

With Customers



Group CSR Charter

We will continue to provide “experiences that move the heart” to our customers in any age as their needs evolve.

Group Code of Conduct

“Security, Safety and High Quality,” “Customer Satisfaction” and “Ensuring the Safety of Products”

1. We will strive to provide secure, safe and high-quality products and services that always meet our customer’s expectations.
2. We will strive to always listen to our customer’s opinions, and provide products and services that are satisfactory to our customer.
3. We will strive to always look at our operations from our customer’s perspective, and provide products and services at an appropriate price and in a prompt manner.
4. We will strive to continually monitor the market, be sensitive to changing trends, improve technology and create new ideas.
5. When we perform product design at our own responsibility, we will strive to ensure that products meet the safety standards as set forth in the relevant laws and regulations, etc., of each country.

“Proper Business Relationships,” “Information Disclosure” and “Claims and Reporting”

6. We will always maintain proper business relationships with our customers. We will not conduct any activities such as: unduly low bargain sales that might damage profits; or acts that are not considered to be normal commercial activities.
7. We will actively disclose information to our customers that is useful for their further understanding of the corporate activities, products and services of the SEGA SAMMY Group.
8. We will carefully examine and take appropriate measures to handle claims against the company, accidents or any other problems.



Takayuki Kikuchi
Sega Logistics Service Co.,Ltd.



Dedicated to the Revival of Retro Machines

In February 2017, our department responsible for the maintenance of second-hand amusement machines was approached by SEGA Interactive with a project to refurbish and exhibit amusement machines that were major hits back in the SEGA era.

SIC contacted us because they wanted cross-sectional cooperation in the project’s implementation.

A large amusement machines plant, which has produced a number of new products since 1991, was annexed to the logistics warehouse at the Yaguchi Office in Chiba Prefecture, where we are located, and we have many highly skilled and experienced repair specialists there.

This project requires a tremendous amount of time and effort. For instance, while we were able to easily make minor repairs, such as removing rust, repainting, and refilling chipped areas, when we found that a part was missing we had to check other machines for a replacement, ask around for it, or find a supplier that could produce it.

Unfortunately, the event to show the revived retro machines has been canceled indefinitely due to COVID-19. We will, however, continue our efforts to revive as many machines as possible so that those who grew up with SEGA arcade games can enjoy that nostalgic feeling and younger people can experience SEGA’s history.



Creating Unique Memories for Customers



I am in charge of two special stores—the Yogorino restaurant and Sepurish photo booth store—and a conventional amusement facility. All our employees at these locations are dedicated to helping customers create unique memories by offering them a new menu at the Seventeen magazine event for teenage girls and “a place where you can take the best pictures of yourself in uniforms,” which expresses the store concept.

I would like to see at these stores more female employees, helping customers enjoy an experience that can't be found elsewhere. As the need for female workers increases due to the population decline, I strive to be a role model who

inspires confidence in staff to pursue higher career ambitions, regardless of gender, and also to motivate potential staff interested in working at our stores.



Kanako Nakada

Large Facility Sales Department,
SEGA ENTERTAINMENT Co., Ltd.



Mitsuki Sawada

Operation Dept.,
SEGA SAMMY GOLF
ENTERTAINMENT INC.

Enhancing the Customer Experience as the Face of Our Golf Course

Front desk staff are the face of our golf course, mainly handling morning check-ins and payments as well as check-outs and record-keeping. We also make careful preparations for customers so they can fully enjoy golfing.

I have only been with the company for two years, so I am still learning new things every day. By working as a member of a team with other front staff members and sections and closely communicating with them, I would like to provide customer services that make people happy about having chosen The North Country Golf Club and encourage them to come back.



Delivering the Worldview of Our Games in 3D

The Music Business Team is responsible for the licensing of live concerts and performances. Our goal is to reproduce the worldview of our games so that we don't disappoint the fans who love Atlus games. For PERSONA5 the Stage, which is a staged work of our PERSONA5, our development and stage staff worked together as often as possible to oversee the finest details, from the clothing fabric, wigs, and makeup used to character movement. An Atlas sound creator, Atsushi Kitajo, also composed the soundtrack for the stage.

I would very much like to see these stages held overseas to deliver a worldview of our games to fans across the globe. And I encourage everyone to look forward to the second stage, scheduled to open in October.



Ayano Harada

Sales and Music Business Dept.,
ATLUS Co., LTD.

Celebrating the 60th Anniversary of SEGA with Content that Conveys Our Deepest Appreciation to All SEGA's Stakeholders

In celebrating the 60th anniversary of SEGA, we are focusing on actions under the key message, "GO SEGA," for one year starting in April, to deepen the connection between our customers and all other stakeholders and the SEGA Group on June 3, 2020.

Through our special website, a major tool for connecting with customers, we are celebrating our anniversary internationally by sharing more than 5,800 congratulatory messages received from across the globe. The PR videos featuring SEGA Shiro, an ambassador of the project, have been viewed seven million times.



We produce goods on which "GO SEGA" is printed and feature them in brochures.

We feel that there are many fans, from loyal gamers to those new to the brand, who appreciate SEGA's charm.

Unfortunately, some events have been suspended due to the current pandemic. Nevertheless, we will continue our efforts to communicate with all our customers to share the strong DNA of the SEGA Group, which has enabled us to overcome many obstacles, as well as our commitment and enthusiasm for GO SEGA and our solid steps toward a brighter future.



From left: **Takayuki Yashiro, Mayu Koike, and Shigeru Kikegawa,**

SEGA 60th Anniversary Project Office, SEGA Corporation

Promoting "E-commerce Sales" of Pachislot and Pachinko Machines!?



Naoto Murano

EC Promotion Dept., Sales Div., Sammy Corporation



Front row from the left:
Kenji Inoue
Takashi Shimada
Shigeo Narushima

Back row from the left:
Naoto Murano
Hideki Sakamoto, Manager
Masaaki Hasegawa
Ryo Matsuoka
Taishi Morinaga

We live in a time when everything is connected to the Internet—when people can even purchase a car simply with a few clicks on their smartphone. Nonetheless, it is still customary for this industry to sell pachislot and pachinko machines in person and order parts by phone or fax.

SAMMY was one of the first companies to launch a website for ordering after-sales parts, and in 2020 it will expand that system to include an e-commerce channel for the sale of these products.

Although our mission is to promote e-commerce, we believe this means more than merely putting all our products and services online.

Sales are carried out in any number of ways depending on the customer. For example, they may want to first try out a machine before purchasing it online or to do some research online before visiting a showroom to make a purchase. We must take advantage of every resource and the available knowledge base without being exclusively bound by current business practices. We believe that it is our mission to deliver products and services that are more personalized than ever before by taking advantage of the benefits of both face-to-face sales and e-commerce. Going forward, we will collaborate across SEGA Group and utilize the website to promote the sales of pachislot and pachinko machines as well as various services to support the success of our customers businesses.



Pursuing Customer Satisfaction

Gauging and Applying Customer Needs

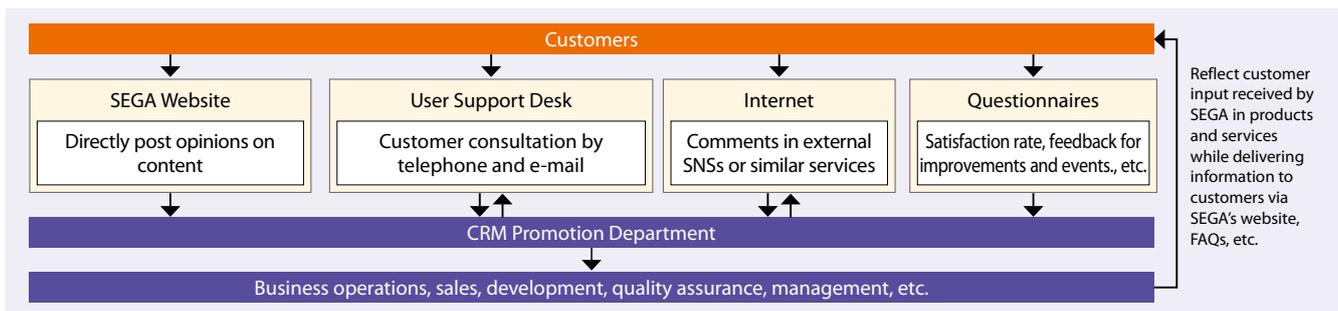
Customer Support System

E We operate the User Support Desk so that customer input can be used in quality improvements for our products and services. Moreover, we have a specialized group (CRM Promotion Department) that forwards customer information to related departments.

1. We promptly and accurately respond to customer inquiries through the operation of the User Support Desk while efficiently collecting customer feedback received through questionnaires, websites, and external social media. Also, we use special tools to report market developments to related departments. On the business side, such as development, we thoroughly analyze and then use customer feedback, along with the state of products or services, to develop a framework for quickly improving them as well as advancing their evolution and generating new projects.
2. We safely and effectively handle personal information, and we operate the SEGA ID member system, which enables Group-wide user verification and online payment. SEGA ID as a key is also used to combine and store personal information with other data. Furthermore, we obtained Privacy Mark certification in June 2017. By presenting the mark to third parties, we will strive to gain public trust. At the same time, we will establish an environment for appropriate management and use of the personal information we have collected.

Up until now, we have been conducting user data surveys with IT tools. Now, under the slogan “building relationships for longer and more enjoyable experiences,” we receive game server logs from some of our development departments to promptly resolve the issues our customers are facing by reviewing their log history and the content of inquiries and to promote the internal use of customer data by strengthening market reporting.

Mechanisms and Framework to Act on Customer Feedback (Entertainment Contents Business)



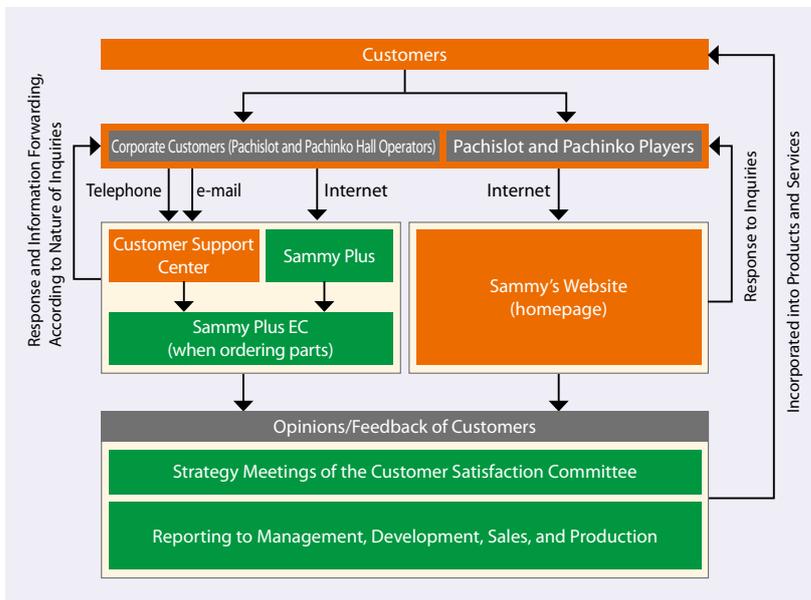
PP In fiscal 2018, we integrated the Call Center and Parts Center to establish the Customer Support Center, streamlining a series of customer services, such as the receipt of customer inquiries on machine problems and troubleshooting by phone, follow-up calls to customers who made inquiries on the shipment of after-service parts and technical problems, and the collection of defective parts. In response to the government’s request to suspend business due to the COVID-19 pandemic, we will start receiving email inquiries in fiscal 2021, facilitating an even faster response. We train customer service staff on how to mount defective parts on actual machines in order to strengthen their skills for more accurately diagnosing machine problems.

In addition, to make customer services more user friendly, we are:

- (1) providing a multi-channel guidance service that delivers easy-to-understand explanations to customers about the location of the parts in the machine and how to replace them, which is difficult to explain by phone but easier with the support of our Sammy Plus website;
- (2) operating Sammy Plus EC, our e-commerce website for after-sales parts so that customers can order parts according to their respective needs; and
- (3) unifying phone numbers of our call center with those of our competitors.

In fiscal 2020 alone there were 16,000 customer inquiries to the Support Center. We apply what we

Mechanisms and Framework to Act on Customer Feedback (Pachislot and Pachinko Machines Business)



learn from these to reduce incidents of machine problems and improve the operability of game machines and other activities in the development and manufacturing divisions. This involves the collection and analysis of opinions and feedback at the Customer Service Division and the timely sharing of this information with the related departments.

Safety and Quality Assurance of Products and Services

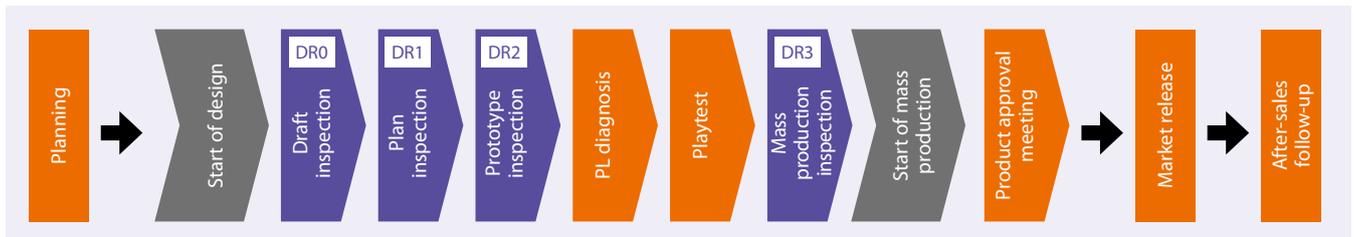
Quality Assurance System

E At SEGA Interactive, the Quality Assurance Department operates independently from other departments, such as sales and development, to strengthen our quality assurance system by centrally managing product and service safety and quality in keeping with relevant rules. Particularly for managing product safety, the business follows its own voluntary standards as well as industry guidelines established by JAIA.*1 In addition, we conduct design reviews in which the relevant personnel from each department, such as development, production, sales, and quality management, gather to evaluate products from four perspectives: product specifications, design specifications, mass production specifications, and mass production readiness.

Prior to market release, we make sure that we are releasing a product that has satisfied strict standards. This entails conducting a PL*2 diagnosis, during which we assess product risks using various safety control techniques, and a product approval meeting to determine whether a product is ready for release.

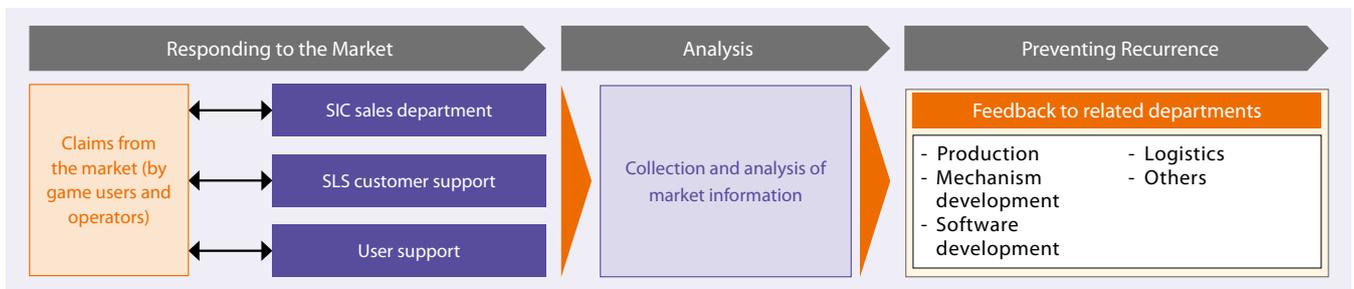
*1 Japan Amusement Machine and Marketing Association, Inc.
*2 Product liability

Flow of the AM Equipment Quality Assurance System



DR: design review

Mechanism for Utilizing Customer Input (Amusement Machines)



PP At SAMMY, we offer safe, high-quality products and services after undertaking quality assurance initiatives for proactive creativity and effective improvement. Also, we take the following actions to eliminate major failures that could compromise safety.

- (1) Develop quality manuals and manage quality records
- (2) Verify that the 4M* system is being properly implemented by suppliers and, as necessary, conduct audits and provide guidance
- (3) Conduct process audits for production and gaming testing for machines in a high-temperature environment
- (4) Optimize inspection specifications for movable accessories
- (5) Reinforce collaboration between our development, sales, and production departments to improve product quality

As a result of these efforts, we achieved our target of eliminating major failures.

*Man, machine, material, method

Quality Assurance Action (Pachislot and Pachinko Machines Business)



Creating a Wholesome Environment for User Enjoyment

Product and Service Labeling

E At SEGA Games, we label product packaging, user manuals and other tools for home video game software in accordance with the relevant laws and regulations, industry group guidelines and internal rules. By applying clear and appropriate labels, we ensure that customers can confidently use our products and services. We also proactively specify the range of users for each product and address any ethical concerns. SEGA labels all of its products in line with assessments conducted in countries around the world. In Japan, we indicate the target age group for each game based on the ratings system of the Computer Entertainment Rating Organization (CERO) and label products in accordance with our own voluntary standards. With the expertise accumulated through the CERO rating system and previous cases, we have formulated guidelines that cover 9 categories and 26 items. Furthermore, we share as needed information on the latest cases from both Japan and overseas concerning voluntary ethical restraint through newsletters to raise employee awareness.



Initiatives for the Appropriate Use of Content

E PP SEGA Games of the Entertainment Contents Business and Sammy Networks of the Pachislot and Pachinko Machines Business provide content for smartphones and tablet mobile terminals. Particularly in light of problems related to excessive game use by minors and the associated fees, we have instituted age authentication for most titles for the domestic market that sets an upper limit on monthly fees that can be accumulated. In connection with the game “gacha,” in which players use points and other items that we sell, we also take steps to temper player expectations by avoiding ambiguous statements that could result in accumulating excessive fees. For example, we have established in-house guidelines for clearly stating the rarity of items that players can acquire or the probability of their acquisition, item by item. We intend to continue our efforts through such measures, all of which are in accordance with the guidelines of industry associations. This allows us to create a wholesome environment for game playing in which users can enjoy themselves with a sense of security.

Measures against Illegal Customer Behavior

PP The Revised Amusement Businesses Law Enforcement Ordinance, in effect since July 2004, is primarily intended to control excessive gambling on amusement machines and prevent improper modifications. Adhering to this ordinance, the Pachislot and Pachinko Machines Business has established a special group to collect market information and build amusement machines that are resistant to abuse toward preventing users from illegally manipulating the machines for illicit benefit. To combat improper modifications, which are becoming increasingly complex, we monitor and manage the distribution of our amusement machines to completely eradicate from the market any that have been illegally modified. Suspicious solicitations for “sakura/uchiko” by people posing as SEGA Sammy Group recruiters and groundless walkthroughs and strategy guides have been circulating in some areas of the market. Also, we are implementing various countermeasures and encouraging caution via the Sammy website and pamphlets.



Ethics and Social Considerations

E PP In compliance with the Standards for Elimination of Unhealthy Amusement Machinery, established by the JAIA, SEGA Interactive conducts in-house inspections prior to commercialization. It does this to identify any expression that may be excessively cruel or cause discomfort to customers.

SAMMY has established an ethics committee, which serves as an in-house audit function. Moreover, it has developed pachislot and pachinko machines that satisfy prevailing ethical standards and social codes. We have formulated our own guidelines and strictly control our products to ensure that they do not contain any content that could lead to criminal acts or significantly encourage gambling. For more information on our efforts to prevent addiction, please refer to our integrated report.

Countermeasures to Addiction

E The annual conference of the World Health Organization in May 2019 recognized gaming addiction as a new mental disorder, defining it as a pattern of excessive online and video gaming that can impair an individual's daily functioning.

For the "gacha" game, which has strong gambling elements that can lead to excessive fees, the Entertainment Contents Business has taken steps particularly in light of problems related to excessive game playing by minors and the associated fees. These measures include age authentication for certain titles that restrict the amount of monthly fees and in-house guidelines to temper player expectations by avoiding the use of ambiguous terms and prevent the charging of exorbitant fees.

Four organizations related to gaming, including COMPUTER ENTERTAINMENT SUPPLIER'S ASSOCIATION (CESA), Japan Online Game Association(JOGA), Mobile Content Forum(MCF), Japan esports Union(JeSU), have established a four-member joint study group to study player behavior induced by gaming and promote awareness of healthy gaming. Currently, the group is conducting research on gaming disorder in collaboration with external experts and will also work on developing effective measures in the future. The SEGA SAMMY Group will continue to appropriately address these issues in cooperation with the study group.

PP Discussions regarding addiction began in the pachinko and pachislot machine industry when the Society for Research on Pachinko Addiction was formed in 2003. The Recovery Support Network (RSN), established with support from industry groups in 2006, conducts wide-ranging problem-solving initiatives, such as public outreach and telephone counseling while also collaborating with public institutions.

Following the promulgation and enforcement of the Act on Promotion of Development of Specified Integrated Resort Districts (IR Promotion Act) in December 2016, the pachinko and pachislot machine industry has been working to respond to government efforts to address gambling addiction. Accordingly, in January 2017, the 21st Century Pachinko and Pachislot Industry Association, which consists of 14 groups from the industry, released the Statement Regarding Issues Involving Pachinko and Pachislot Addiction. Since then it has been promoting such initiatives as the expansion of RSN office hours, addition of new items to the scope of the Self-reporting Program*1, introduction of the Family Reporting Program*2, assignment of Secure Pachinko and Pachislot Advisors who provide consultation on addiction issues at pachinko halls across Japan, and replacement of pachinko and pachislot machines to comply with the revised rules enforced in February 2018. Furthermore, in December of the same year, a third-party organization that evaluates and issues proposals on the industry's addiction measures was established to create an environment open to objective feedback.

In December 2019, the Basic Guidelines for Addressing Pachinko Addiction and the Basic Guidelines for the Pachinko and Pachislot Industry for Addressing Addiction that specify the guidelines and concrete measures to address addiction were formulated and announced to accelerate the efforts to address gaming addiction.

The SEGA SAMMY Group will play a leading role in these initiatives and contribute to the industry's sound development.

*1 A program that allows customers to set limits on the money and time spent on machines per day and the number of visits per month, and their entry is restricted when these limits are exceeded.

*2 A program that allows customers to consent to family members restricting their entry.



Addiction prevention poster

Developing and Operating a Safe and Reliable IR Facility

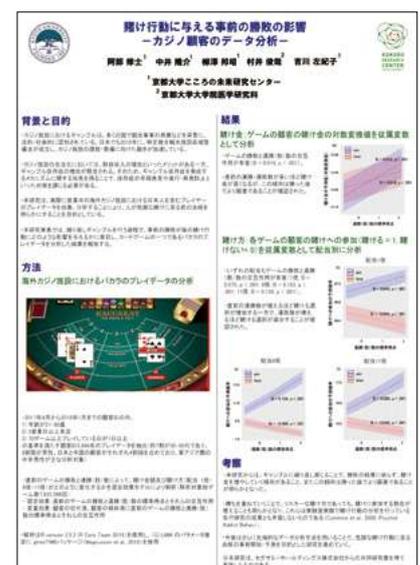
■ Launching industry-academia joint research on gambling addiction

R SEGA SAMMY HOLDINGS and Kyoto University have been jointly conducting process research* on gambling addiction with Kyoto University through the collection and analysis of data on transitions in gambling behavior.

The research is being carried out with the aim of identifying signs that appear prior to a person's engagement in dangerous gambling by collecting and analyzing player data (including Japanese players) at overseas casino operations. With this research, we intend to establish a system to identify players who exhibit signs of addiction and then prevent further progression. At the same time, by establishing facility operations that encourage self-control and restraint, we aim to build consistent, systematic anti-gambling addiction measures through education, prevention, and collaboration with medical institutions for treatment.

Research has so far revealed the effects of prior wins and losses on subsequent gaming behavior, based on data analysis and presented at the 83rd Annual Convention of the Japanese Psychological Association in September 2019, and research aimed at detecting the signs of addiction is ongoing.

*Research will be extended to March 2023 and will continue at the Kyoto University Kokoro Research Center.



Poster for the 83rd Annual Convention of the Japanese Psychological Association