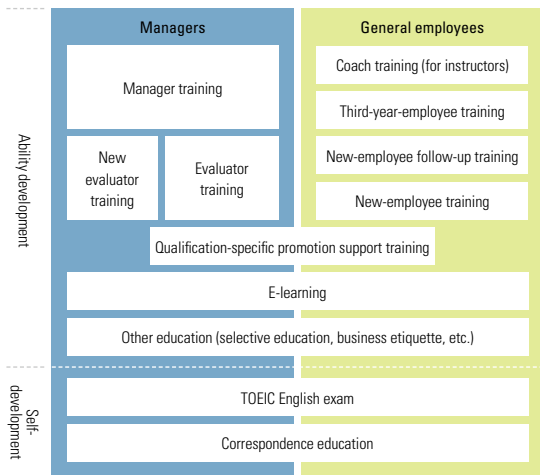
### Satoshi Sakai

Producer  
SEGA Games Co., Ltd.

Representative work:  
PHANTASY STAR ONLINE series  
PHANTASY STAR ONLINE 2 series  
Sonic Adventure  
etc.

## Human Capital

### The SEGA Group's Education System



### The Sammy Corporation's Education System

Rank	Target	Training details	Duration
New managers	New managers	New-manager training (management skills, labor management, mental health evaluation)	4 days
Manager candidates	Manager candidates	Training for development of next-generation leaders (enhancing ability to perform duty and solve problems)	2 days
Leaders	Leaders, from their first year	Career training (self-evaluation and reconfirmation of personal strengths)	1 day
		Leadership awareness training (strengthening ability to influence others)	2 days
Mid-level employees	Mid-level employees, from their third year	Career training (self-evaluation and reconfirmation of personal strengths)	1 day
		Logical thinking training (strengthening problem-solving and negotiation skills)	2 days
Mid-level employees	Mid-level employees, in their first year	Training to increase ability to lead junior employees (enhancing listening skills and learning guidance methods)	3 days
New employees	New employees, in their third year	Presentation training (strengthening presentation technique and persuasiveness)	3 days
	New employees, after their first year	New-employee follow-up training	3 days
	New employees, when they join the company	New-employee training and value-chain training	5 months

### Collaboration and Personnel Exchanges among Organizations

Aiming to create Group synergies, the Group is promoting personnel exchanges and transfers that transcend the boundaries of operating companies and organizations. For example, organic collaboration among the digital game, packaged game software, and the amusement machine sales areas of the Entertainment Contents Business segment enables flexible mutual use of development resources without personnel transfers or organizational changes. Furthermore, with *creating entertainment content* as a com-mon theme, this segment is realizing mutual use of content and development resources and creating new businesses through information sharing, personnel exchanges, and other forms of organizational collaboration.

in accordance with the principles related to human rights set out in the United Nations Global Compact, to which the Group became a signatory in 2014. Moreover, we aim to respect human rights not only in relation to employees but in our value chain as a whole.

### Health Management and Occupational Safety

We help employees maintain and improve their health by providing regular health checkups and assisting them to receive complete physicals. In addition, we have established a health management center. We also keep employees informed by posting a range of health and safety information on a website for employees. Furthermore, we have adopted a systemic approach to reducing working hours and encouraging employees to take vacations. Other

initiatives include childcare and family care leave systems as well as information sharing to help employees return to work without difficulty.

SEGA SAMMY HOLDINGS INC., SEGA Holdings Co., Ltd., Sammy Corporation, other main companies, and the entire Group share information about occupational health and safety issues and revise respective systems continuously in light of them.

Furthermore, to ensure employees realize their abilities to the fullest, the Group encourages employees in all Group companies to balance work and family commitments. In the Group's nine main companies, more employees are taking childcare leave, a higher percentage of them are returning to work, and more male employees are taking childcare leave.

### Respect for Human Rights

The SEGA SAMMY Group manages the employment, assignment, and support of personnel

#### Yasuhiro Nishiyama

Creative Officer, Chief of No. 1 Research and Development Division  
SEGA Interactive Co., Ltd.

Representative work:  
Wonderland Wars series  
CHAIN CHRONICLE series  
CODE OF JOKER series  
etc.



SENGOKU-TAISEN ©SEGA



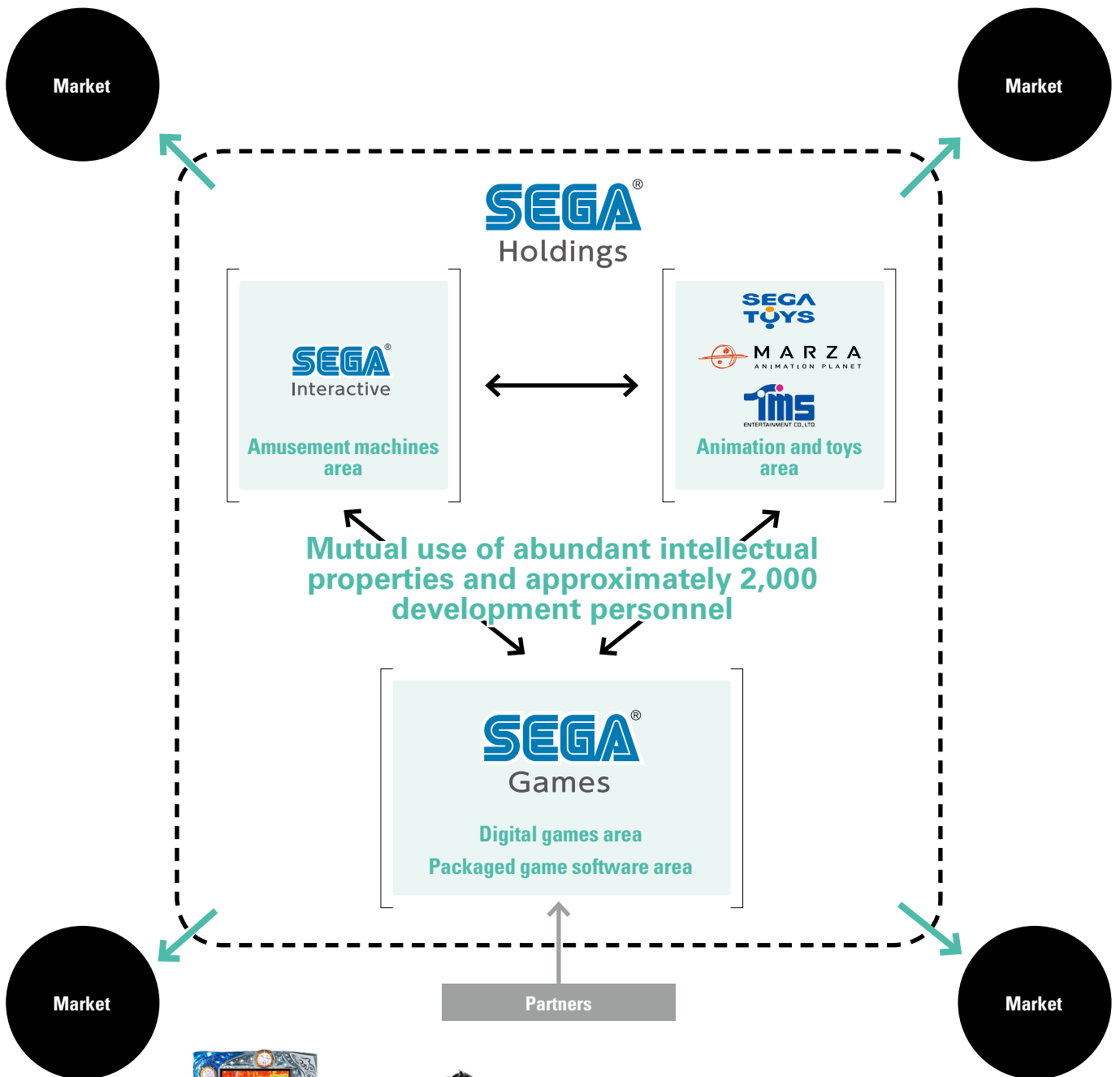
CODE OF JOKER ©SEGA



Puyopuyo!! Quest Arcade ©SEGA

**Collaboration among Organizations of the Entertainment Contents Business Segment**

Our intellectual properties and our approximately 2,000 development personnel are the industry's largest development resource. Our ability to realize mutual use of this resource without organizational changes or personnel transfers is a major strength.



CR Hokuto No Ken 6 Ken-oh  
©Buronson & Tetsuo Hara/NSP1983  
©NSP2007, Approved No.YDA-108  
©Sammy



Pachislot Hokuto No Ken tomo  
©Buronson & Tetsuo Hara/  
NSP1983 ©NSP2007, Approved  
No.YFC-128 ©Sammy



**Ayumu Hoshino**

Director, Division Manager,  
Research and Development Division  
**Sammy Corporation**

Representative work:  
*Hokuto No Ken* series  
*ALADDIN* series  
*Juoh* series