G&NS

GAME & NETWORK SERVICES SEGMENT

SVP, Platform Experience, Sony Interactive Entertainment

Hideaki Nishino

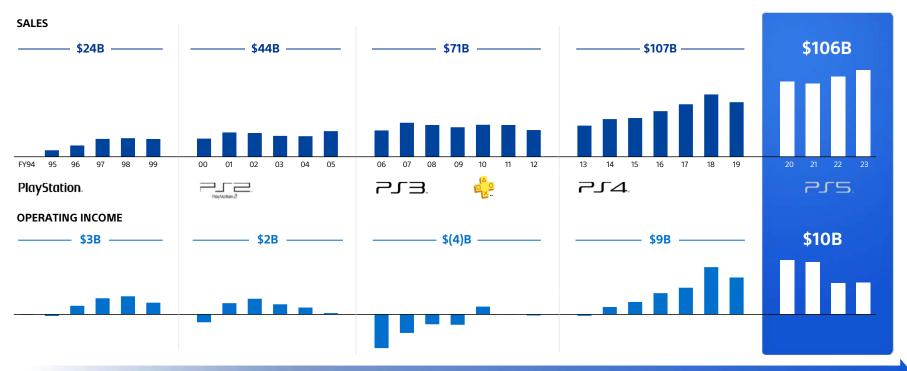
SVP, Head of PlayStation Studios, Sony Interactive Entertainment

Hermen Hulst





Most Profitable Generation To-Date



Evolving Financial Profile with Increasing Operating Leverage

Capitalize on Momentum

FY21-23

FY24-26

Establish a Leading Position in this **Console Generation**

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







G&NS Segment

118M



MAU*

9K+ Games*

Exceptional Games

Compelling Service Offering

Innovative Peripherals

Continued Brand Momentum

State-of-the-Art Console











G&NS Segment

THE BEST ET FICHTE **PLACE TO PUBLISH**





Deep Relationships

Partners in Engagement & Monetization

From AAA to Indies



Streamlining & Empowering

*As of March 31, 2024



THE PLAYSTATION EXPERIENCE

PLATFORM BUSINESS GROUP

CONSOLE



CONTENT

SERVICES



PERIPHERALS



STUDIO BUSINESS GROUP



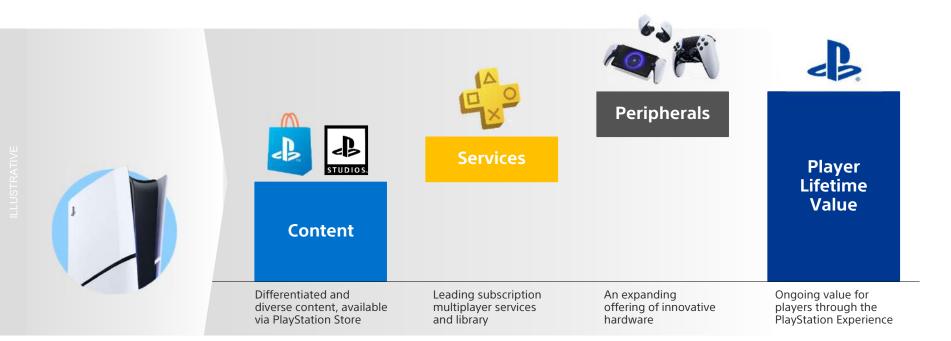




PlayStation 5 | Lifetime of Value

The PlayStation Console is a Gateway...

...to a Lifetime of Player Engagement and Value

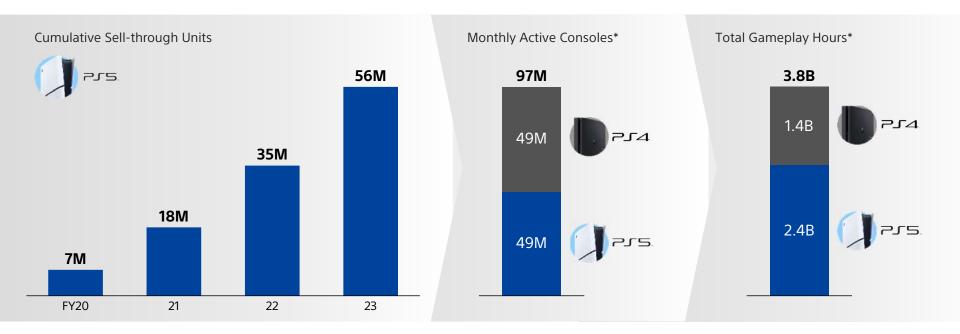


Engaged User Base

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

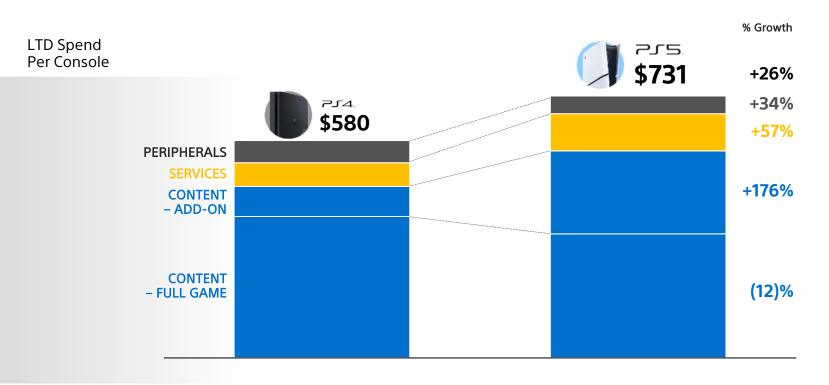


^{*}As of April 30, 2024

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

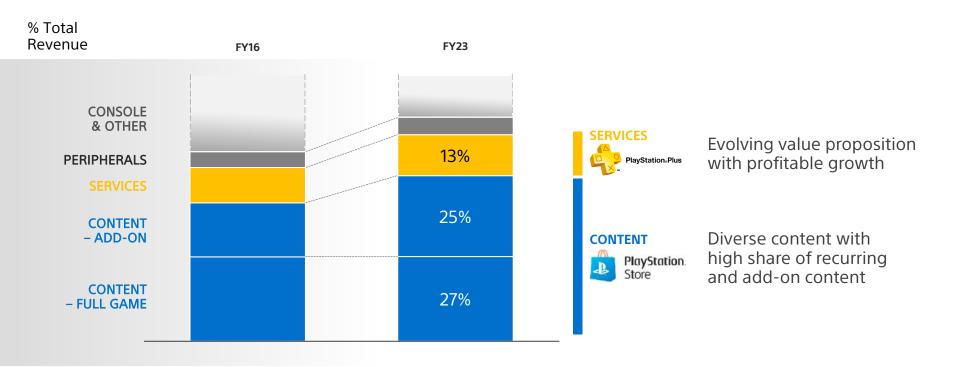
Stronger Life-to-Date Spend

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



Growing Durable & Predictable Revenue

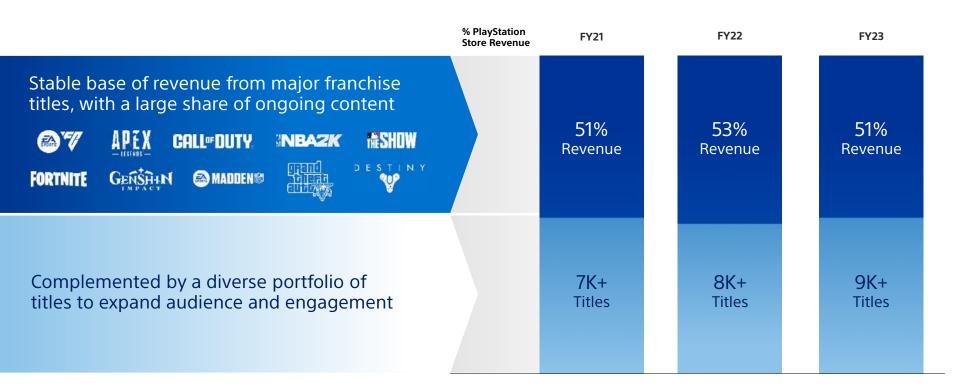
Strong content- and services-focused revenue base





PlayStation Store | Recurring & Diverse Content

Robust content strategy to attract and engage players





PlayStation Plus | Compelling & Profitable Services

Evolving value proposition...

...driving profitable subscriber growth



New Features

Including cloud streaming and Sony Pictures Core movie access



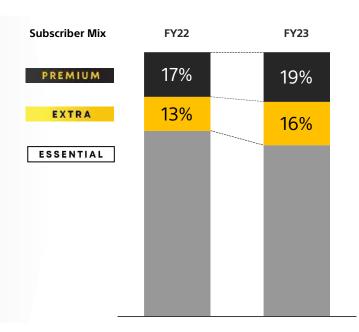
Content Value

Strength, breadth and depth of titles appealing to key audiences



Live Services

Access to a wide live service games library and benefits



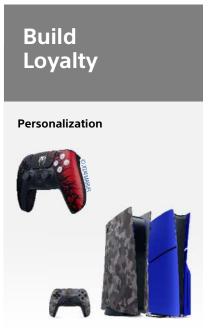
35%
Subscribed to PlayStation Plus Premium or Extra*

*As of March 31, 2024 Sony Group Corporation

PlayStation Peripherals | Expanding Lineup









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:





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

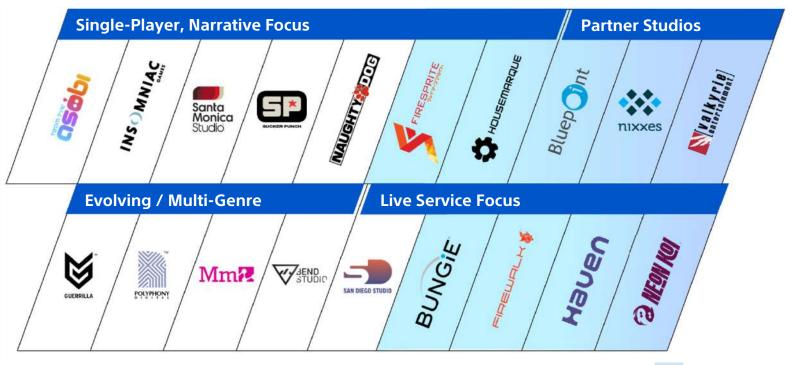
- Continued expansion of the installed base
- Drive consistent revenue from Content, Services and Peripherals
- Manage cost structure and invest in further efficiencies
- Thoughtful investments in key innovation and growth areas



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























ASTROBOT





MAJOR FRANCHISES

Expand audience reach and engagement through new formats

and experiences







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

Existing hit franchises / new IP with high ambition **TENTPOLE** From studios with proven track records of quality and success Primarily live service games with ongoing content **TRANSFORMATIONAL** Differentiate through IP, themes, or gameplay Showcase innovation, unlock new audiences, target new genres **EXPERIMENTAL** High potential games, with discipline on scope and budget





TRANSFORMATIONAL SPOTLIGHT

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*



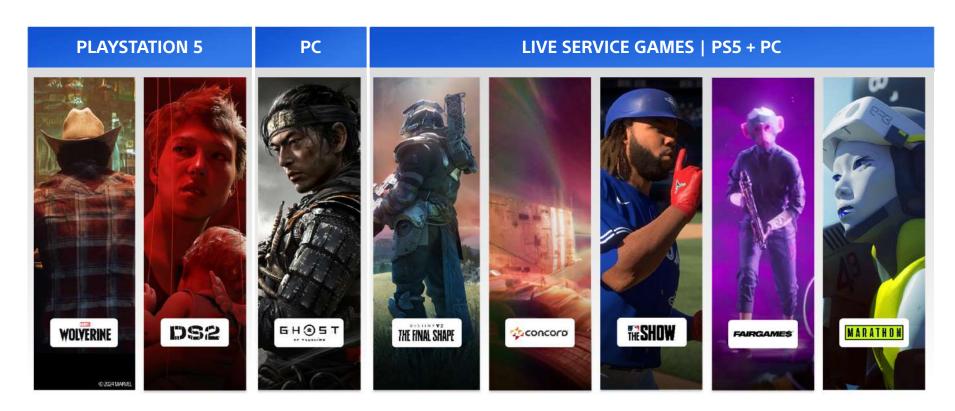
82



G&NS Segment

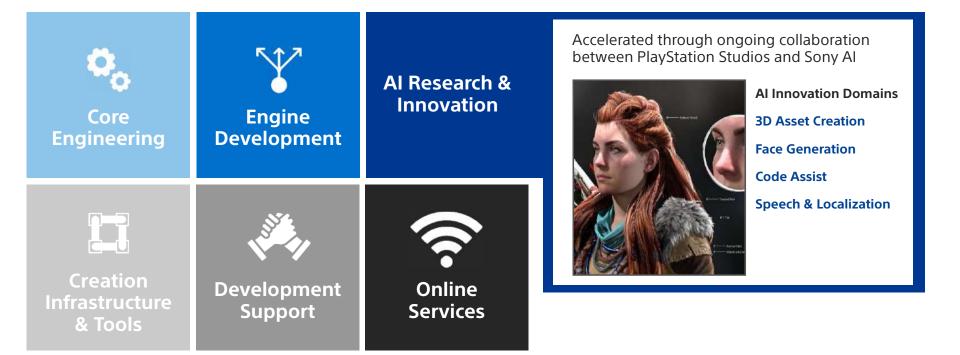
Exciting New Releases

Ongoing execution of the portfolio strategy across categories



Leading Through Technology

Pioneering game development through advancements in technology and services



Studio Business Group | FY24-26 Focus

FY21-23

Establish a Leading Position in this Console Generation

STRENGTHENING OF FRANCHISES







INVESTMENTS IN LEADING STUDIOS



















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

AUDIENCE EXPANSION

Partner with Sony businesses for mutual audience expansion





SONY



GLOBAL EXPANSION

Partner on Sony Group collaboration initiatives in China and India



ACCELERATE INNOVATION

Support impactful projects across Sony Group



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

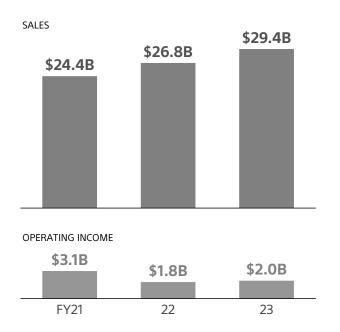
COMMUNITY ENGAGEMENT

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

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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