

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.

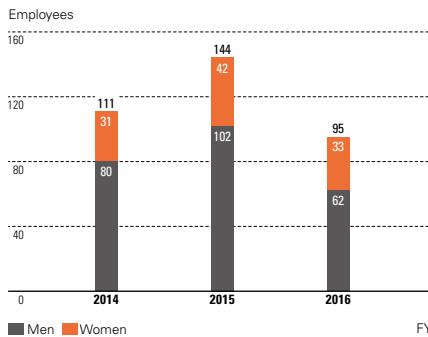
Employment of Diverse Personnel

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 2016, the Group as a whole employed 95 new graduates, of whom 33 were women, and 200 mid-career personnel, of whom 41 were women.

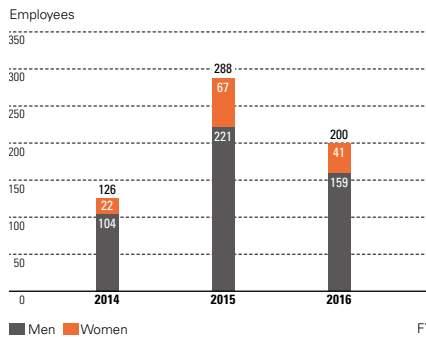
Personnel Development and Utilization

Each company in the SEGA SAMMY Group has a fair assessment system based on the Group's personnel policy, stated in the Group Management Policy. Further, through a range of systems, we are promoting a culture that respects the individuality and ambitions of each individual and enables them to realize their talent and creativity and achieve self-fulfillment. These systems include a systemic training program that reflects the exact needs related to specific positions and employee ranks, systems that ensure all employees are able to receive training, and various systems that help employees perform in a manner befitting their qualifications or roles.

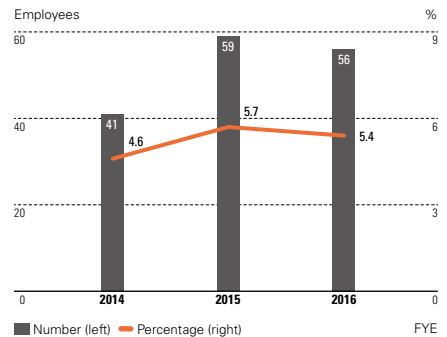
New Graduate Hires



Mid-Career Hires



Female Managers: Number and Percentage



Optimization of Personnel Portfolio in Accordance with Growth Strategies

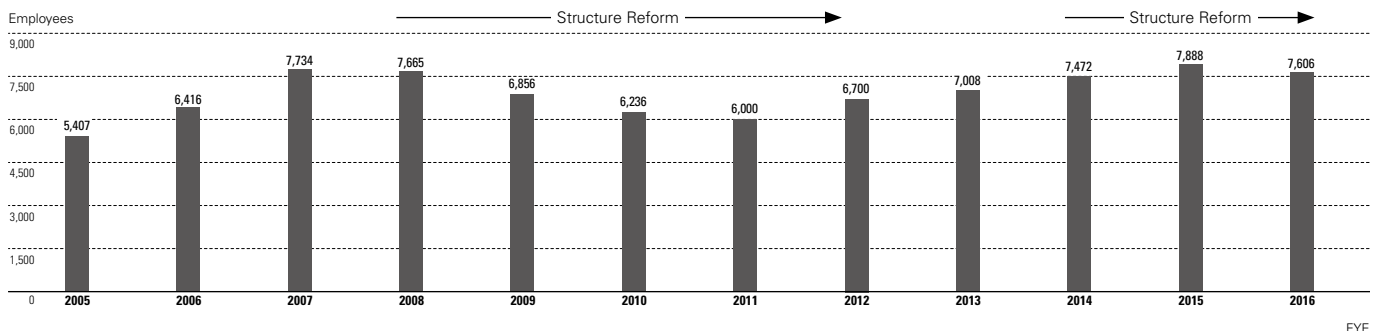
Employee numbers trended downward after fiscal 2008, when we recorded an operating loss and restructured. In particular, business structure reform aimed at improving the former SEGA CORPORATION's profitability led to the sale and closure of amusement centers with low profitability, which lowered the number of employees in the amusement center operations area significantly.

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

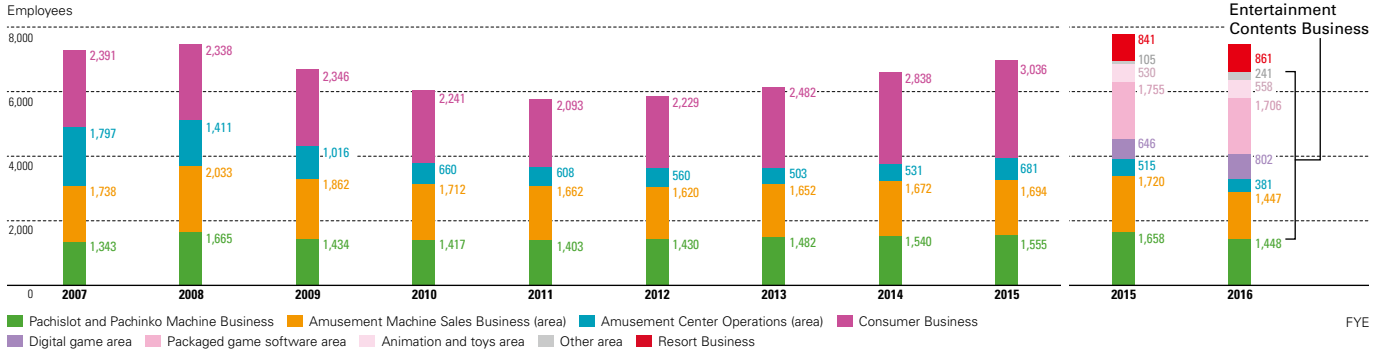
Inc., as subsidiaries, assumed Index Corporation's businesses, and increased business lines in the digital game area in Japan and overseas. In fiscal 2015, the Group implemented a voluntary retirement program that focused on the Amusement Machine Sales Business segment and the toy sales area.

In addition, we are redeploying development personnel flexibly to businesses in which the use of know-how from existing businesses promises to realize favorable growth and profitability. Also, we are redeploying personnel to areas in which they can accumulate new business know-how.

Consolidated Employee Numbers

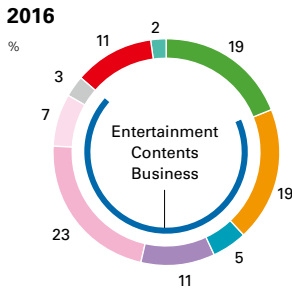


Employee Numbers by Segment

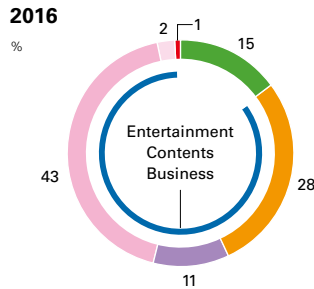


* In fiscal 2015, the Group changed its business segments. The abovementioned "areas" are subsegments of the Entertainment Contents Business segment. For details about the reorganization of business segments, please see page 6.

Employee Numbers by Segment



Development Personnel by Segment



- Pachislot and Pachinko Machine Business
 - Amusement machine sales area
 - Amusement center operations area
 - Digital game area
 - Packaged game software area
 - Animation and toys area
 - Other area
 - Resort Business
 - Corporate
- FYE

Redeployment of Personnel to Strategic Areas

We are optimizing the efficiency of human capital by redeploying personnel to areas with growth potential.

Resort Business

Rendering of *PARADISE CITY* upon completion ©WATG

Since 2014, we have been sending personnel to *Paradise Casino Incheon*, where they have been acquiring expertise in business management, marketing, IT, accounting, and casino operations.

Casino machines

SICBO BONUS JACKPOT
©SEGA SAMMY CREATION INC.

Digital game area

Puyopuyo!! Quest
©SEGA

Redeploying personnel
(Aim: Strengthen the digital game area)

Redeploying personnel
(Aim: Utilize graphics technologies)

Redeploying personnel
(Aim: Absorb know-how related to integrated resorts)

Amusement machine sales area

StarHorse3 SeasonIV DREAM ON THE TURF
©SEGA

Packaged game software area

Ryu ga Gotoku KIWAMI
©SEGA

Amusement center operations area

Fundamental Capital for Entertainment Value Creation

Human Capital

Human Capital × Creativity = Entertainment

Intangible assets that do not appear in financial statements, the personnel who create innovative entertainment are the basis upon which the SEGA SAMMY Group will build its future.



Creating world
firsts in Japan and
launching them!

Shigeki Aoyama

Managing Executive Officer,
Planning & Management Dept.,
PARADISE SEGASAMMY Co., Ltd.
Responsible for:
Paradise Segasammy Incheon Casino



Things that add
spice to life

Makoto Osaki

Department Manager,
R&D Div. #2,
SEGA Interactive Co., Ltd.
Representative work:
KanColle Arcade

What does entertain

Things that are
fun for creators
and players



Jun Matsunaga

Department Manager /
Chief Team Director,
Mobile Interactive Dept.,
SEGA Interactive Co., Ltd.
Representative work:
CHAIN CHRONICLE
-Kizuna no Shintairiku

©SEGA

Exciting things
and places



Tatsuya Nagashima

General Manager /
Corporate Officer, Golf Operation,
Phoenix Seagaia Resort
Responsible for:
Phoenix Country Club
Tom Watson Golf Course
Phoenix Golf Academy

invisible asset



Fun and engaging escapism

Ian Roxburgh

Creative Assembly Ltd.
Game Director, *Total War: WARHAMMER*
Representative work:
Total War series



Constant surprises!

Takashi Saitoh

Chief Producer,
PC Section 2, PC Research &
Development Division,
Research & Development Group Division,
Sammy Corporation
Representative work:
Pachinko CR Moh-Juoh series
Pachinko CR Hokuto No Ken GO-SHO series

ment mean to you?



Things that captivate you no matter how old you become!

Hidekazu Kouchi

Chief Producer,
PS Section 1, PS Research &
Development Division,
Research & Development
Group Division,
Sammy Corporation
Representative work:
Pachislot Ore no Sora
Pachislot Juoh Ohjyanokikan



Things that give vitality to life

Masayoshi Yokoyama

Deputy Department Manager,
CS Studio #1,
Consumer Online Company
SEGA Games Co., Ltd.
Representative work:
Ryu ga Gotoku series

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