[Disclaimer]
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<td>Initiatives in Business Structure Reform Phase</td>
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<td>Review of Structure Reform</td>
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<td>Build Business Environment</td>
<td>36</td>
</tr>
<tr>
<td>Capital Policy</td>
<td></td>
</tr>
</tbody>
</table>
Review of Structure Reform
Initiatives in Structure Reform Phase (from FY Ended March 2015)

Cost Structure Reform
- Reduced fixed expenses by 6 billion yen

Business Structure Reform
- Review Business Portfolio
  [Growth Investment Businesses]
  Invest in growth businesses
  Sales growth
  - Digital Games
  - IR (Integrated Resorts)
  - Other New Areas
- Core Businesses
  Reform into profit structure
  Expand fan clients
  - Pachislot and Pachinko Machines
  - Packaged Games
  - Amusement Machines
  - Amusement Center Operations
  - Animation
- Improve Business Efficiency
  - Pachislot and Pachinko Machines
    Consolidate and streamline development/production resources
  - Entertainment Contents
    Disposition of non-core business

Implementation Phase
- Implement various initiatives
  Growth Investment Businesses
  - Resort
    Improve asset efficiency
    - Transfer of JOYPOLIS
    - Discontinuance of development of complex in Busan
  - Core Businesses
    - Packaged Games
      Reinforce PC games
      - Acquisition of PC game developer Amplitude
    - Amusement Center Operations
      Improve asset efficiency
      - Sold land in Shinsaibashi
  - ZEEG
    Establishment of a joint venture "ZEEG" with Universal Entertainment Corporation

To Growth Phase
- Implement various initiatives
  Growth Investment Businesses
  - Resort
    Accumulate know-how on integrated resort (IR)
    - Opened PARADISE CITY (April 20, 2017)

Changing mindsets
Review of Structure Reform (from FY Ended March 2014)

Following the start of structure reform, profit is on a recovery trend
Review of Structure Reform (from FY Ended March 2014)

Broke away from decrease trend in net cash which continued until FY Ended March 2016

※Cash and cash equivalents in cash flow statement
Road to 2020
SEGA SAMMY GROUP
Changing Mindsets (Our Missions)

Build Mission Pyramid

Value
(Mindset/DNA)

"Creation is Life" × "Always Proactive, Always Pioneering"

Mission
(Raison d’être)

"Continuing to create moving experiences"

Vision
(Ideal self)

Sammy…the wellspring of new ideas as an innovator in the industry

Be a Game Changer

[Pachislot and Pachinko Machines] [Entertainment Contents] [Resort]

Be a Game Changer

Be an Experiential Innovator

Goal
(Specific target)

Operating income margin: At least 15%

Succeed in IR businesses
Enhance brand recognition

Operating income margin: At least 30%

Sales: At least ¥300 billion
Operating Income: At least ¥30 billion
Operating income margin: At least 10%
Long-term events

Mid-term Initiatives (To FY Ending March 2020)

- Improve profitability and create stable revenue by reviewing business process
- Business strategy development eyeing expansion of profit scale
- Investment of management resources with focus on growth areas

Core Businesses
- Improve profitability and create stable revenue by reviewing business process

Growth Businesses
- Reinforce earnings base → Enter new growth areas

Long-term Vision (From FY Ending March 2021)

IR (Integrated Resorts)

Others New Areas

✓ Reinforce earnings base → Enter new growth areas
# Major Issues (Summary by Segment)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Core Business Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Pachislot and Pachinko Machines</strong></td>
</tr>
<tr>
<td></td>
<td>• Promote reuse</td>
</tr>
<tr>
<td></td>
<td>• Develop industry platform</td>
</tr>
<tr>
<td></td>
<td>• Improve development efficiency</td>
</tr>
<tr>
<td></td>
<td><strong>Digital Games/ Packaged Games</strong></td>
</tr>
<tr>
<td></td>
<td>• Create titles that will become global hits</td>
</tr>
<tr>
<td></td>
<td><strong>Resort</strong></td>
</tr>
<tr>
<td></td>
<td>• Obtain expertise toward success in IR businesses</td>
</tr>
<tr>
<td></td>
<td><strong>Build Business Environment</strong></td>
</tr>
<tr>
<td></td>
<td>• Integrate group offices and reform workstyle</td>
</tr>
<tr>
<td></td>
<td>• B to C initiatives toward expansion of fan base</td>
</tr>
</tbody>
</table>
Mid-term Business Results Trends

■ Target for FY Ending March 2020

- Operating income margin of at least 15%
  Sales: 500 billion yen  Operating income: 75 billion yen
- Expect ROA of at least 5% based on the assumption that total asset size will be the same as current level
Mid-term Business Results Trends (Sales/Operating income composition)

**FY Ended March 2017**

**Sales:** ¥366.9 billion

**Operating income:** ¥29.5 billion

**FY Ending March 2020**

**Sales:** ¥500.0 billion

**Operating income:** ¥75.0 billion
Mid-term Business Results Trends (Segment)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consolidated</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>366.9</td>
<td>380.0</td>
<td>420.0</td>
<td>500.0</td>
</tr>
<tr>
<td>Operating Income</td>
<td>29.5</td>
<td>20.0</td>
<td>30.0</td>
<td>75.0</td>
</tr>
<tr>
<td>Operating Income Margin</td>
<td>8.0%</td>
<td>5.3%</td>
<td>7.1%</td>
<td>15.0%</td>
</tr>
<tr>
<td><strong>Pachislot and Pachinko Machines</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>148.2</td>
<td>150.0</td>
<td>165.0</td>
<td>185.0</td>
</tr>
<tr>
<td>Operating Income</td>
<td>26.3</td>
<td>20.0</td>
<td>28.0</td>
<td>52.0</td>
</tr>
<tr>
<td>Operating Income Margin</td>
<td>17.7%</td>
<td>13.3%</td>
<td>17.0%</td>
<td>28.1%</td>
</tr>
<tr>
<td><strong>Entertainment Contents</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>205.7</td>
<td>220.0</td>
<td>245.0</td>
<td>305.0</td>
</tr>
<tr>
<td>Operating Income</td>
<td>11.1</td>
<td>10.0</td>
<td>15.0</td>
<td>32.0</td>
</tr>
<tr>
<td>Operating Income Margin</td>
<td>5.4%</td>
<td>4.5%</td>
<td>6.1%</td>
<td>10.5%</td>
</tr>
<tr>
<td><strong>Resort</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>13.0</td>
<td>10.0</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Operating Income</td>
<td>-2.2</td>
<td>-3.0</td>
<td>-2.0</td>
<td>-1.0</td>
</tr>
<tr>
<td>Operating Income Margin</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other / Elimination</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Income</td>
<td>-5.7</td>
<td>-7.0</td>
<td>-11.0</td>
<td>-8.0</td>
</tr>
</tbody>
</table>

※ PARADISE SEGASAMMY is not included because of application of the equity method
Segment Goal / Business Strategies
【Mission】
Continuing to create moving experiences

【Vision】
Sammy…the wellspring of new ideas as an innovator in the industry

Segment Target (Goal)
Operating income margin of at least 30%*

※Operating income margin of excluding "other/elimination" of Pachislot and pachinko Machines business
Major Issue① "Promote reuse"

Increase subject-for-reuse ratio

- Product design that is conscious of reuse
- Product line-ups for maximization of reuse
- Expand parts subject for reuse

【Number of parts for reuse and Target subject-for-reuse ratio (Pachislot)】

<table>
<thead>
<tr>
<th>Part Type</th>
<th>Current Level</th>
<th>FY Ending March 2020 and after</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reuse parts</td>
<td>10-15 parts</td>
<td>At least 50 parts</td>
</tr>
<tr>
<td>Subject-for-reuse ratio</td>
<td>30%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Promote introduction of common components

- Promote introduction of common components
- Expand common components for Pachinko and Pachislot machines
  ⇒ Reduce disposal risks and expand scale of reuse

【Target ratio of common components (FY Ending March 2020)】

<table>
<thead>
<tr>
<th>Machine</th>
<th>Target Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pachislot</td>
<td>At least 90%</td>
</tr>
<tr>
<td>Pachinko</td>
<td>At least 50%</td>
</tr>
</tbody>
</table>
Major Issue② "Develop industry platform"

- Development and sales of common machine cabinets and component units
- Development and sales of products that adopt ZEEG machine cabinets and component units

- Enhance product appeal by adopting high-quality machine cabinets
- Improve costs by reusing machine cabinets in the future
"Major Issue③ "Improve development efficiency"

- Launch products at the peak of market needs by shortening development period
  - Narrow down the number of titles/increase number of personnel per title
  - Drastically review development process
    (in-house approval system, quality control process, in-house production, etc.)
- Strengthening quality assessment process (test play etc.)

Traditional process:
- Plan
- Production
- Quality assessment
- Prototype testing application
- 1.5 – 2.5 years

After review:
- Plan
- Production
- Quality assessment
- Prototype testing application
- Shorten by approximately 20% – 30%

✓ Launch products at the peak of market needs by shortening development period and strengthening quality assessment process
Business Strategies (Pachislot and Pachinko Machines Business)

**Major Points by Initiative**

**Reuse**
- Product design that is conscious of reuse
- Expand parts subject for reuse
- Promote introduction of common components

<Reuse System>

Cost Reduction
- Reinforce cost management using cost indices
- Drastically review debug operations
- Select exclusive items such as devices carefully

**Establishment of ZEEG and Utilization of Brands**
- Collaborate with Universal Entertainment Corporation
- Implement joint purchasing
- Adopt high-quality machine cabinets
- Integrate into Sammy brand
- Select the number of titles to be developed carefully
- Improve development/production/sales efficiency

**B to C**
- Hold fan events, etc.
- Operate information website for smartphones

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Segment Target (Entertainment Contents Business)

【Mission】
Continuing to create moving experiences

【Vision】
Be a Game Changer

Segment Target (Goal)

<Sales>  At least ¥300 billion
<Operating income>  At least ¥30 billion
<Operating income margin>  At least 10%
Business Strategies (Entertainment Contents Business)

■ Major Issue "Create titles that will become global hits"

Transition from diversified investment to focused investment

- Select titles carefully
  (aim for middle hits ⇒ aim for big hits)
- Focused investment on promising titles
  (reinforce promotion)

Create system to promote global development

- Shift business pillar from device-centric to IP-centric
- Reinforce by integrating functions of regional bases

✓ Restructure business structures including organizations to achieve strategies mentioned above
Major Issue "Create titles that will become global hits"

Expand utilized IPs

- Revival IPs
- Existing IPs
- New IPs
- External IPs

Reinforce various IP measures including reutilization of dormant IPs, in addition to existing IPs

Multi-channel development

- Expand IP development channels
- Mobile devices
- PC
- Game consoles

Expand development regions

- Expand areas of IP development
- Release simultaneously around the globe

- Europe
- Domestic
- North America
- Asia

Digital marketing platform

- Send customers
- Attract customers for each other and send customers to each other (O2O, etc.)
- Support development (publishing and localization)

- Revival of past IPs and active utilization of external IPs, etc.
- Maximize value of IPs by expanding development channels and regions of respective IPs
Major Issue "Create titles that will become global hits"

Future Organization Structure

- Promote multi-device/global development by organizing studios centered on IPs
- Improve efficiency by integrating publishing and other functions by region

Operating body

- Domestic/Asian studios
  - PHANTASY STAR
    - Puyopuyo
    - Persona
    - New IPs

- European studios
  - Total War
  - Football Manager
  - Endless
  - New IPs

- North American studios
  - Sonic
  - Company of Heroes
  - Dawn of War
  - New IPs

Development devices

- Multi-device
  - Mobile devices
  - Game consoles
  - PCs

Publishing structure

- Domestic publishing
- European publishing
- North American publishing
Major Points by Field

Digital game field

- Create titles that will become global hits
- Establish digital marketing business
- Expand overseas publishing business
- Maintain profits through long-term operation of existing titles
- Develop next-generation titles

Packaged game field

- Expand existing IPs and obtain new IPs for North American and European PC games
- Build revenue base by being entrusted with outsourced development
- Challenge for new IPs
- Revival of major IPs
- Effective utilization of development engines

---

“Puyo Puyo!! Quest” ©SEGA

“Hortensia Saga” ©SEGA / Houmannai

“CHAIN CHRONICLE 3” ©SEGA

“PHANTASY STAR ONLINE 2” ©SEGA

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“PHANTASY STAR ONLINE 2” ©SEGA

“CHAIN CHRONICLE” ©SEGA

“Puyopuyo!! Quest” ©SEGA

“Hortensia Saga” ©SEGA / Houmannai

“CHAIN CHRONICLE 3” ©SEGA

“PHANTASY STAR ONLINE 2” ©SEGA
## Major Points by Field

### Amusement machine field
- Launch No.1 titles in the genre
- Reinforce efforts for cost reduction

![StarHorse3](image)

“Soul Reverse”

©SEGA

### Amusement center operations field
- Improve operational efficiency by introducing e-money, etc.
- Gain revenue from new businesses
- Scrap-and-build existing facilities

![LaLaport FUJIMI](image)

©SEGA ENTERTAINMENT Co. Ltd.

![Ikebukuro GIGO](image)

©SEGA ENTERTAINMENT Co. Ltd.

### Animation/Toy field

#### <Animation>
- Reinforce profitability of three major IPs
- Reinforce distribution business targeting Japan and overseas
- Reinforce 3D CG production

Reinforce three major IPs, “Detective Conan,” “ANPANMAN” and “LUPIN THE 3rd”

“Detective Conan Crimson Love Letter”
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#### <Toy>
- Reinforce profitability of existing IPs
- Challenge new areas by utilizing partnerships

Create stable revenue centered on "ANPANMAN" series

“ANPANMAN” Talking Picture Book SUPER DX”
©Takashi Yanase/Froebel-kan,TMS,NTV
Business Strategies (Resort Business)

【Mission】
Continuing to create moving experiences

【Vision】
Be an Experiential Innovator

Segment Target (Goal)
Succeed in IR businesses
Enhance brand recognition
Business Strategies (Resort Business)

**Major Issues "Obtain expertise toward success in IR businesses"

Components of IR (Integrated Resorts) Businesses

<table>
<thead>
<tr>
<th></th>
<th>PARADISE CITY</th>
<th>Phoenix Seagaia Resort</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Casino</strong></td>
<td>Approx. 15,500 ㎡</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>(Slot Machines: 291 units, Table Game: 158 units,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Electronic Table Game: 4 units 62 seats)</td>
<td></td>
</tr>
<tr>
<td><strong>Hotel</strong></td>
<td>711 rooms</td>
<td>950 rooms</td>
</tr>
<tr>
<td></td>
<td>(Additionally construct a boutique hotel with approx. 60 rooms)</td>
<td>※3 facilities total</td>
</tr>
<tr>
<td><strong>Convention</strong></td>
<td>Approx. 3,000 ㎡</td>
<td>Approx. 5,500 ㎡</td>
</tr>
<tr>
<td></td>
<td>(Capacity for up to approx. 3,000 people)</td>
<td>(Capacity for up to approx. 5,000 people)</td>
</tr>
<tr>
<td><strong>Entertainment</strong></td>
<td>SPA, CLUB, WONDER BOX (for families)</td>
<td>SPA, Hot springs, Fitness, Horse riding club</td>
</tr>
<tr>
<td><strong>facilities</strong></td>
<td>(Opening planned in FY 2018)</td>
<td></td>
</tr>
<tr>
<td><strong>Other facilities</strong></td>
<td>PLAZA (Commercial facility / cultural center, shopping mall)</td>
<td>Golf courses, Tennis courts, Wedding halls</td>
</tr>
<tr>
<td></td>
<td>(Opening planned in FY 2018)</td>
<td></td>
</tr>
</tbody>
</table>

※3 facilities：Sheraton Grande Ocean Resort, Cottage Himuka, Luxze Hitotsuba

- Operate hotels which will be the hub for stay-type tourism
- Operate large convention halls that can handle international class conventions
- Obtaining expertise on operation and development of casino through “PARADISE CITY”
Reference (PARADISE CITY overview)

- 3 minute-drive from Incheon International Airport, one of the largest hub airports in Asia
- Opened luxury hotel, one of the largest foreigner exclusive casino in South Korea and convention hall in April 2017
- Boutique hotel, commercial facility, premium spa, etc. will be open in the first half of FY 2018
Business Strategies (Resort Business)

Reference (Phoenix Seagaia Resort overview)

- 3 accommodation facilities including "Sheraton Grande Ocean Resort"
- World class Convention facility which accommodates up to 5,000 people
- Sport facilities including "Phoenix Country Club“, one of the most prominent golf courses in Japan
Accumulate expertise on resort facility operation through PHOENIX RESORT

- Directly accumulate expertise on operation and development of casinos by sending officers and employees to "PARADISE SEGASAMMY"

Sending employees in stages:

Phoenix Seagaia Resort

- March 2012
  Acquired all shares of PHOENIX RESORT

- April 2013
  TOM WATSON golf course was reopened after renovation

- August 2016
  Opened "Sheraton Grande Ocean Resort" after renewal

- July 2017
  Renewal of hot spring facility in "Garden Area," etc.

PARADISE SEGASAMMY

- July 2013
  PARADISE SEGASAMMY acquired Paradise Casino Incheon

- November 2014
  Started construction of "PARADISE CITY,", South Korea's first integrated resort facility

- April 2017
  Opened casino, hotel and convention hall of "PARADISE CITY"

- From 2018 -
  Open new areas such as Boutique hotel and Shopping mall, etc.
Business Strategies (Resort Business)

- Japan Gaming Congress (May 11, 2017)

Our Resort Business

Phoenix Seagaia Resort

- Purchased in 2012 to acquire hospitality expertise.
- Leisure facility complex hosting many MICE events

Our Commitment

SEGA SAMMY, as a leading Japanese entertainment company, commits itself to deliver a singular and unparalleled IR in Japan.
Business Strategies (Resort Business)

Major Points by Facility

Phoenix Seagaia Resort

- Improve guestroom occupancy rate and profitability of "Sheraton Grande Ocean Resort"
- Improve operation rates for rounds of golf of "Phoenix Country Club"
- Obtain expertise on development and operation of hotel, golf course, convention, etc.
- Enhance customer loyalty through reinforcement of membership program

PARADISE CITY (Incheon) South Korea

- Obtain expertise through development and operation of "IR (Integrated Resorts)"
- Enhance facility operation by carrying out Phase1-Stage2 facility construction (Development of Spa, Club, facilities for families, Commercial facility, cultural center, hotel, etc.)
- Obtain further expertise through reinforcement of sending employees
Build Business Environment (Consolidation of Head Office Functions)

Consolidation of Head Office Functions and Promotion of reforming workstyle

<table>
<thead>
<tr>
<th>Companies to be relocated</th>
<th>Number of personnel to be relocated (person)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEGA SAMMY HOLDINGS INC.</td>
<td>Approx. 140</td>
</tr>
<tr>
<td>Sammy Corporation</td>
<td>Approx. 1,460</td>
</tr>
<tr>
<td>SEGA Holdings Co., Ltd.</td>
<td>Approx. 300</td>
</tr>
<tr>
<td>SEGA Games Co., Ltd.</td>
<td>Approx. 2,200</td>
</tr>
<tr>
<td>ATLUS. CO., LTD.</td>
<td>Approx. 220</td>
</tr>
<tr>
<td>Sammy Networks Co., Ltd.</td>
<td>Approx. 270</td>
</tr>
<tr>
<td>DARTSLIVE Co., Ltd.</td>
<td>Approx. 200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>Approx. 4,790</strong></td>
</tr>
</tbody>
</table>

Integration of group offices aiming reforming workstyle

- Relocation to Osaki area
- Reinforce collaboration among group companies
- Improve business efficiency by introducing core time

※Full-time employees, contract employees, temporary employees, part-time employees, etc. are included
Build Business Environment (Implement B to C measures)

Major Initiatives (Sammy)

■ “Universal Carnival × Sammy Festival 2017”  Hold collaboration events with Pachinko and Pachislot manufacturers

■ Staging/sponsoring events (Club event, fan event, sponsoring nation-wide tour of a famous music group)

※ Picture above was taken in 2016
Major Initiatives (SEGA)

- SEGA staged event for fans
  Hold SEGA Festival at Akihabara

- Exhibited at game events
  (TOKYO GAME SHOW 2016, JAPAN AMUSEMENT EXPO 2017, AnimeJapan 2017, etc.)
Continue to position return of profits to shareholders through stable dividends as a basic policy
(forecast for FY ending March 2018: 40 yen per annum)
[Disclaimer]

The contents in this material and comments made during the questions and answers etc. of this briefing session are the judgment and forecasts of the Company’s management based on the currently available information. These contents involve risk and uncertainty, and the actual results may differ materially from these contents/comments.

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