



### Fulfilling Our Mission as a Multi-dimensional Entertainment Company by Lifting Hearts in a Gloomy World

Chairman and Group CEO (Representative Director)  
SEGA SAMMY HOLDINGS INC.

**My sincere condolences to those who have lost their lives to COVID-19, and I wish for a speedy recovery to those still ill with the disease. My respect goes to the medical staff who are doing their best at the frontlines of medical care.**

### What entertainment can do now

Due in part to the spread of COVID-19, people around the world are shrouded in a cloud of anxiety and feel confined. Entertainment, however, can offer hope, joy, and courage that lifts people out of suffering and sadness. Now more than ever, the value of SEGA SAMMY as a multi-dimensional entertainment company is being tested.

Precisely because of these circumstances, every employee must strive to lead the industry as Game Changers, driven by the powerful aspiration of creating brand-new forms of entertainment. Otherwise, we will be quickly washed away by the relentless tide of the times.

Regardless of the changing times, the SEGA SAMMY Group will continue to lift people's hearts by providing quality content as a multi-dimensional entertainment company.

### Fostering personnel with proactive mindsets and the ability to persevere

In the Pachislot and Pachinko Machines Business, even under Japan's state of emergency we maintained our efforts to comply with new gambling requirements while at the same time satisfying users.

The global game market is expected to continue expanding as advances in 5G and cloud infrastructure lead to the creation and dissemination of new gaming platforms and business models. As a result of this outlook, we merged SEGA Games Co., Ltd. and SEGA Interactive Co., Ltd., both in our Entertainment Contents Business, in April 2020. We also reallocated domestic resources for greater flexibility in our R&D system and to bolster our competitiveness in the global market.

In the Resort Business, we sought to accumulate know-how toward achieving our top goal of entering the integrated resort business in Japan and forged alliances with business partners to guide our efforts to success.

We have established a system for creating "experiences that move the heart" through entertainment content to attain further growth for the Group. This cannot be realized, however, without the personal growth of our employees. Upholding SEGA's value of "Always Proactive, Always Pioneering" and Sammy's value of "Creation is Life," the SEGA SAMMY Group has been introducing original ideas and unprecedented, pioneering products to the world through a consistent creative effort. If each one of us perseveres to the end with this spirit of challenge and conviction of being Game Changers, a new world will open up before us. Once every employee acquires this ability, we will naturally grow into a company that is both robust and versatile in our response to the changing times.

I am convinced that instilling and deepening the corporate culture of proactively taking on challenges and persevering to the end will lead to sustainable growth for the Group.

### Fulfilling our mission as a company that thrives with society

In October 2020, the SEGA SAMMY Group identified five key issues (materiality) to be addressed: Environment, Addiction, People, Products and Services, and Governance. By addressing social challenges through our core business in light of this materiality, we will do our part in achieving the SDGs.

This we can accept as natural provided that some benefit for society can ultimately be drawn from it. I am confident that our business activities, centered on entertainment, and the results of devoting all our efforts to social contribution activities, including support by the Group's human resources and entertainment content for disaster-stricken areas such as those affected by the Great East Japan Earthquake, will lead to sustainable social and corporate development.

All SEGA SAMMY Group executives and employees will work in concert to fulfill our social responsibilities so that our stakeholders can continue to understand our approach as well as the corporate and social contribution activities based on it.

In these times of dramatic change, my job is to hand down the "Game Changer DNA" by continuously conveying my passion and accumulated experience to all executives and employees. We will continue to create new entertainment for a new era and deliver an experience that moves the heart for everyone to accomplish the Group mission of "Constantly Creating, Forever Captivating"—Making Life More Colorful—

## Becoming an entertainment company that is needed in our “new normal” lifestyle

The spread of COVID-19 has rapidly transformed the lives of people around the world. While this has led us to place a greater emphasis on safety and security, we are also being forced to reexamine the existential value of entertainment. The SEGA SAMMY Group aspires to provide the entertainment needed amid the “new normal,” which can be synonymous with our mission of “Constantly Creating, Forever Captivating” —Making Life More Colorful—

## Exploring SDGs initiatives unique to SEGA SAMMY

In the past, the SEGA SAMMY Group has sought to unify its corporate culture by sharing the “Mission Pyramid” and “S.S.FIVE” (Our core qualities: Drive, Empathy, Initiative, Control, Resolve) that we should continue to retain as a game changer. In addition, since fiscal 2020, we have unified the values, or DNA, of SEGA and Sammy under the shared themes of “Creation is Life × Always Proactive, Always Pioneering.”

Simultaneously we will work toward developing a corporate culture based on respect for diversity, which includes handing down the respective cultures fostered by the two companies. While at first glance this may seem contradictory, a wide variety of personalities and opinions are indispensable for creating experiences that move the heart as a Group that pursues highly diversified businesses. Just as values and a company’s DNA become more refined with growth, sustainable management depends upon fostering a corporate culture in which diversity is a given. For this reason, we regard diversity initiatives as one of the five key issues (materiality) identified by the SEGA SAMMY Group to contribute to overcoming social challenges.

Of these materialities, the Group is most closely characterized by responding to social challenges through the provision of its products and services. As the nature of play and customer needs diversify, employees with different backgrounds must embrace and take advantage of each other’s values to create content that everyone can safely and securely enjoy. As a multi-dimensional entertainment company, we have the responsibility to be a pioneer. And I am certain we have the power to make this mission a success without fail.

In addressing addiction and the natural environment, we will squarely face up to the negative impact associated with creative activity and pay due attention to the negatives. With regard to corporate governance, we are continuously offering opportunities for meaningful exchanges while raising the transparency of management by revising the amount of compensation for directors.

Our effort to provide the Group’s mission of “creating experiences that move the heart” will result in a contribution to SDGs, and that is the idea of true sustainability. I will consistently convey this idea to our employees.



## Continuing to Be a Sustainable Company by Providing Essential Entertainment for a New Society

A handwritten signature in black ink, reading "Haruhiko Satomi".

President and Group COO (Representative Director)  
SEGA SAMMY HOLDINGS INC.

My heart goes out to everyone who has been affected by COVID-19. I hope that all those who are currently ill recover quickly and soon return to their normal lives.

## Working with employees to become a sustainable company

Social structures are evolving by the minute and, as I previously mentioned, COVID-19 has considerably accelerated the pace of change. In this context, to enjoy the trust of stakeholders and thrive as a beloved company for many years to come, we must demonstrate an unwavering commitment to the sound, farsighted approach of maintaining the highest standards of ethical behavior and demonstrating civic integrity. I will consistently convey this to our employees, who are the company’s greatest assets, and establish a working environment in which each can maintain a sense of responsibility to society, so we can continue as an exemplary company that genuinely contributes to society.