

## SEGA SAMMY continues to deliver unique value through entertainment filled with hopes and dreams.



**Hajime Satomi** President and Chief Executive Officer  
SEGA SAMMY HOLDINGS INC.

### Our social responsibility is to create entertainment.

As stated in our Management Philosophy, the SEGA SAMMY Group is committed to providing entertainment filled with dreams and excitement to people throughout the world.

Providing enjoyment and excitement as well as dreams and inspirations across the world by virtue of knowing everything about entertainment defines the significance and value of our Group. Under the Management Philosophy, each of us steadfastly endeavors to produce entertainment with the belief that creating this social value is the CSR that the public has come to expect of the Group.

### We continue to reform our business structure as a perpetual innovator.

The SEGA SAMMY Group has delivered innovative entertainment that has never been seen before by the industry or anywhere in the world. However, we must constantly innovate to provide entertainment that consistently exceeds societal expectations during a time when the forms of entertainment are diversifying along with multiplying social expressions. We are determined to reform our business structure in order to meet this demand. To be more specific, we intend to realize mid- and

long-term growth by further advancing our core businesses, Pachislot and Pachinko Machines, Entertainment Content and Resorts, and thereby enhance the synergies among them, while laying out a framework for more intensively concentrating on nurturing digital games and other new fields as well as our integrated resort business. People the world over will continue to be our target customers, and we will do our best to provide every generation with high-quality entertainment. We will work hard to establish a more powerful presence in all of our business fields with the goal of becoming the world's No. 1 multi-dimensional entertainment company.

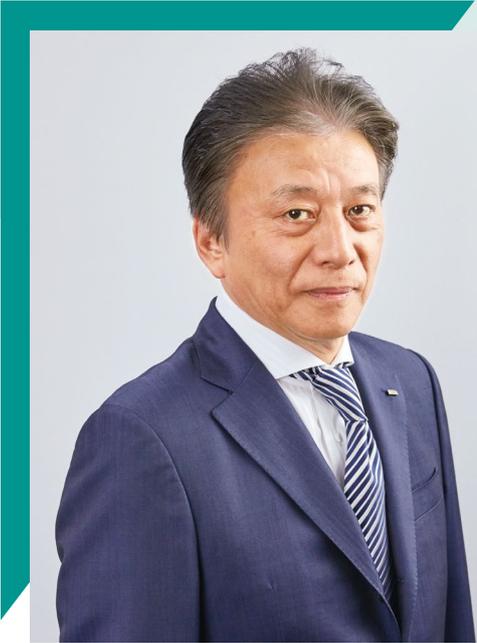
### Our human resources are the source of our growth.

The SEGA SAMMY Group has produced a number of intellectual assets, which have long served as our golden source of new entertainment value. Intellectual property cannot be created or maximized without human capital. We therefore position our human resources, all of whom are filled with ideas, passion and energy for delivering the entertainment of tomorrow, as our most important management asset in support of the Group's continuous progress. Therefore, we intend to be a company in which they can be proud to work for. We recruit individuals with varied personalities and place them in the most suitable jobs. We provide training for acquiring the skills for flexibly and quickly responding to ever-changing demand, and we strive to continually enhance the Group's work environment to maximize performance. And as we further solidify our foundation for sound corporate management through systems for corporate governance and compliance, we are vigorously devoted to establishing a free-spirited, creative corporate culture.

### We achieve sustainable growth in harmony with society.

Hopes and dreams enable individuals and society to surmount the hardships they face, and entertainment has the power to create hopes and dreams. The SEGA SAMMY Group has presented entertaining events to those living in disaster-stricken areas to help them regain their smiles and high spirits, with our belief that these activities are part of our social responsibility as an entertainment company. The growth of the SEGA SAMMY Group has depended on its relationships with stakeholders, who are now spread across the globe. We signed on to the United Nations Global Compact in April 2014 to demonstrate our agreement with international ethics and sense of value, which resonates through activities that bring joy and underpins our intention to continue these activities. As a signatory to the pact, we declare our commitment to the responsibilities and roles for realizing a sustainable global society. The SEGA SAMMY Group is proud and confident in its ability to provide entertainment for future societies under the banner of sustainability. We will keep generating value that enriches people's lives and refreshes their energy for the future, and we will continue to play our part in filling society with hopes and dreams.

## Creating Emotionally Satisfying Experiences and Value as a Game Changer



**Hideki Okamura**

President, Representative Director (COO)  
SEGA Holdings Co., Ltd.

The backbone of CSR is generating profits through day-to-day business activities and returning a substantial portion to society and stakeholders. A year has passed since the restructuring of the SEGA Group in April 2015. The profitability of the Group is steadily improving, and I can sense the progress in moving to a lean, powerful earnings structure. We will promote structural reform to further enhance our social value through business activities so that we can continue to grow as a Group.

CSR from the viewpoint of the Group is to enrich our society by providing entertainment filled with dreams and excitement. During the business restructuring last year, the Group, which has delivered many forms of entertainment, declared “Be a Game Changer” as its shared vision. We want to help customers have emotionally satisfying experiences through a wide range of entertainment, drawing from our flexible, innovative ideas and technological strengths, and we will continue to be a game changer with a major impact on lifestyles around the world. We will also continue to challenge to deliver only-one entertainment to people around the world.

## Creating Moving Experiences with the Spirit of “Always Proactive, Always Pioneering” as a Source of Strength

I took the chair of president and representative director (COO) in April 2016. Believing that my mission is to make Sammy a company that society needs and where employees can work with pride, I will exert my fullest efforts to carry out the mission.

We have formulated a structural reform plan toward the business year ending in March 2020 and introduced a concept of the Mission Pyramid. This strategy pyramid consists of a mission, vision, goal, strategy, organization and tactics. “Always Proactive, Always Pioneering,” our corporate principle since the company’s founding, has taken a strong hold in the company. Therefore, we have established “Corporate Principle and Value—Always Proactive, Always Pioneering” as an unchangeable concept of Sammy. With this principle, we defined our mission that is the meaning of our existence as “Creating a moving experience,” and our vision of how we want to be as “Be a Game Changer of the Industry—New Things Come out from Sammy.” Our goal is an operating profit ratio of 30% or higher (G30), which I set after taking the office of executive vice president. We have identified the strategy as a major policy in order to accomplish the goal, formed an organization in order to execute that strategy, and developed detailed specific tactics for each item. We can pave the way to Sammy’s sustainable growth by dividing company-wide policies and measures into parts for individual employees to put into practice.

Those employees who are full of curiosity, think out of the box based on their foresight and individuality, and have moving experiences in their daily pursuits can deliver moving experiences to customers. By the full collaboration of all members, we as a “Game Changer of the Industry” continue our challenge of thinking outside of the box to deliver the entertainment of a lifetime that exceeds fans’ expectations. In order to contribute to the sustainable development of society as well as the industry, we will keep offering values that only Sammy can deliver.



**Haruki Satomi**

President, Representative Director (COO)  
Sammy Corporation