G&NS

GAME & NETWORK SERVICES SEGMENT

SVP, Platform Experience,
Sony Interactive Entertainment

Hideaki Nishino

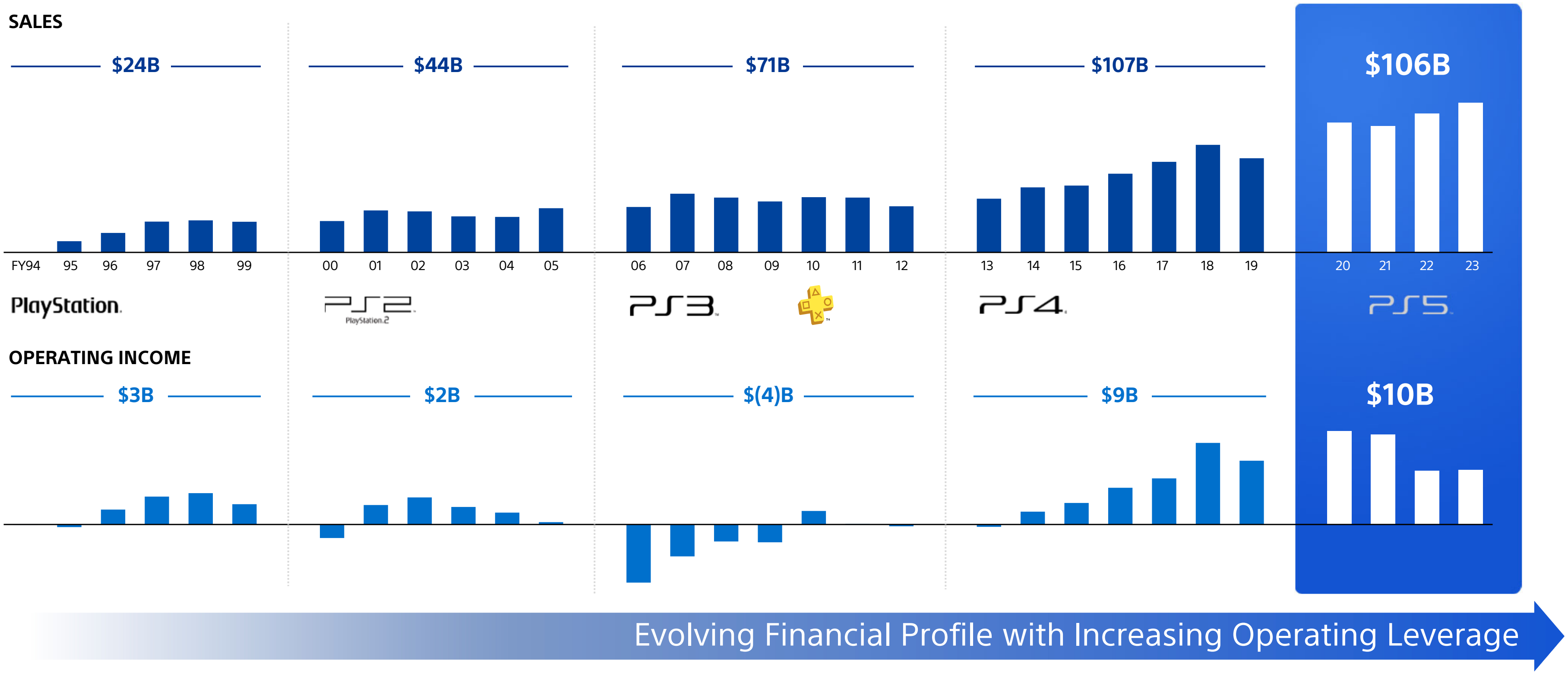
SVP, Head of PlayStation Studios,
Sony Interactive Entertainment

Hermen Hulst

Introduction

G&NS Segment 5th MRP Theme

Most Profitable Generation To-Date



Note: U.S. dollar figures are based on the average U.S. dollar / yen exchange rate during each period;
Figures for FY20 and before are based on US GAAP; figures after FY21 and onwards are based on IFRS

Capitalize on Momentum

FY21-23

Establish a Leading Position in this Console Generation

FY24-26

Drive Sustainable & Profitable Growth and Invest Thoughtfully in the Future of Play

The PlayStation Experience

THE PLAYSTATION EXPERIENCE

The Best Place to
PLAY

The Best Place to
PUBLISH

THE BEST PLACE TO PLAY

118M
MAU*

9K+
Games*

- Exceptional Games
- Compelling Service Offering
- Innovative Peripherals
- Continued Brand Momentum
- State-of-the-Art Console

*As of March 31, 2024
Note: Monthly Active Users (MAU) is an estimated total number of unique accounts that played games or used services on the PlayStation Network during the last month of the quarter and is based on company research, and may be updated in the future; Number of titles is an estimated number of PS4 and PS5 titles sold on the PlayStation Store, and may be updated in the future

THE BEST PLACE TO PUBLISH

2K+
Publishers*

Deep Relationships

From AAA to Indies

Partners in Engagement & Monetization

Streamlining & Empowering

*As of March 31, 2024

EMPOWERED BY PLAYSTATION STUDIOS

- World Class Franchises
- Rich Narrative Experiences
- Growing Live Services Capabilities
- On Console and Beyond

THE PLAYSTATION EXPERIENCE

PLATFORM BUSINESS GROUP

CONSOLE

CONTENT

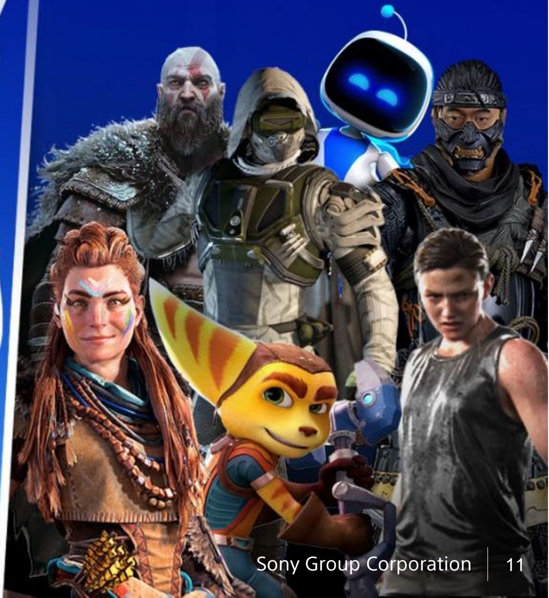
9K+ GAMES*

SERVICES

PERIPHERALS

STUDIO BUSINESS GROUP

STUDIOS



*As of March 31, 2024

Platform Business Group

PlayStation 5 | Lifetime of Value

The PlayStation Console is a Gateway…

…to a Lifetime of Player Engagement and Value

ILLUSTRATIVE

Content

Differentiated and diverse content, available via PlayStation Store

Services

Leading subscription multiplayer services and library

Peripherals

An expanding offering of innovative hardware

Player Lifetime Value

Ongoing value for players through the PlayStation Experience

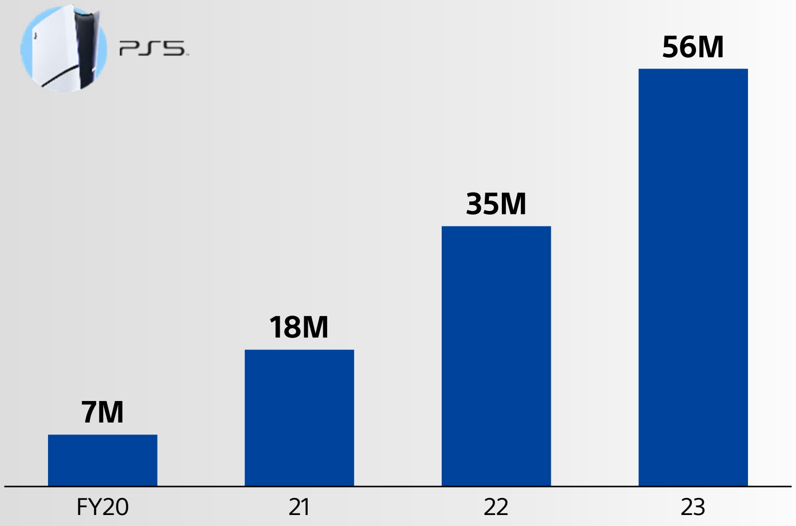
Engaged User Base

PlayStation 5 has established a significant installed base four years into the cycle…

…and has increased to half of Monthly Active Consoles…

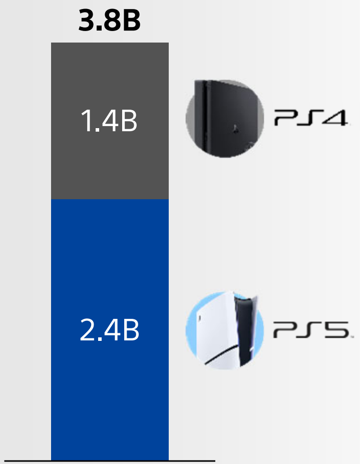
…with higher engagement by gameplay hours

Cumulative Sell-through Units



Monthly Active Consoles*

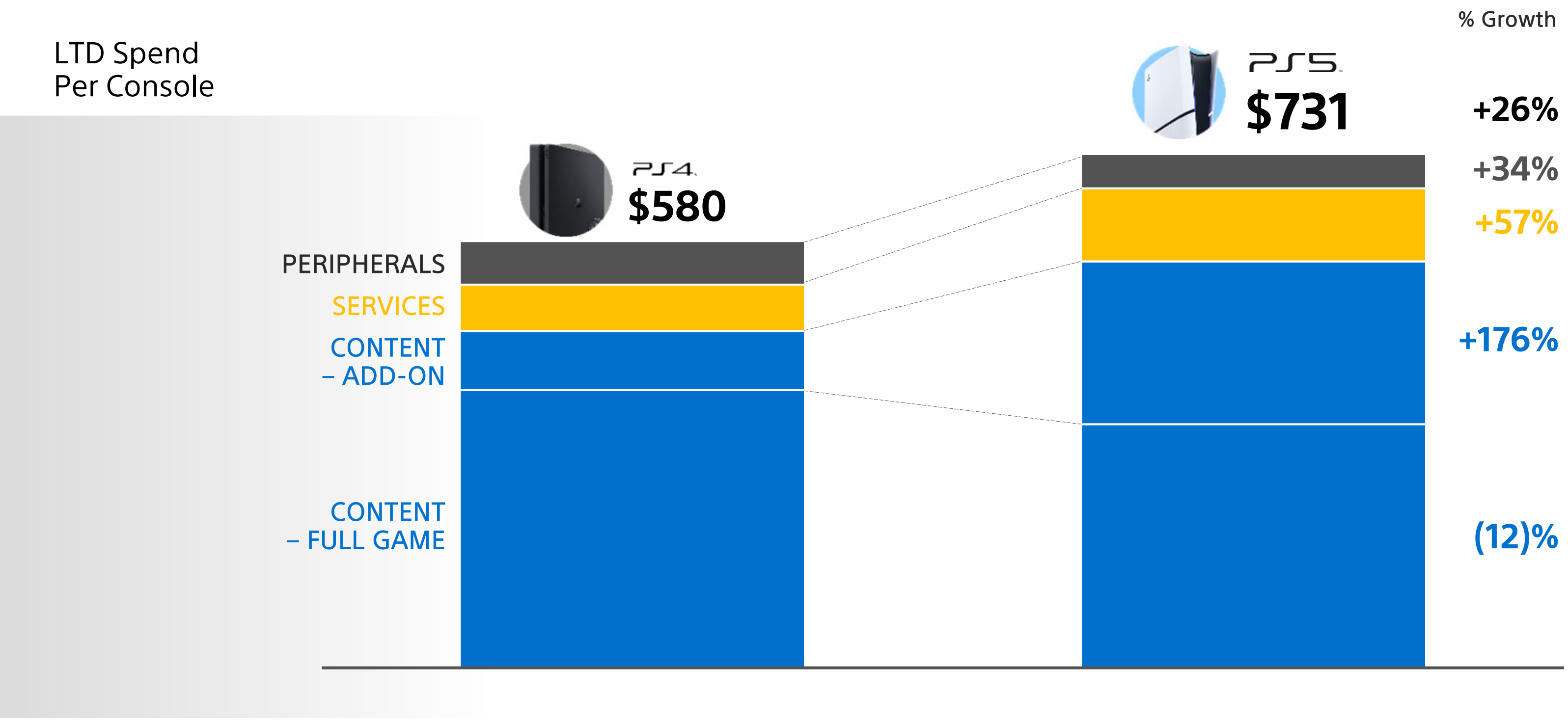
Total Gameplay Hours*



*As of April 30, 2024
Note: Cumulative sell-through units includes PS5 and PS5 Digital Edition; Monthly Active Consoles is an estimated total number of unique PS5 and PS4 consoles that were used to play games or used services on the PlayStation Network, based on company research, and may be updated in the future

Stronger Life-to-Date Spend

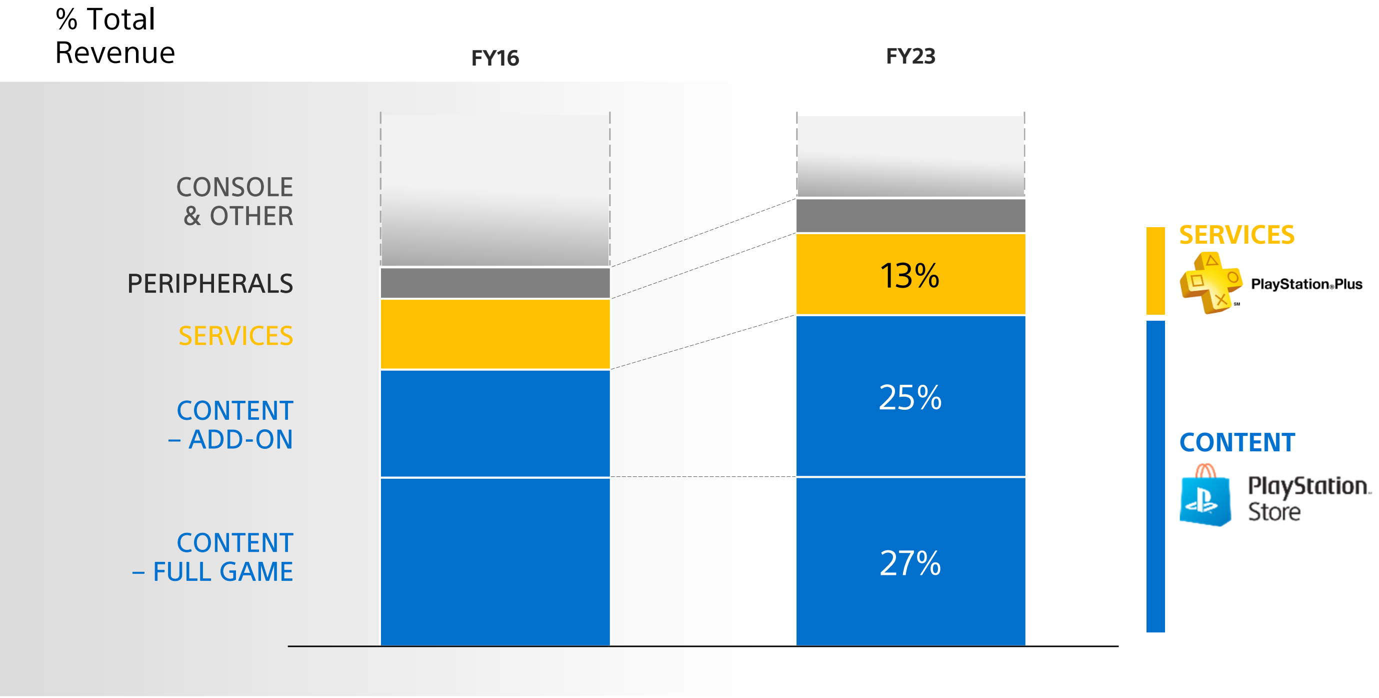
Higher Life-to-Date (LTD) spend from PS5 versus PS4



Note: Cumulative spend attributed per active device over the first 4 years of each console lifecycle (LTD to FY23 for PS5 and LTD to FY16 for PS4);
Content includes third-party and PlayStation Studios game content (physical, digital and add-on)

Growing Durable & Predictable Revenue

Strong content- and services-focused revenue base



Evolving value proposition with profitable growth

Diverse content with high share of recurring and add-on content

Note: Content includes third-party and PlayStation Studios game content (physical, digital and add-on), plus licensed content; Services includes PlayStation Plus, PlayStation Network and other services

PlayStation Store | Recurring & Diverse Content

Robust content strategy to attract and engage players

% PlayStation Store Revenue	FY21	FY22	FY23
Stable base of revenue from major franchise titles, with a large share of ongoing content	51% Revenue	53% Revenue	51% Revenue
Complemented by a diverse portfolio of titles to expand audience and engagement	7K+ Titles	8K+ Titles	9K+ Titles

Note: Number of titles is an estimated number of PS4 and PS5 titles sold on the PlayStation Store, and may be updated in the future

PlayStation Plus | Compelling & Profitable Services

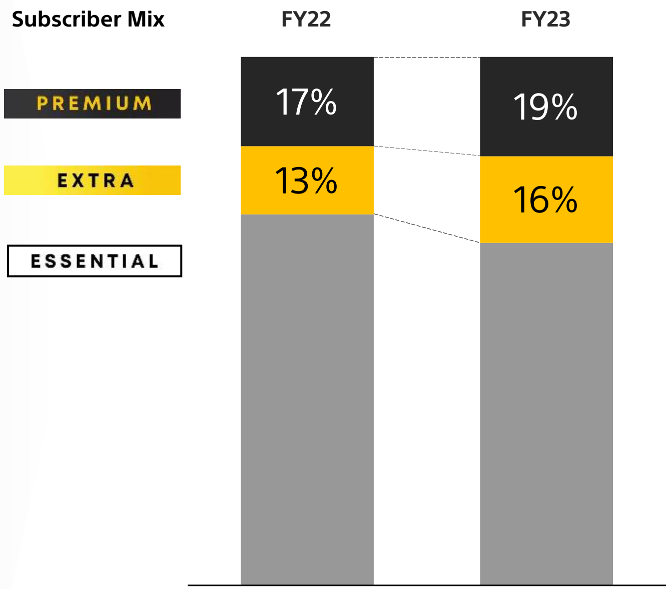
Evolving value proposition…

New Features
Including cloud streaming and Sony Pictures Core movie access

Content Value
Strength, breadth and depth of titles appealing to key audiences

Live Services
Access to a wide live service games library and benefits

…driving profitable subscriber growth



35%
Subscribed to PlayStation Plus Premium or Extra*

*As of March 31, 2024

PlayStation Peripherals | Expanding Lineup

Expand Engagement

New Use Cases

Enhance Experience

Input

Audio

Build Loyalty

Personalization

Explore New Opportunities

Introduce Non-PS5 Players to PlayStation via Peripherals

Drive 'Better Together' Consumer Value Proposition

Extend to New Devices

Evolve & Lead Through Innovation

Leading engineering organization pioneering incubation and innovation

EXCEPTIONAL ENGINEERING

- Deep domain expertise throughout the hardware and software tech stack
- Incubating new products for novel and innovative experiences
- Innovating technology to drive scale, stability and efficiency

Strategic initiatives to maximize investment and impact, including:

HYBRID CLOUD

Combining the power of the cloud with on-premise data centers to better serve players' and creators' demands

ARTIFICIAL INTELLIGENCE

Proactive utilization of AI to drive enterprise-wide efficiencies and enhance player experiences

Platform Business Group | FY24-26 Focus

FY21-23

Establish a Leading Position in this Console Generation

118M
Total MAU

$731
Customer LTD Spend*

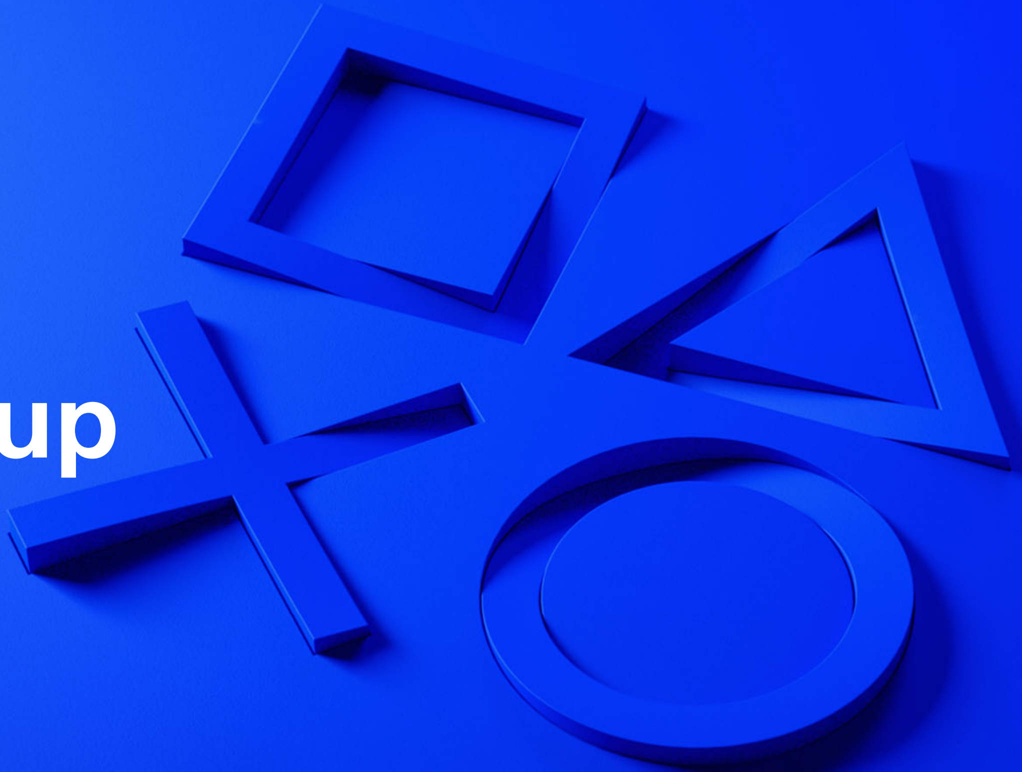
FY24-26

Drive Sustainable & Profitable Growth and Invest Thoughtfully in the Future of Play

- Continued expansion of the installed base
- Drive consistent revenue from Content, Services and Peripherals
- Manage cost structure and invest in further efficiencies
- Thoughtful investments in key innovation and growth areas

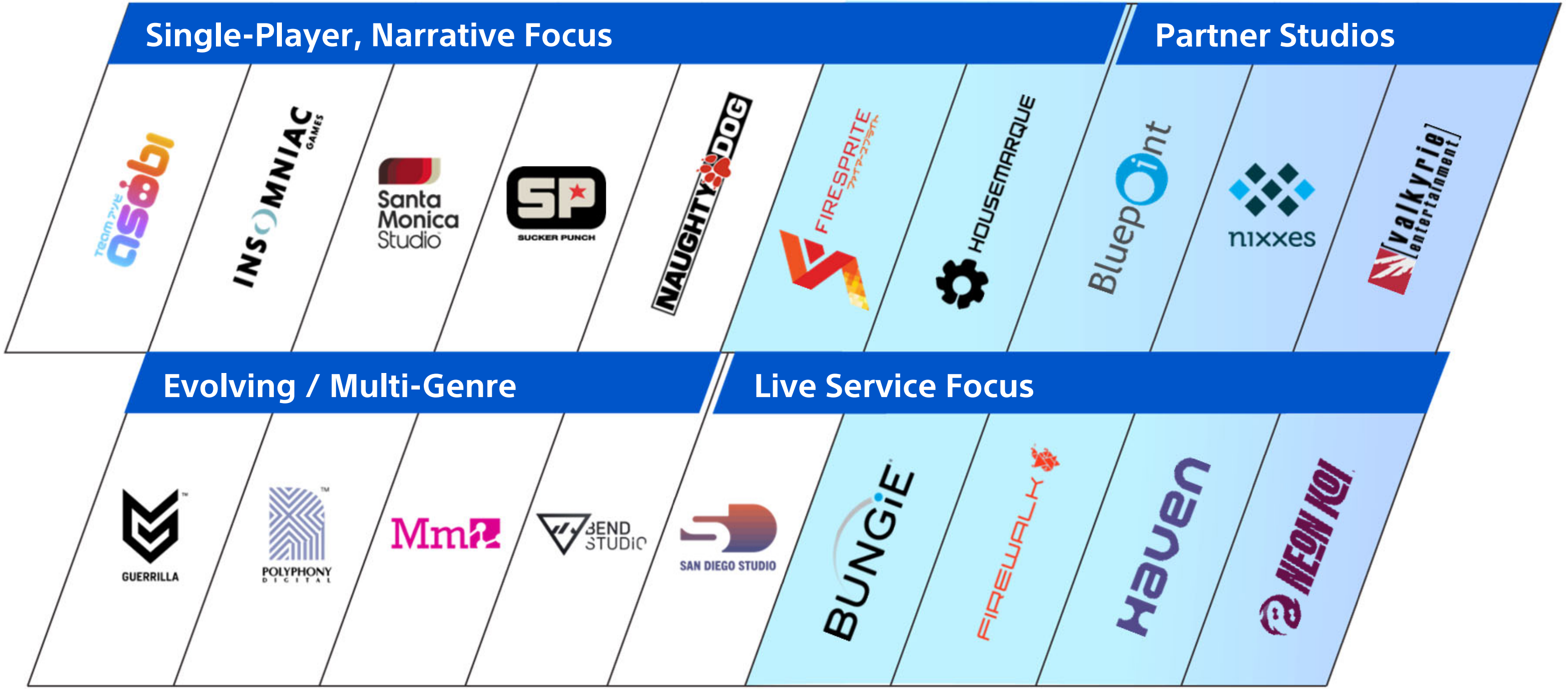
*Cumulative spend on content, services and peripherals attributed per active device over the first 4 years of the PS5 console lifecycle (LTD to FY23)

Studio Business Group



World Class Creative

Global team with differentiated and complementary capabilities



Acquired FY21-23

PlayStation Studios Strategy

Unique IP portfolio powering expansion on console and beyond

IP POWERHOUSE

Continue to enhance the portfolio of world class franchises

MULTI-FORMAT LEADERSHIP

Extend games and IP to new devices

BUSINESS MODEL OPTIMIZATION

Strengthen live service capabilities

Efficient development and consistent delivery
with a strong focus on profitability

World Class Franchises

Building lasting franchises that engage multiple audiences

THE LAST OF US
HORIZON
GOD OF WAR
DESTINY
MARVEL SPIDER-MAN
GHOST OF TSUSHIMA
GRAN TURISMO
THE SHOW
HELLDIVERS II
UNCHARTED
ASTRO BOT
UNTIL DAWN
FAIRGAMES
CONCORD
MARATHON

MAJOR FRANCHISES

Expand audience reach and engagement through new formats and experiences

EMERGING IP

Robust Development Framework

Consistently high-quality games delivered through clear planning and execution

PLANNING

- Portfolio planning and prioritization
- Market risk assessment
- Studio capability alignment

EXECUTION

- Milestone-based title reviews
- Scope management
- Shared tools, technology & services
- Outsourcing and co-development

Structured Content Portfolio

Strong base of tentpoles augmented by transformational games and experimental opportunities

TENTPOLE

- Existing hit franchises / new IP with high ambition
- From studios with proven track records of quality and success

TRANSFORMATIONAL

- Primarily live service games with ongoing content
- Differentiate through IP, themes, or gameplay

EXPERIMENTAL

- Showcase innovation, unlock new audiences, target new genres
- High potential games, with discipline on scope and budget

TENTPOLE SPOTLIGHT

MARVEL SPIDER-MAN 2

Great success for a major PlayStation Studios game series and category

RELEASE DATE	October 20, 2023
GAME TYPE	Single-Player, Action-Adventure
LAUNCH PROFILE	PS5
SELL-THROUGH	11M+ Units*

metacritic MUST-PLAY 90

INSOMNIAC GAMES

*As of April 20, 2024
Ratings Source: Metacritic (as of April 30, 2024)

TRANSFORMATIONAL SPOTLIGHT

HELLDIVERS II

Strong new entry to the PlayStation Studios live service portfolio

RELEASE DATE	February 8, 2024
GAME TYPE	Live Service Focus
LAUNCH PROFILE	PS5, PC
SELL-THROUGH	12M+ Units*

metacritic MUST-PLAY 82

ARROWHEAD

*As of May 5, 2024 (PS5+PC)
Ratings Source: Metacritic (as of April 30, 2024)

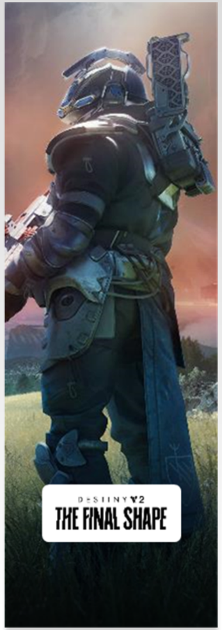
Exciting New Releases

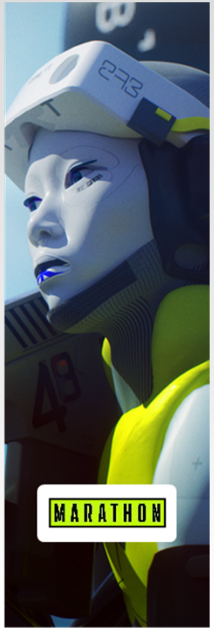
Ongoing execution of the portfolio strategy across categories

PLAYSTATION 5

PC

LIVE SERVICE GAMES | PS5 + PC





Note: Live service games to be released on Console and PC, except for *MLB The Show* (console-only)

Leading Through Technology

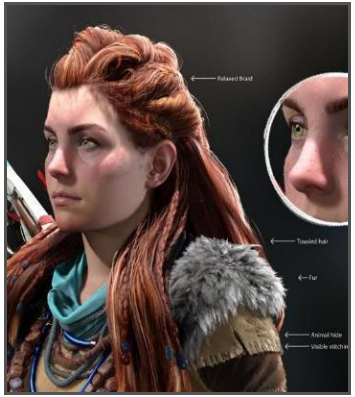
Pioneering game development through advancements in technology and services

Core Engineering

Engine Development

AI Research & Innovation

Accelerated through ongoing collaboration between PlayStation Studios and Sony AI



AI Innovation Domains

- 3D Asset Creation
- Face Generation
- Code Assist
- Speech & Localization

Creation Infrastructure & Tools

Development Support

Online Services

Studio Business Group | FY24-26 Focus

FY21-23

Establish a Leading Position in this Console Generation

STRENGTHENING OF FRANCHISES

Horizon, God of War, Destiny, Ghost of Tsushima, Gran Turismo, Spider-Man, The Last of Us

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INVESTMENTS IN LEADING STUDIOS

Bungie, Firewalk, Neon Koi, Haven, Valkyrie Entertainment, Housemarque, Bluepoint, Nixxes, Firesprite

FY24-26

Drive Sustainable & Profitable Growth and Invest Thoughtfully in the Future of Play

- Strong new release slate and ongoing execution of live service roadmap
- Expansion of franchise reach
- Continued financial discipline
- Early returns from past acquisitions and investments

Concluding Remarks

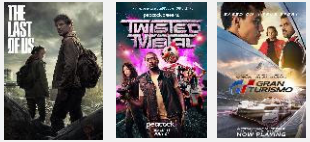
PlayStation x Sony Group

Multiple successful partnerships across Sony Group

IP EXPANSION

PlayStation IP and Sony Group collaboration to build engaging experiences

SONY PICTURES



SONY

AUDIENCE EXPANSION

Partner with Sony businesses for mutual audience expansion

crunchyroll

SONY PICTURES

SONY MUSIC

GLOBAL EXPANSION

Partner on Sony Group collaboration initiatives in China and India

ACCELERATE INNOVATION

Support impactful projects across Sony Group

SONY

Sony Honda Mobility

Sony Innovation Fund

Leading the Way with Responsible Growth

Forging an intentional path to do the right thing well

ENVIRONMENT

SUSTAINABILITY

Reducing PS5 climate impact by developing more efficient controller battery charging and download scheduling

SOCIAL

ACCESSIBILITY

Launched the Access controller and ongoing implementation of best-in-class in-game accessibility features

GOVERNANCE

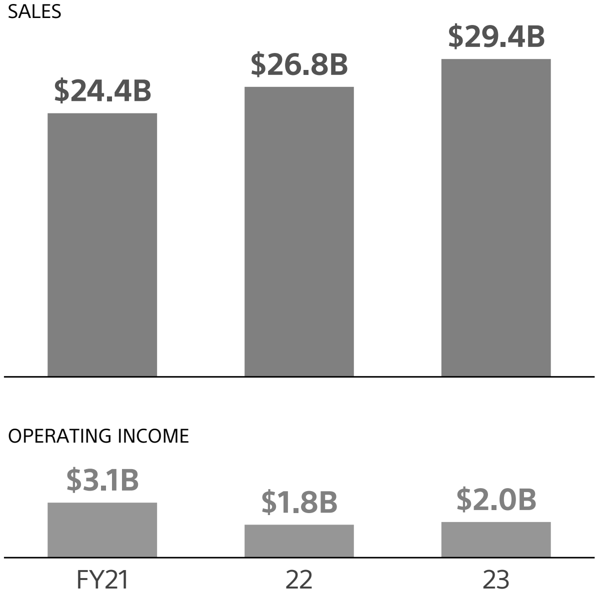
COMMUNITY ENGAGEMENT

Partnering with the United Nations in the Playing for the Planet Alliance

FY24-26 Focus | Capitalize on Momentum

FY21-23

Establish a Leading Position in this Console Generation



FY24-26

Drive Sustainable & Profitable Growth and Invest Thoughtfully in the Future of Play

Platform Business Group

- Continued expansion of the installed base
- Drive consistent revenue from Content, Services and Peripherals
- Thoughtful investments in key innovation areas

Studio Business Group

- Strong release slate and ongoing execution of live service roadmap
- Expansion of franchise reach
- Continued financial discipline
- Early returns from past acquisitions and investments

Profitability

- Agile and streamlined cost structure
- Further investments in efficiency

Note: U.S. dollar figures are based on the average U.S. dollar / yen exchange rate during each period

Positioned for Profitable Growth

The PlayStation Experience | Lifetime of Value

Durable, Predictable Revenue Base

Established + Emerging IP Franchises

Investing for the Future | Console & Beyond

SONY

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(iii) Sony's ability to implement successful hardware, software, and content integration strategies, and to develop and implement successful sales and distribution strategies in light of new technologies and distribution platforms;
(iv) the effectiveness of Sony's strategies and their execution, including but not limited to the success of Sony's acquisitions, joint ventures, investments, capital expenditures, restructurings and other strategic initiatives;
(v) changes in laws, regulations and government policies in the markets in which Sony and its third-party suppliers, service providers and business partners operate, including those related to taxation, as well as growing consumer focus on corporate social responsibility;
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(ix) Sony's ability to meet operational and liquidity needs as a result of significant volatility and disruption in the global financial markets or a ratings downgrade;
(x) Sony's ability to forecast demands, manage timely procurement and control inventories;
(xi) foreign exchange rates, particularly between the yen and the U.S. dollar, the euro and other currencies in which Sony makes significant sales and incurs production costs, or in which Sony's assets, liabilities and operating results are denominated;
(xii) Sony's ability to recruit, retain and maintain productive relations with highly skilled personnel;
(xiii) Sony's ability to prevent unauthorized use or theft of intellectual property rights, to obtain or renew licenses relating to intellectual property rights and to defend itself against claims that its products or services infringe the intellectual property rights owned by others;
(xiv) the impact of changes in interest rates and unfavorable conditions or developments (including market fluctuations or volatility) in the Japanese equity markets on the revenue and operating income of the Financial Services segment;
(xv) shifts in customer demand for financial services such as life insurance and Sony's ability to conduct successful asset liability management in the Financial Services segment;
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(xviii) the outcome of pending and/or future legal and/or regulatory proceedings.

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