Game & Network Services Segment

Senior Executive Vice President
Sony Group Corporation

President and CEO, Sony Interactive Entertainment LLC
Representative Director and President, Sony Interactive Entertainment Inc.

Jim Ryan
PlayStation: The Road to Profitable Transformation

1. Thriving Core Business
   - Building Our Biggest Ever Platform

2. Powerful New Growth Vectors
   - COMMERCIAL
   - PORTFOLIO
   - AUDIENCE

3. Transformative Sony Group Collaboration
   - ©2022 CTMG. All Rights Reserved.
   - © 2022 MARVEL
FY21: Record Earnings in a Transition Year

Net Sales (Billions, ¥Yen)

Operating Income (Billions, ¥Yen)

Figures before FY20 are based on US GAAP and figures for FY21 are based on IFRS.
Building Our Biggest Platform Ever

- Unprecedented Demand
- Category Growth
- Incredible Game Lineup
- Strong Brand
- Highest Engagement Ever
- Tackling PS5 Supply Issue
PS5 – Unprecedented Demand

Purchase Interest in PlayStation Console
(One Year After Each Console’s Launch Year, North America Only)

November 2021
55%
expressed interest in PS5

November 2014
28%
expressed interest in PS4

Sell-Through Time of 80K HW Units at US Retailers
(End of 1st Full FY for PS5 vs. End of 1st Full FY for PS4)

US retailer events sold PS5s at a rate of nearly 1,000 units per minute*

80K UNITS IN 82 MINUTES

PS4 units in the US were selling at 6 per minute, at the same stage in product lifecycle

80K UNITS IN 9 DAYS

*Across 3 different leading U.S. retailer events

Source: NielsenIQ - BASES Platform Volumetric, 2014 and 2021
Unprecedented China Demand

Week 72 Sell-Through After Global Launch

250K (Free Supply)

Active Console Volume Ranking (As of March 2022)

1. USA
2. Japan
3. Germany
4. UK
5. France
6. Italy
7. Spain
8. Brazil
9. Canada
10. Chinese

Average Cumulative Spend Per Active Device: Week 72 After Global Launch

$69.81

PS Plus Subs Week 72 After Global Launch

89.9K

670K (Constrained Supply)

$223.34

295.7K
Gaming Category Growth

WW Gaming Industry Size by Platform*

($BIL USD)

<table>
<thead>
<tr>
<th>Year</th>
<th>CY21</th>
<th>CY22 (E)</th>
<th>CY23 (E)</th>
<th>CY24 (E)</th>
<th>CY25 (E)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$240</td>
<td>$254</td>
<td>$266</td>
<td>$275</td>
<td>$287</td>
</tr>
<tr>
<td>CAGR</td>
<td>5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Platform</th>
<th>CY21</th>
<th>CY22 (E)</th>
<th>CY23 (E)</th>
<th>CY24 (E)</th>
<th>CY25 (E)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Console</td>
<td>$131</td>
<td>$141</td>
<td>$150</td>
<td>$159</td>
<td>$166</td>
</tr>
<tr>
<td>CAGR</td>
<td>6%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital</td>
<td>$45</td>
<td>$46</td>
<td>$46</td>
<td>$47</td>
<td>$47</td>
</tr>
<tr>
<td>CAGR</td>
<td>1%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subscription</td>
<td>$64</td>
<td>$67</td>
<td>$71</td>
<td>$70</td>
<td>$74</td>
</tr>
<tr>
<td>CAGR</td>
<td>4%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Projections from IDG Consulting, 2022_Q1

Console Industry Size by Revenue Type*

($BIL USD)

<table>
<thead>
<tr>
<th>Year</th>
<th>CY21</th>
<th>CY22 (E)</th>
<th>CY23 (E)</th>
<th>CY24 (E)</th>
<th>CY25 (E)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$64</td>
<td>$67</td>
<td>$71</td>
<td>$70</td>
<td>$74</td>
</tr>
<tr>
<td>CAGR</td>
<td>4%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Subscription: $8, $10, $13, $14, $15
Digital Add-on: $15, $18, $20, $23, $24
Digital Console Software: $9, $9, $10, $9, $10
Physical Console Software: $11, $9, $8, $7, $7
Console Hardware: $21, $21, $20, $17, $18

*Internal SIE PS5 target

MARKET SHARE

- PS4 Market Share: 45%
- PS5 Target: 50%+

Sony Group Corporation | 7
The Strongest Gaming Brand

PlayStation in Top Global Brands

#7 PlayStation

Rising to No. 7 from No. 9 YOY

Brand Momentum vs. Rest of Category

PS5 Launch peak

Source: 2022 Prophet Brand relevance index report

Source: SIE Global Brand Tracker
PlayStation Games Have Never Been Better

Incredible Content

PlayStation Studios Titles
- Spider-Man Miles Morales 85
- Ratchet & Clank Rift Apart 88
- Returnal 86
- Horizon Forbidden West 88
- Gran Turismo 7 87
- The Show 22 78

Third Party Titles
- Deathloop
- Genshin Impact
- NBA 2K
- FIFA
- Ghostrider

...With the Best Yet to Come

Ratings Source: Metacritic as of May 4, 2022
© 2022 MARVEL
# PS5: Highest Engagement Ever...

<table>
<thead>
<tr>
<th>Metrics</th>
<th>PS4  (March 2015)</th>
<th>PS4  (March 2022)</th>
<th>PS5  (March 2022)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gameplay Attach (%)</td>
<td>92%</td>
<td>87%</td>
<td>94%</td>
</tr>
<tr>
<td>(Gameplay MAU/Platform MAU)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gameplay DAU/MAU</td>
<td>39%</td>
<td>38%</td>
<td>46%</td>
</tr>
<tr>
<td>(Avg. Gameplay DAU/Gameplay MAU)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAU Retention Rate</td>
<td>86%</td>
<td>82%</td>
<td>88%</td>
</tr>
<tr>
<td>Monthly Gameplay Hours/User</td>
<td>44.1</td>
<td>39.7</td>
<td>50.0</td>
</tr>
<tr>
<td>Paid Plus Subs Attach (%)</td>
<td>33%</td>
<td>61%</td>
<td>82%</td>
</tr>
<tr>
<td>(Paid Plus Subs/Active Consoles in 12 months)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTD Store Transactions Attach (%)</td>
<td>36%</td>
<td>34%</td>
<td>62%</td>
</tr>
<tr>
<td>(Paid Store Transacting Accounts¹/Active Users)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTD Game Transactions Attach (%)</td>
<td>67%</td>
<td>47%</td>
<td>71%</td>
</tr>
<tr>
<td>(Paid Game Transacting Accounts²/Active Users)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ Store transactions include digital full game and add-on transactions from conformed spend. Platform is defined by target content type or transaction device type.

² Game transactions include digital full game, physical full game, and add-on transactions from conformed spend. Platform is defined by target content type or transaction device type.
...And Game Monetization is Stronger

PS5 Game Spend: 15% Higher Than PS4

Average Game Spend Per Connected Device (USD)

(Nov-13 to Mar-15)  (Nov-20 to Mar-22)

- PS4

- PS5

<table>
<thead>
<tr>
<th>SUBSCRIPTION</th>
<th>ADD-ON</th>
<th>FULL GAME</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

+15%  +21%  +247%  -21%
**PS5 Supply Issues: A Top Priority**

**Cumulative Sell-In**

- **PS4**
- **PS5**

- PS5 outsold PS4 in Year 1
- PS5 undersold PS4 in Year 2 due to supply constraint
- Year 3 is expected to close the gap
- Year 4 onwards, PS5 is expected to overtake again

**Short-Term Risks**

- COVID-19 impact for parts inventory (e.g., Shanghai)
- Russia impact for logistics and potential parts inventory

**Mitigation Measures In Progress**

- Sourcing multiple suppliers for greater agility in unstable market conditions
- Ongoing logistical negotiations to maintain optimal PS5 delivery routes
Maintaining Our Longest Ever Tail

- Ongoing AAA Slate
- Retain Post-COVID-19 Digital Shift
- Continue Free-to-Play Growth
- Loyal Subscriber Base and ARPU Growth Opportunities
Retain Post-COVID-19 Digital Shift

PS4 REMAINS KEY DRIVER OF PS STORE REVENUE

COVID-19 Accelerated Strong Digital Shift in PS4 Spend

<table>
<thead>
<tr>
<th></th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disc</td>
<td>20%</td>
<td>80%</td>
<td>68%</td>
<td>61%</td>
<td>52%</td>
<td>40%</td>
<td>23%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital</td>
<td>80%</td>
<td>73%</td>
<td>34%</td>
<td>39%</td>
<td>48%</td>
<td>60%</td>
<td>77%</td>
<td>80%</td>
<td>20%</td>
</tr>
</tbody>
</table>

PS Store Revenue % by Console

FY21

65%
Free to Play: A Significant Share of PS4 Spend

% of PS4 PlayStation Store Spend

5% FY16

25%+ FY21

Key Titles | Fortnite | Genshin Impact | Call of Duty Warzone | Apex Legends | Rocket League
PlayStation Plus on PS4: Sustained Performance

Primary Reasons Why People Subscribe

- 36% Online Multiplayer
- 30% Monthly Free Games
- 21% Game Discounts and Offers
- 13% Cloud Storage for Game Saves

Overall PS4 Plus Subscriber Satisfaction

- 72% satisfied

% of Total Subs Base (March 2022)

PS4 Renewal Rate

* COVID-19 & Fall Guys drove unprecedented engagement in FY20
**PS4 vs. PS3: Much Stronger Late Life Cycle**

**MAU**

- **March 2015** (Final Month of FY14, 2nd Year of PS4)
  - 36.1M users

- **March 2022** (Final Month of FY21, 2nd Year of PS5)
  - 84.0M users

**Average Annual Spend Per Active Console***

- **FY 2014** (2nd Year of PS4)
  - $68

- **FY 2021** (2nd Year of PS5)
  - $151

*Excluding the spend on console itself and on second-hand discs*
New Growth Vectors

Commercial Expansion
Portfolio Expansion
Audience Expansion
New Growth Vectors

Commercial Expansion
1. New PlayStation Plus
2. PlayStation Direct
3. PS VR2 Launch

Portfolio Expansion
4. Ongoing M&A
5. Expanding Our IP
6. Live Services

Audience Expansion
7. PC
8. Mobile
9. Beyond Console
New Growth Vectors

1. New PlayStation Plus
2. PlayStation Direct
3. PS VR2 Launch
4. Ongoing M&A
5. Expanding Our IP
6. Live Services
7. PC
8. Mobile
9. Beyond Console
# 1. New PlayStation Plus

A New Service Proposition - Combining the best of both:

<table>
<thead>
<tr>
<th>TIER 1: ESSENTIAL</th>
<th>TIER 2: EXTRA</th>
<th>TIER 3: PREMIUM</th>
</tr>
</thead>
</table>
| SAME AS PLUS TODAY | CATALOGUE OF 400+ PS4 & PS5 GAMES ON DAY 1 | • CLOUD STREAMING IN MAJOR MARKETS  
• TRY BEFORE YOU BUY  
• CLASSIC GAMES |

**To improve customer experience, grow our subscriber base and enhance monetization**

- OFFER BETTER CONSUMER VALUE
- IMPROVE RETENTION
- GROW THE BASE >50M IN FY22
- INCREASE ARPU
2. PlayStation Direct: Continued Growth

Future European Expansion

Expected in Early Calendar Year 2023
Iberia, Italy, Austria

PlayStation Direct's Revenue Projected to Triple in FY '22

<table>
<thead>
<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22 (E)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>$9M</td>
<td>$228M</td>
<td>$458M</td>
<td>$1.13B</td>
</tr>
<tr>
<td>USA</td>
<td></td>
<td></td>
<td>$367M</td>
<td>$1.5B</td>
</tr>
</tbody>
</table>

FY21 Unique Customers: 1.3M
FY22 Unique Customers (Projected): 3.6M
3. PS VR2: New Levels of Immersion

New controller with great ergonomics, haptic feedback and adaptive triggers

Connect to PS5 with a single cord to simplify setup and improve ease-of-use

Enhanced Resolution and Tracking

20+ major first-party and third-party titles confirmed for PS VR2 at launch
Portfolio Expansion

1. New PlayStation Plus
2. PlayStation Direct
3. PS VR2 Launch
4. Ongoing M&A
5. Expanding Our IP
6. Live Services
7. PC
8. Mobile
9. Beyond Console
## 4. Ongoing M&A Activities: FY21 to Date

<table>
<thead>
<tr>
<th>Announcement Date</th>
<th>Company</th>
<th>Type</th>
<th>Description</th>
<th>Location</th>
<th>#FTE¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 3, 2021</td>
<td>Discord</td>
<td>Investment</td>
<td>Communication Platform</td>
<td>San Francisco, CA</td>
<td>-</td>
</tr>
<tr>
<td>June 29, 2021</td>
<td>Housemarque</td>
<td>Full Acquisition</td>
<td>Console Game Developer</td>
<td>Helsinki, Finland</td>
<td>80</td>
</tr>
<tr>
<td>July 1, 2021</td>
<td>MXxS</td>
<td>Full Acquisition</td>
<td>PC Focused Porting Developer</td>
<td>Utrecht, The Netherlands</td>
<td>55</td>
</tr>
<tr>
<td>September 8, 2021</td>
<td>Firesprite</td>
<td>Full Acquisition</td>
<td>Game Developer (Console, PC, Mobile, VR)</td>
<td>Liverpool, UK</td>
<td>265</td>
</tr>
<tr>
<td>September 30, 2021</td>
<td>Bluepoint</td>
<td>Full Acquisition</td>
<td>Console Game Developer</td>
<td>Austin, TX</td>
<td>69</td>
</tr>
<tr>
<td>November 4, 2021</td>
<td>Devolver</td>
<td>Investment</td>
<td>Indie Game Developer &amp; Publisher</td>
<td>Austin, TX</td>
<td>-</td>
</tr>
<tr>
<td>December 10, 2021</td>
<td>Valkyrie Digital</td>
<td>Full Acquisition</td>
<td>Game Developer (Console, PC, Mobile)</td>
<td>Seattle, WA</td>
<td>45</td>
</tr>
<tr>
<td>January 31, 2022</td>
<td>Bungie²</td>
<td>Full Acquisition</td>
<td>Live Services Developer &amp; Publisher</td>
<td>Bellevue, WA</td>
<td>826</td>
</tr>
<tr>
<td>March 21, 2022</td>
<td>Haven</td>
<td>Full Acquisition</td>
<td>Live Services Developer</td>
<td>Montreal, Canada</td>
<td>61</td>
</tr>
<tr>
<td>May 3, 2022</td>
<td>Accelbyte</td>
<td>Investment</td>
<td>Backend-as-a-Service</td>
<td>Seattle, WA</td>
<td>-</td>
</tr>
</tbody>
</table>

---

¹: Full-time employees (FTE) at time of acquisition. Investments will not include FTE.
²: The acquisition is subject to certain closing conditions, including regulatory approvals.
4. Ongoing M&A Activities: Bungie Synergies

**Bungie to SIE**

- Live Services Expertise to PlayStation Studios
- Help Build SIE Live Services Center of Excellence
- Live Services Business Operations to Platform Business

**SIE to Bungie**

- Leverage Scale of SIE Publishing & Platform (Marketing, Global Business Operations)
- PlayStation Studios Central Services
- G&A Support (Legal, Finance, Accounting, HR)

*Preparation for integration underway and will be mobilized once deal is closed*

Expected closing of Bungie acquisition to be completed in Q3 FY22
5. Expanding Our IP: Increasing New IP Investment

PlayStation Studios Investment by IP Type

<table>
<thead>
<tr>
<th>Year</th>
<th>Existing</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>FY22 (E)</td>
<td>34%</td>
<td>66%</td>
</tr>
<tr>
<td>FY25 (E)</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Sony Group Corporation | 27
5. Expanding Our IP: Leverage Beyond Gaming

- Broaden Franchise Awareness
- Monetize Our Most Beloved Franchises Beyond the Gaming Category
- Give Existing Fans More Ways to Engage

Movies

Retail

TV Series

©2022 CTMG. All Rights Reserved.
6. Live Services: Invest to Capture Category Growth

Projected Gaming Category Growth*

<table>
<thead>
<tr>
<th>Year</th>
<th>Physical Console Software</th>
<th>Digital Console Software</th>
<th>Digital Add-on</th>
</tr>
</thead>
<tbody>
<tr>
<td>CY21</td>
<td>$11B</td>
<td>$9B</td>
<td>$15B</td>
</tr>
<tr>
<td>CY22 (E)</td>
<td>$9B</td>
<td>$10B</td>
<td>$18B</td>
</tr>
<tr>
<td>CY23 (E)</td>
<td>$8B</td>
<td>$9B</td>
<td>$20B</td>
</tr>
<tr>
<td>CY24 (E)</td>
<td>$7B</td>
<td>$7B</td>
<td>$23B</td>
</tr>
<tr>
<td>CY25 (E)</td>
<td>$7B</td>
<td>$10B</td>
<td>$24B</td>
</tr>
</tbody>
</table>

PS5 Investment by Business Model**

<table>
<thead>
<tr>
<th>Year</th>
<th>Live Service</th>
<th>Traditional</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19 (Actual)</td>
<td>12%</td>
<td>88%</td>
</tr>
<tr>
<td>FY22 (E)</td>
<td>49%</td>
<td>51%</td>
</tr>
<tr>
<td>FY25 (E)</td>
<td>55%</td>
<td>45%</td>
</tr>
</tbody>
</table>

*Source: Projections from IDG Consulting, 2022 Q1
**Source: PlayStation Studios internal projections
6. Live Services: Grow First-Party Monetization & Portfolio Diversity

A More Diverse First-Party Portfolio

<table>
<thead>
<tr>
<th>Single-Player Game Catalog</th>
<th>Live Services Game Catalog</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOD OF WAR: RAGNAROK</td>
<td>THE LAST OF US PART II</td>
</tr>
<tr>
<td>HORIZON FORBIDDEN WEST</td>
<td>UNCHARTED</td>
</tr>
<tr>
<td>RATCHET &amp; CLANK</td>
<td>GHOST OF TSUSHIMA</td>
</tr>
<tr>
<td>SPIDER-MAN MILES MORALES</td>
<td>THE SHOW 22</td>
</tr>
<tr>
<td>DEATH STRANDING</td>
<td></td>
</tr>
</tbody>
</table>

Projected Number of SIE Live Service Franchises by Year (Cumulative)

- FY21 (Actual): 1
- FY22: 3
- FY23: 6
- FY24: 10
- FY25: 12
Audience Expansion

1. New PlayStation Plus
2. PlayStation Direct
3. PS VR2 Launch
4. Ongoing M&A
5. Expanding Our IP
6. Live Services
7. PC
8. Mobile
9. Beyond Console
7. Exponential Growth to be Sustained by PC Titles Beyond FY22

Significant YOY Growth

PC Net Sales $ (In millions)

$300

FY20 FY21 FY22 (E)

Ratings Source: Metacritic as of May 4, 2022
*As of March 2022

Sony Group Corporation | 32
### 8. Mobile Strategy: Aggressive Growth Plans

Leverage partnerships to build leading mobile development and publishing capabilities within SIE

<table>
<thead>
<tr>
<th>Co-development of top IP with industry leaders</th>
<th>Establishing network of internal studios and projects</th>
<th>Building world-class centralized publishing team and tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Partner with respected, established and successful mobile developers</td>
<td>• Internal studios build mobile expertise</td>
<td>• Leadership talent from top mobile companies</td>
</tr>
<tr>
<td>• Extend our franchises to more players and regions</td>
<td>• Strategic partnerships with boutique teams</td>
<td>• Best practices, processes, and tools optimized for cross-studio learning</td>
</tr>
<tr>
<td>• Remain faithful to the values of PlayStation Studios</td>
<td>• Publish external games that fit within broader PlayStation Studios portfolio</td>
<td>• Build publishing operation in parallel to production</td>
</tr>
<tr>
<td>• Acquire credibility, visibility, and learnings</td>
<td>• Expand to cross-platform where relevant</td>
<td></td>
</tr>
</tbody>
</table>
Evolving Shape of First-Party Portfolio

Significant Growth of PC and Mobile Within Our Portfolio
A transformation from PlayStation’s current console-centric approach to a future where large elements of our community extend beyond the console.

More Platforms
- PC & Mobile
- Virtual Reality
- Cloud
- Metaverse

Better Experiences
- PS Plus
- Discord Integration
- Store
- PlayStation Direct
The Importance of Group Collaboration
Transformative Sony Group Collaboration

Sales and Marketing Collaboration

Content Distribution

Amplify IP Synergies

Build Brand Relevancy

Sales and Marketing Collaboration

Perfect for PlayStation®5
BRAVIA XR

PS5

BRAVIA XR

PS5

PLAYSTATION PLUS VIDEO PASS

crunchyroll IS ON PS5

SONY MUSIC

SONY PICTURES

SONY

SONY PICTURES

THE LAST OF US

HBO

SONY PICTURES

MARVEL

SPIDER-MAN

MILES MORALES

"DEATHLOOP"

MADISON BEER REMIX

G&NS Segment
ESG Initiatives: SIE is Turning Intention into Actions

ENVIRONMENT

• Our Community:
  - Players submit 377 ocean & forest game creations in Dreams – shown at UN COP26
  - SIE has invested in 633,000 trees to be planted around the world, linked to player activations in game, in support of United Nations Play4Forests 1 million trees goal

• Our Services:
  - Our PS Plus cloud streaming service has achieved 78% renewable electricity & carbon neutrality (2020 baseline)

• Our Products:
  - 10% of the plastic we used to manufacture PS game boxes was recycled from post-industrial waste in FY21

SOCIETY

• Our Community:
  - More than 17,000 PlayStation products such as consoles and games were donated to Child’s Play for distribution in their global network of 185 hospitals

• Our Products and Services:
  - 60 million free games redeemed as part of our “Play At Home” initiative during the COVID19 pandemic

• Our Workforce:
  - Employees donated $3.3 million towards more than 2,300 different causes, including match-funding by our PlayStation Cares program ($273,000 was towards causes aiding the Ukraine crisis)

GOVERNANCE

• Our Community:
  - PlayStation Career Pathways Program created offering technology & gaming scholarships, mentorships & internships to underrepresented groups; starting with MLB & Jackie Robinson Foundation partnership

• Our Products and Services:
  - PlayStation.com accessibility destination launched covering features available on our consoles & PlayStation Studios games
  - PlayStation 5 accessibility enhanced adding six screen reader languages (total now 15) & mono audio headphones option

• Our Workforce:
  - Achieved top score & awarded as one of the Best Places To Work for LGBTQ+ & Disability Inclusion by both HRC & Disability:IN
PlayStation: The Road to Profitable Transformation

1. Thriving Core Business
2. Powerful New Growth Vectors
3. Transformative Sony Group Collaboration

COMMERCIAL EXPANSION | PORTFOLIO EXPANSION | AUDIENCE EXPANSION
Cautionary Statement

Statements made in this presentation with respect to Sony's current plans, estimates, strategies and beliefs and other statements that are not historical facts are forward-looking statements about the future performance of Sony. Forward-looking statements include, but are not limited to, those statements using words such as "believe," "expect," "plans," "strategy," "prospects," "forecast," "estimate," "project," "anticipate," "aim," "intend," "seek," "may," "might," "could" or "should," and words of similar meaning in connection with a discussion of future operations, financial performance, events or conditions. From time to time, oral or written forward-looking statements may also be included in other materials released to the public. These statements are based on management's assumptions, judgments and beliefs in light of the information currently available to it. Sony disclaims any such obligation. Risks and uncertainties that might affect Sony include, but are not limited to:

(i) Sony's ability to maintain product quality and customer satisfaction with its products and services;
(ii) Sony's ability to continue to design and develop and win acceptance of, as well as achieve sufficient cost reductions for, its products and services, including image sensors, game and network platforms, smartphones and televisions, which are offered in highly competitive markets characterized by severe price competition and continual new product and service introductions, rapid development in technology and subjective and changing customer preferences;
(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;
(vi) Sony's continued ability to identify the products, services and market trends with significant growth potential, to devote sufficient resources to research and development, to prioritize investments and capital expenditures correctly and to recoup its investments and capital expenditures, including those required for technology development and product capacity;
(vii) Sony's reliance on external business partners, including for the procurement of parts, components, software and network services for its products or services, the manufacturing, marketing and distribution of its products, and its other business operations;
(viii) the global economic and political environment in which Sony operates and the economic and political conditions in Sony's markets, particularly levels of consumer spending;
(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;
(xvi) risks related to catastrophic disasters, geopolitical conflicts, pandemic disease or similar events;
(xvii) the ability of Sony, its third-party service providers or business partners to anticipate and manage cybersecurity risk, including the risk of unauthorized access to Sony's business information and the personally identifiable information of its employees and customers, potential business disruptions or financial losses; and
(xviii) the outcome of pending and/or future legal and/or regulatory proceedings.

Risks and uncertainties also include the impact of any future events with material adverse impact. The continued impact of COVID-19 and developments relating to the situation in Ukraine and Russia could heighten many of the risks and uncertainties noted above. Important information regarding risks and uncertainties is also set forth in Sony's most recent Form 20-F, which is on file with the U.S. Securities and Exchange Commission.