

PICTURES

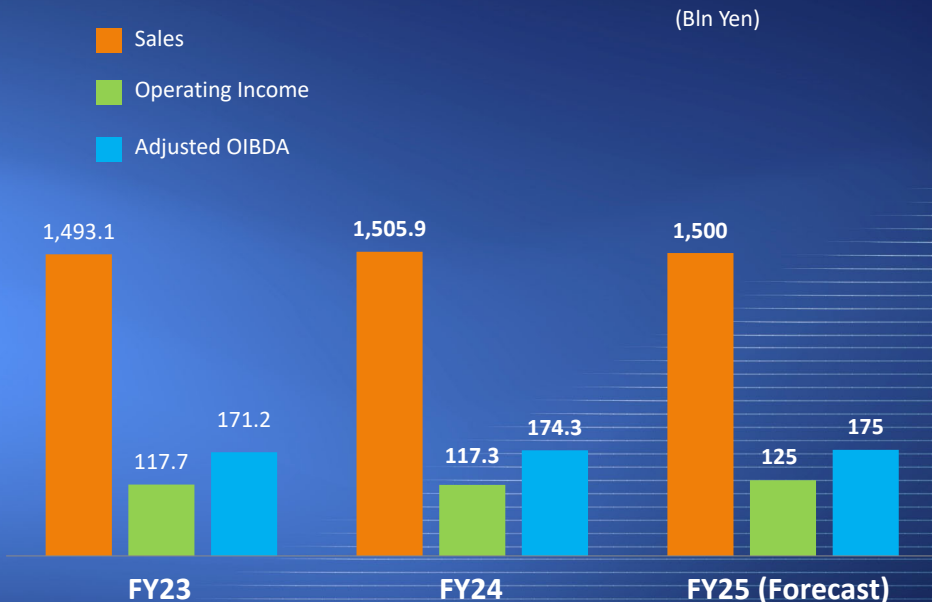
Pictures Segment

President and CEO,
Sony Pictures Entertainment Inc.

Ravi Ahuja

FISCAL YEAR-END EARNINGS

Sales, Operating Income and Adjusted OIBDA



FY2024 (year-on-year)

The following analysis is on a U.S. dollar basis

Sales: Essentially flat (U.S. dollar basis: -416 mil USD / -4%)

- (-) Lower series deliveries in Television Productions in part due to production delays related to the strikes in Hollywood in FY23
- (-) Lower linear subscription and advertising revenues in the India business in Media Networks
- (+) Higher revenues for Crunchyroll mainly due to paid subscriber growth
- (+) Impact of the acquisition of Alamo Drafthouse Cinema

OI: Essentially flat (U.S. dollar basis: -34 mil USD / -4%)

- (-) Lower contribution from catalog product in Motion Pictures
- (-) Impact of decrease in sales
- (+) Lower marketing costs for theatrical releases

FY2025 Forecast (year-on-year)

Sales: Essentially flat

- (-) Impact foreign exchange rates
- (-) Lower revenues from theatrical releases in the current fiscal year in part due to production delays related to the strikes in Hollywood in FY23
- (+) Higher series deliveries in Television Productions in part due to recovery from the impact of the strikes in Hollywood in FY23
- (+) Higher revenues for Crunchyroll mainly due to paid subscriber growth

OI: 7.7 bln yen (7%) increase

- (+) Impact of above-mentioned positive factors in sales
- (-) Negative impact of foreign exchange rates

Note: In FY25, operating income is expected to grow approximately 10% year-on-year on a U.S. dollar basis, excluding the impact of foreign exchange rates, driven primarily by Crunchyroll.

Theatrical Releasing

Independent Studio

Anime

Game Shows

Sony Group Ecosystem

MOTION PICTURE GROUP HIGHLIGHTS

Pictures Segment

Box Office: \$350M



Box Office: \$479M



Box Office: \$405M



Box Office: \$253M

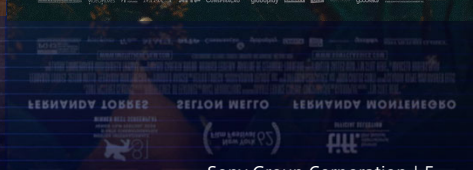
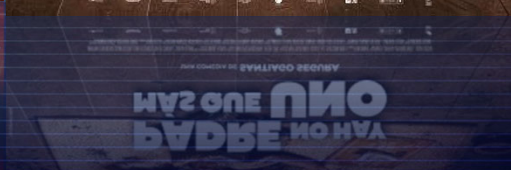
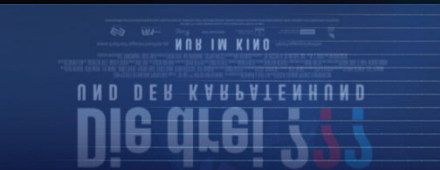


Box Office: \$52M



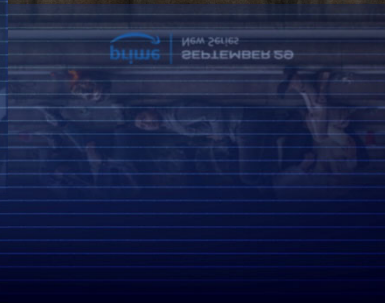
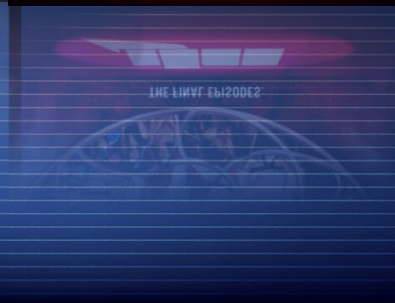
LOCAL LANGUAGE PRODUCTIONS

Pictures Segment



SONY PICTURES TELEVISION HIGHLIGHTS

Pictures Segment

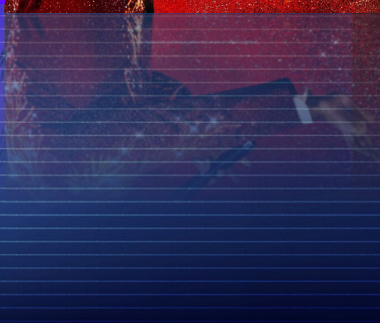
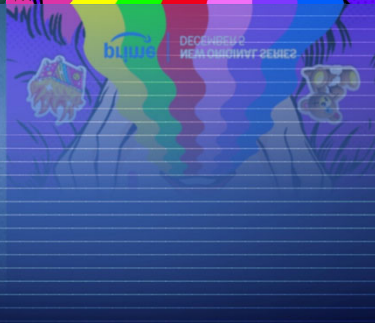
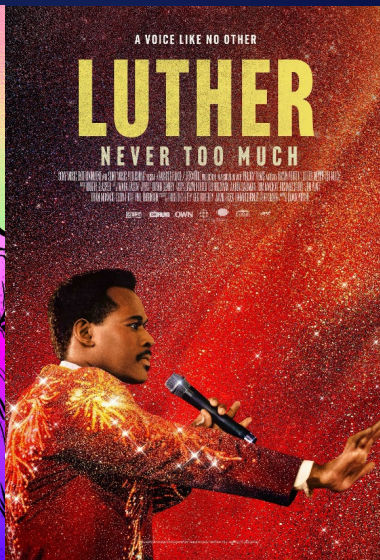
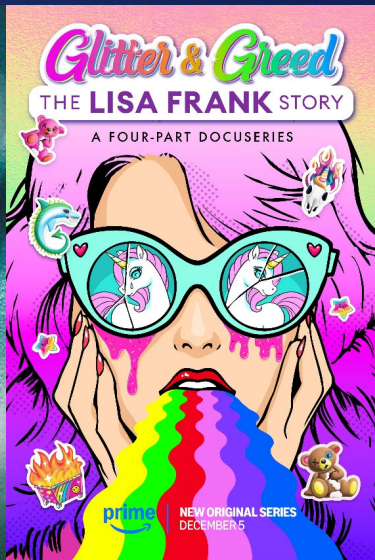
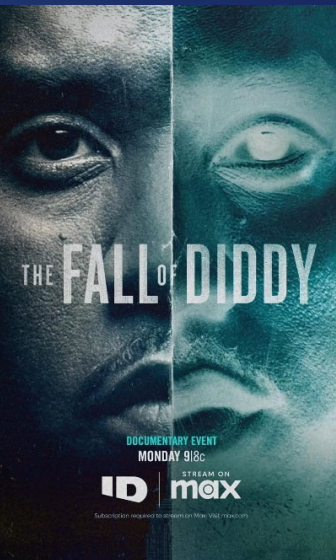


SONY PICTURES TELEVISION HIGHLIGHTS



SONY PICTURES TELEVISION HIGHLIGHTS

Pictures Segment



SONY PICTURES TELEVISION HIGHLIGHTS

Pictures Segment



FOX

prime

NEW ORIGINAL SERIES
APRIL 18

prime

APRIL 18
NEW ORIGINAL SERIES



WHEEL OF FORTUNE

JEPARDY!





anime
anim!
anime
anime
anime



 **Crunchyroll**[®]

**OVER 17M
SUBSCRIPTIONS**

As of March 31, 2025

HAYATE 颯

THE
Hollywood
REPORTER

March 17, 2025

Anime Heavyweights Aniplex, Crunchyroll Co-Launch Production Company Hayate

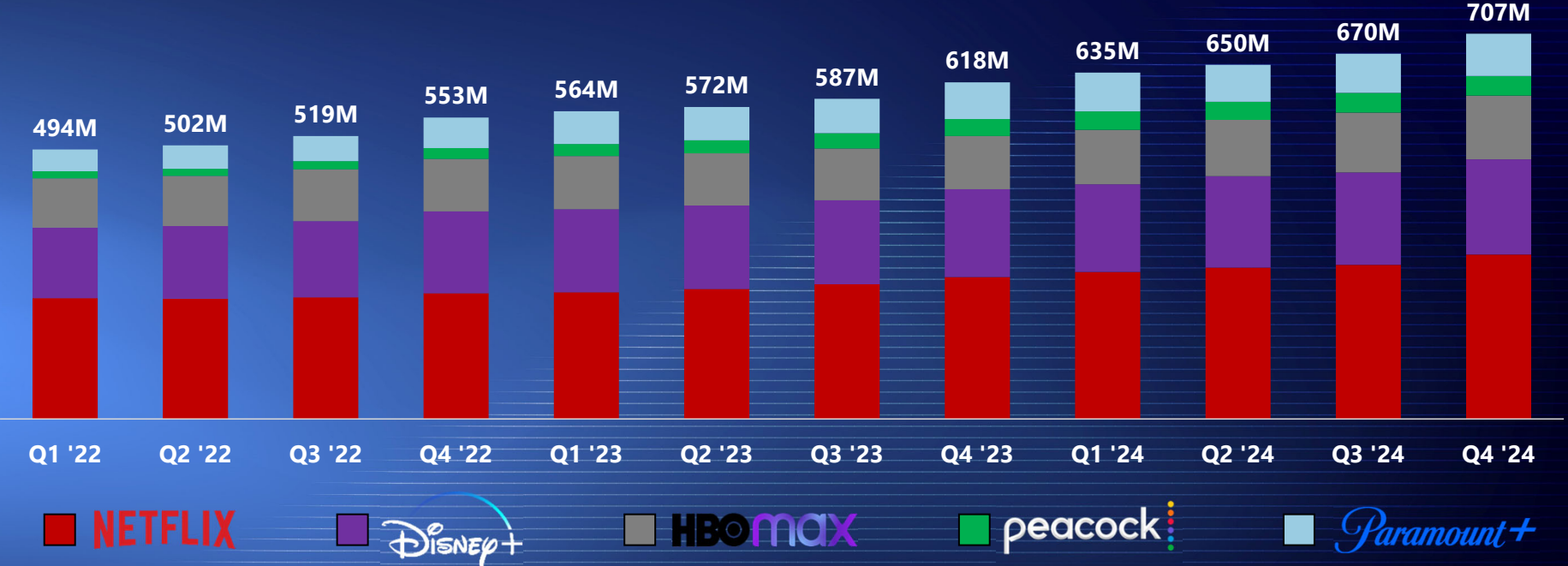
The new venture continues Sony Group's aggressive pursuit of anime as a key driver of global revenue growth.



MARKET CONDITIONS

Streamers Continue to Grow amid Price Increases

Total Subscribers



Source: Fortune, Variety, Forbes, The Verge, Company Websites & Earnings Reports as of 4/25/2025

(1) Subscriber total for Disney+ represents combined Disney+ and Hulu subscribers and excludes Disney+ Hotstar

(2) Disney subscriber count represents reported quarterly figures based on fiscal year end September 30th

(3) Max subscribers represent total subscribers across Max, Discovery+, and linear HBO

(4) Subscriber figures represent both Paramount+ and SHOWTIME subscribers

MARKET CONDITIONS

Major Studios are Selling More Content to 3rd Parties

The New York Times

December 15, 2023

In Search of Cash, Studios Send Old Shows Back to Netflix

Hollywood
THE
REPORTER

March 19, 2025

Studio Films Offer Best Bang for the Buck for Netflix

Hollywood
THE
REPORTER

May 7, 2024

Disney “Looking Selectively” at Licensing More Content

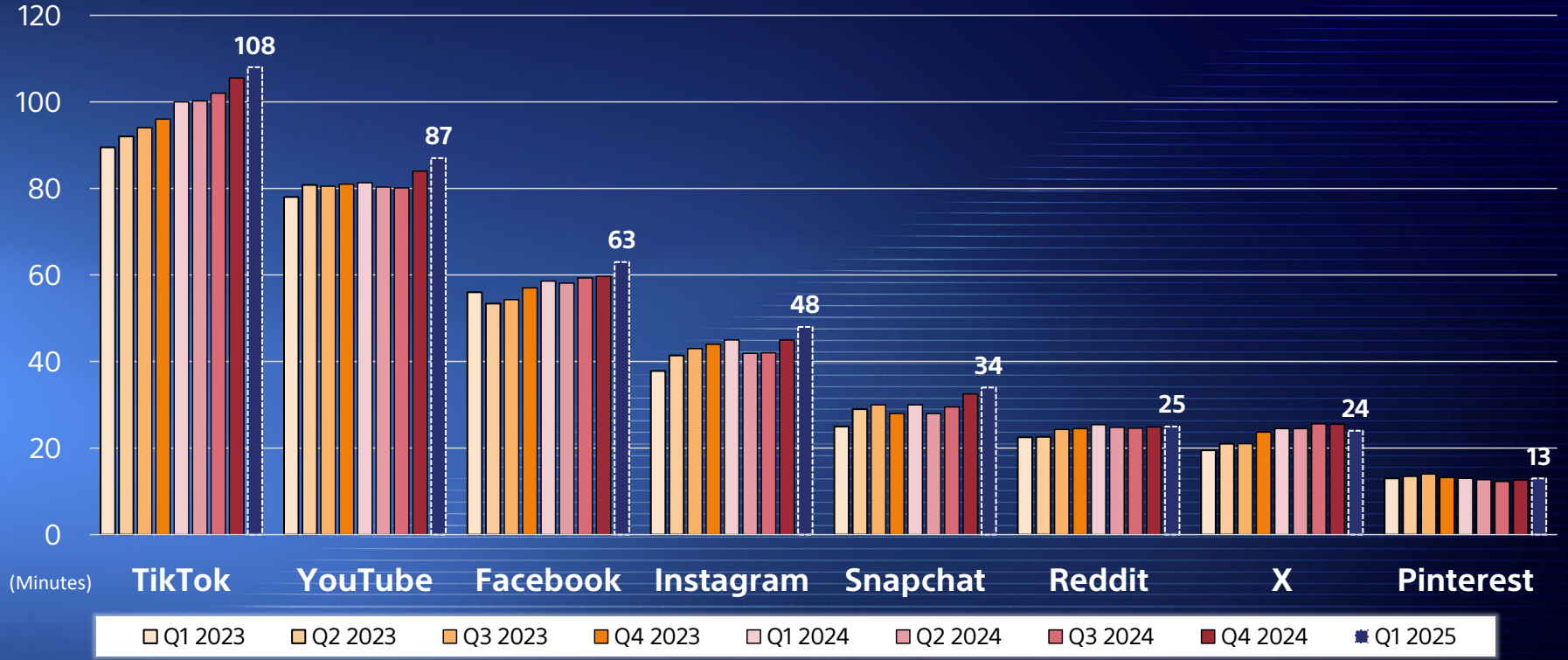
Forbes

December 21, 2023

Studios Are Once Again Licensing TV And Movies To Rival Netflix

MARKET CONDITIONS

YOUNGER GENERATIONS SPENDING MORE TIME ON SOCIAL MEDIA

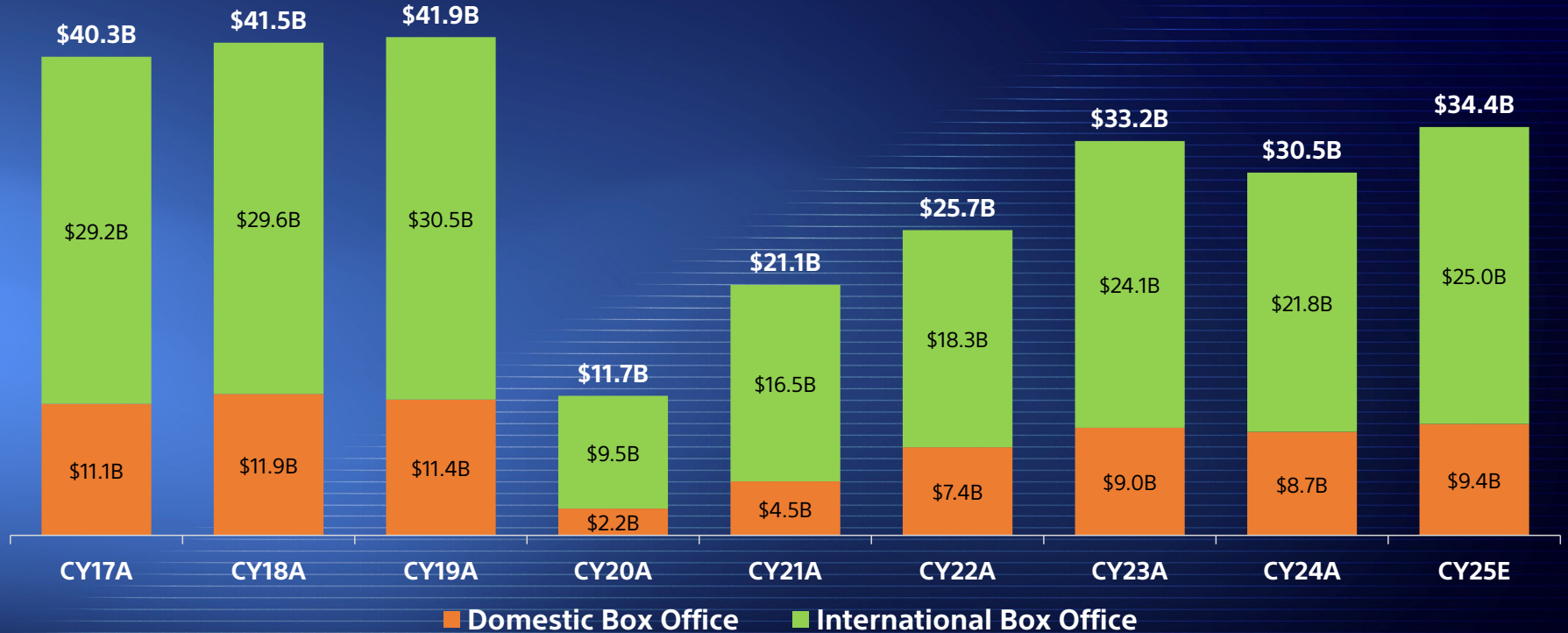


Note: Data reflects quarterly average time spent per day (in minutes) per American user from Q1 CY2023 to Q1 CY2025.

Source: Apptopia.com, Guggenheim Securities, LLC

MARKET CONDITIONS

BOX OFFICE RECOVERING



Best Creators

Fan Communities

Younger Audiences

India

Sony Group Collaborations

STABLE LEADERSHIP

Pictures Segment



GAURAV BANERJEE

Managing Director & CEO
Sony Pictures Networks India



TAHRA GRANT

EVP & Chief Comms Officer
Sony Pictures Entertainment



STACY GREEN

Chief People Officer
Sony Pictures Entertainment



KEITH LE GOY

Chairman,
Sony Pictures Television



JAY LEVINE

EVP & Chief Strategy Officer
and Business Operations
Sony Pictures Entertainment



RAHUL PURINI

President
Crunchyroll



JILL RATNER

EVP & General Counsel
Sony Pictures Entertainment



TOM ROTHMAN

Chairman,
SPE Motion Picture Group



DREW SHEARER

EVP & CFO,
Sony Pictures Entertainment

THE BEST TALENT AND CREATORS FOLLOW THE BEST MATERIAL

THE **WRAP**

January 31, 2024

**'28 Years Later' Legacy Sequel
Lands at Sony After Bidding War**

Hollywood
THE
REPORTER

February 4, 2024

**Sam Mendes Sets Beatles Biopic
Movie Series at Sony**

VARIETY

March 27, 2024

**Austin Butler to Lead Darren
Aronofsky's 'Caught Stealing' at Sony**

Hollywood
THE
REPORTER

February 1, 2024

**Amy Adams Joining Jenna Ortega in Taika Waititi's
'Klara and the Sun'**

DEADLINE

February 17, 2024

**Margot Robbie & Colin Farrell's Next Movie 'A Big
Bold Beautiful Journey' Sells Worldwide to Sony**

MARVEL STUDIOS

SPIDER-MAN

BRAND NEW DAY TM



SPIDER-MAN

BEYOND THE SPIDER-VERSE

JUMANJI

ANACONDA

I KNOW
WHAT YOU DID
LAST SUMMER

RESIDENT
EVIL





SPIDER-NOIR



LORD *of the* FLIES



VARIETY

December 16, 2024

Lionel Messi Animated Series 'Messi and the Giants' to Air on Disney Channel, Disney+

THE Hollywood REPORTER

April 23, 2025

Jon Hamm to Lead 'American Hostage' Anthology Series at MGM+

MGM+



OUTLANDER

BLOOD *of my* BLOOD



VOUGHT RISING



POP CULTURE JEOPARDY!



ALAMO DRAFTHOUSE CINEMA





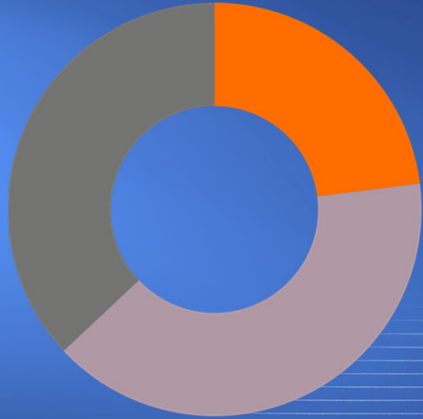
THE MOVIE

KIMETSU NO YAIBA

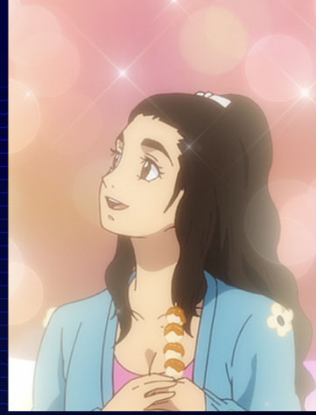
DEMON SLAYER

INFINITY CASTLE

Skew toward anime culture's younger, high-value audiences

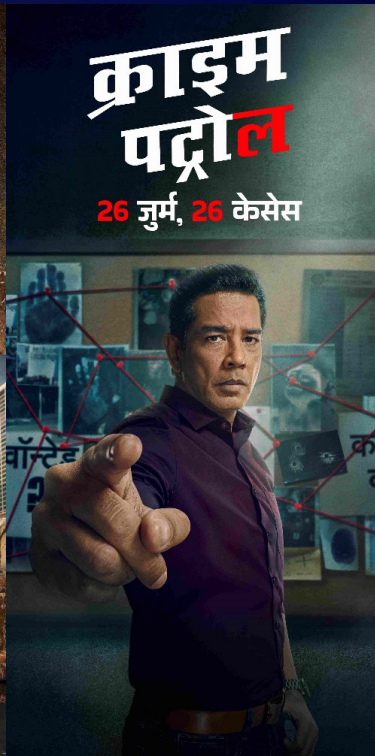
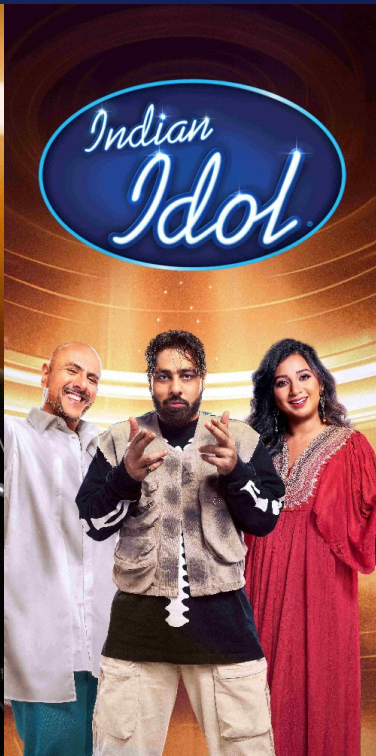
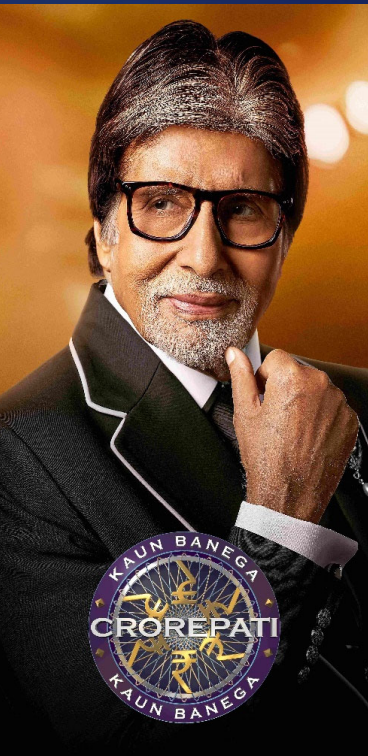


- 18-24 years old
- 25-35 years old
- 35+ years old











SET India

@SETIndia · 183M subscribers · 154K videos

Sony Entertainment Television is one of the leading Hindi General Entertainment channels...more

youtube.com/c/setindia?sub_confirmation=1 and 4 more links

Subscribe

Home Videos Shorts Live Playlists Posts

4th Most-Viewed YouTube Channel Globally

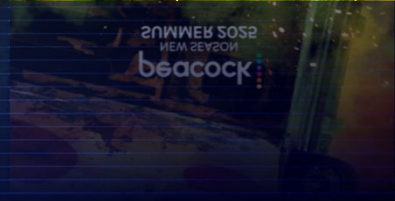
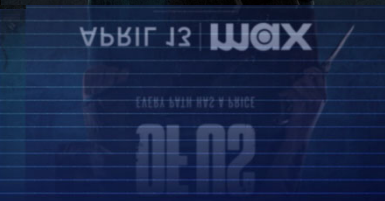
As of April 2025

Indian Idol Season 15 - New Season | Watch Full Episodes Here ▶ Play all



'Kesariya' Song पर Badshah ने दिया Shreya का साथ | Indian...
Karan Johar ने Manasi पर किया सवालों का पलटवार | Indian Idol...
Manasi से सवालों के बदले Sunny Deol ने करवाए Tough Task |...
Shreya अपने Birthday पर Parents के Surprise से हो गई...
Shreya ने Udit Ji के साथ 'Tauba Tauba' गाकर मचा दी धूम | India...

SONY GROUP COLLABORATION



A promotional image for the video game Ghost of Tsushima. It features the main character, Jin Sakai, in his ghost persona, wearing a dark, intricately detailed samurai armor. He is shown in profile, looking towards the left, holding a small, ornate object in his right hand. He is standing on a large, white, feathery object, possibly a crane or a large bird. The background is a dramatic, cloudy sky with falling red petals or leaves. The title "GHOST OF TSUSHIMA" is overlaid in the center in a white, stylized font. The word "GHOST" is larger and has a red mountain peak icon inside the letter "O". Below it, "OF TSUSHIMA" is written in a smaller font.

GHOST
OF TSUSHIMA



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- (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 equity and bond 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 developments relating to the situations in Ukraine and Russia and in the Middle East, as well as the series of changes in U.S. tariff policy, 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.