

Game & Network Services Segment

Senior Executive Vice President
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PlayStation: The Road to Profitable Growth



PS5™: Building our Biggest-Ever Platform



PS4®: Ensuring our Longest-Ever Tail



New Growth Vectors



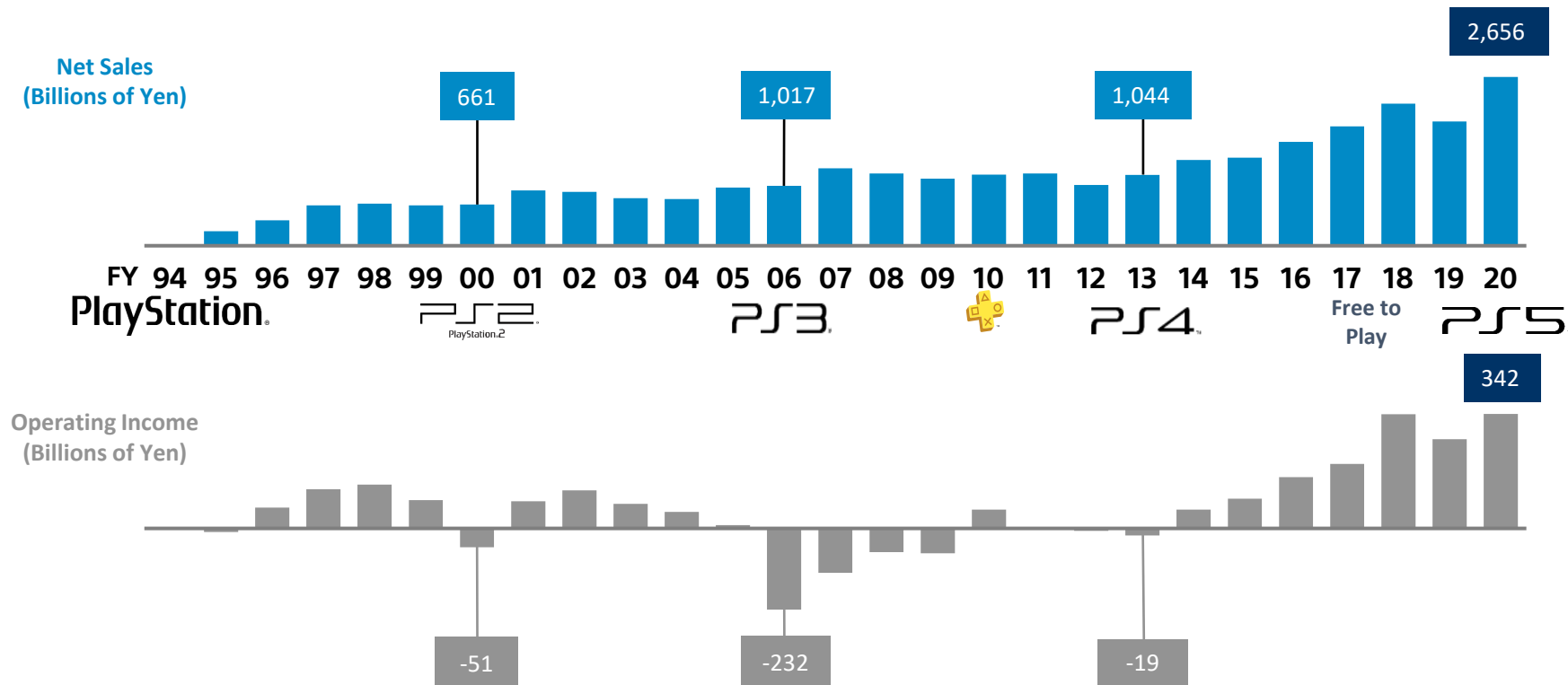
The Importance of Group Collaboration



Key Monitoring Metrics



FY20: Record Earnings in a Transition Year

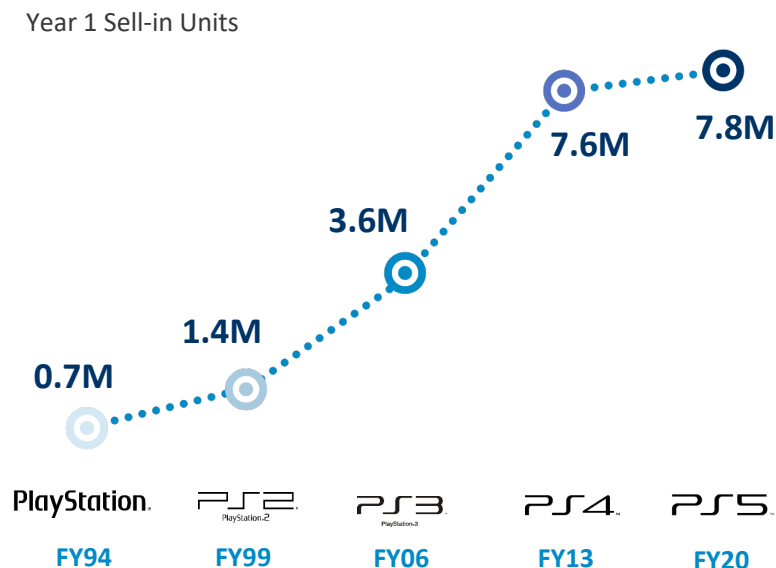




Building Our Biggest Platform Ever

PS5: Building From The Biggest Launch To The Biggest Platform

OUR HIGHEST EVER LAUNCH YEAR SALES...



...BUT STILL HUGE UNMET DEMAND

NEW YORK POST

"Sony warns of potential PS5 shortage amid strong console sales"

Bloomberg

"PlayStation dominates Xbox and will for years to come"

NIKKEI

"Sony continues to grow PS5 release date, good start"

IGN

"PS5 Had the Biggest Console Launch in U.S. History"

BBC

"PlayStation's most extraordinary pandemic launch"

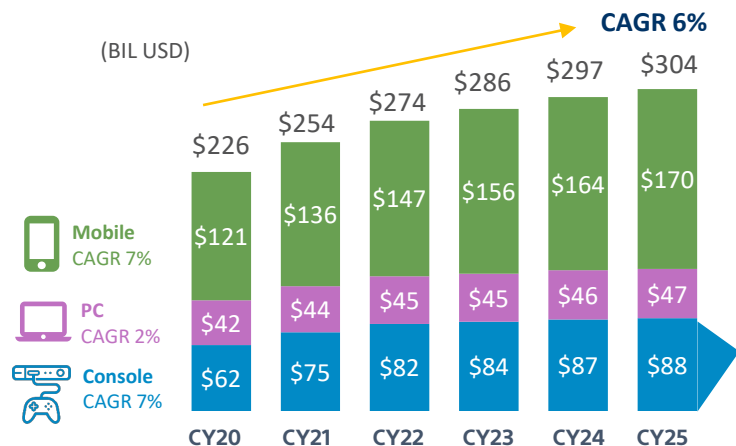
GAMEREACTOR

"PS5 breaks all-time launch sales record"

Why We Believe in PS5 – Growth in Gaming Market

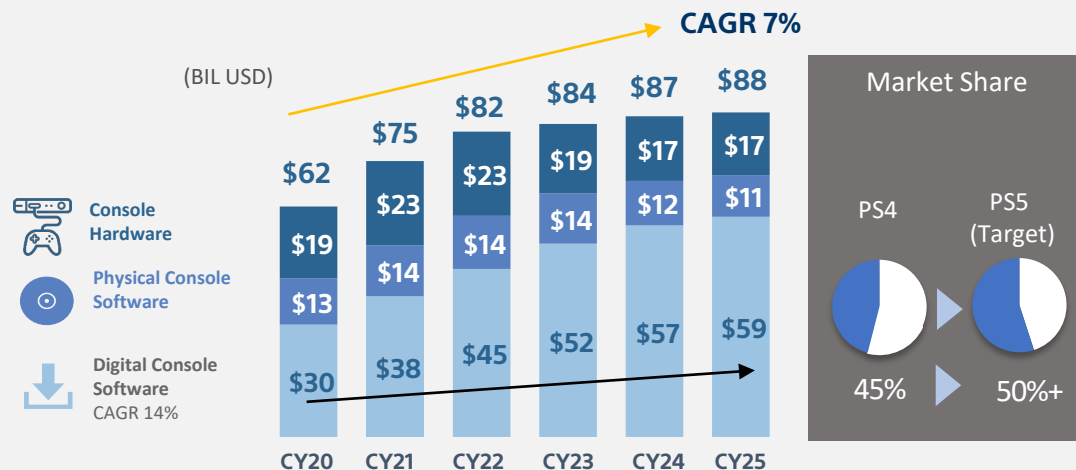
A GROWING SHARE OF A GROWING CATEGORY

WW Gaming Industry Size by Platform*



*Source: IDG Console Gaming Update, 2020_Q4

Console Industry Size by Revenue Type*

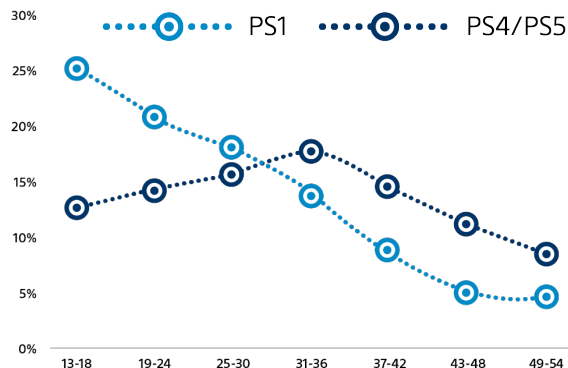


Why We Believe in PS5 – Favorable Demographics

Age

PS1 GAMERS HAVE STUCK WITH US

*PlayStation Console Ownership



*Source : SIE Global Platform Experience Tracker (Breakthrough)
PlayStation registration information (IDG)

Gender

GROWING FEMALE INTEREST IN PLAYSTATION GAMING

*Female Proportion Among Console Ownership

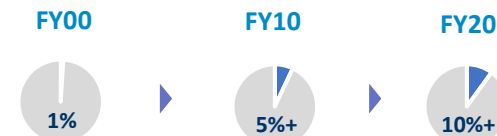
PS1 18% ▶ PS4/PS5 41%



Geography

CONTINUAL EXPANSION OUTSIDE NA/EU/JP

Opportunity Market Proportion in Revenue



Why We Believe in PS5 – Our Brand has Never Been Stronger

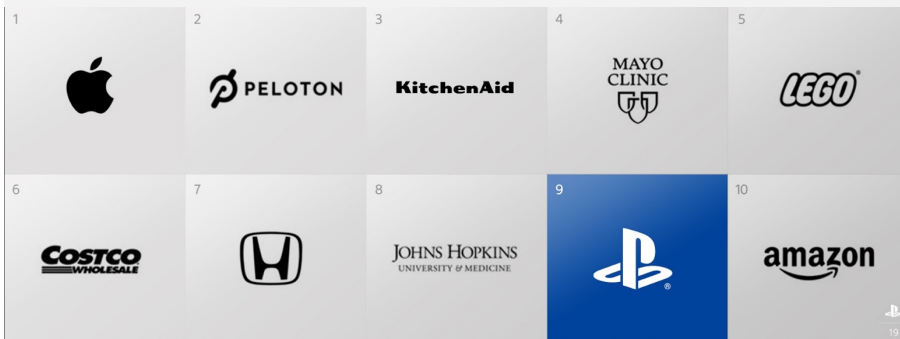
PLAYSTATION IN TOP GLOBAL BRANDS

#9 PlayStation

Helping gamers
help each other

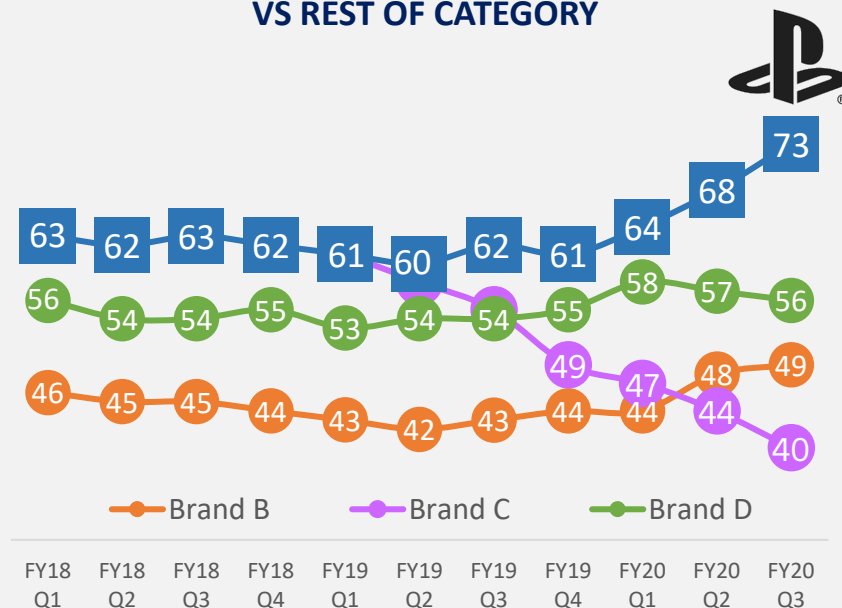


Rising to No. 9 from No. 16, scores best in
"is modern and in touch."



Source: 2021 Prophet Brand relevance index report

PLAYSTATION BRAND MOMENTUM VS REST OF CATEGORY



Source : SIE Global Brand Tracker

Question: Do you think this is a brand that is moving forward, staying the same or falling behind?

Why We Believe in PS5 – Our Games Have Never Been Better

BEST EVER LAUNCH LINE-UP

VS

BEST EVER POST LAUNCH LINE-UP



NEW
RELEASE
(AAA)

**KILLZONE™
SHADOW FALL**

Metacritic
Scores

73

NEW
RELEASE
(A)

**KNACK™
RESOGUN**

54

84

PS3 / PSVITA PORTS

Flower *Wii*
sound shapes **ESCAPE PLAN**



**SPIDER-MAN™
MIKE MORALES**

85

Demon's Souls

92

**SACKBOY™
A BIG ADVENTURE**

79

*PS4 KEY TITLES

GOD OF WAR
THE LAST OF US PART II **UNCHARTED 4™
A Thief's End**

1ST
PARTY
TITLES

GOD OF WAR



**HORIZON™
FORBIDDEN WEST™**

**GT™
GRAN TURISMO™7
THE REAL DRIVING SIMULATOR**

RETURNAL

86

**RATCHET™
CLANK™
RIFF APART™**

THE SHOW 21

78

3RD
PARTY
TITLES

"DEATHLOOP"

**FARCRY6™
A UBIISOFT ORIGINAL**

**GHOSTWIRE™
T O K Y O**



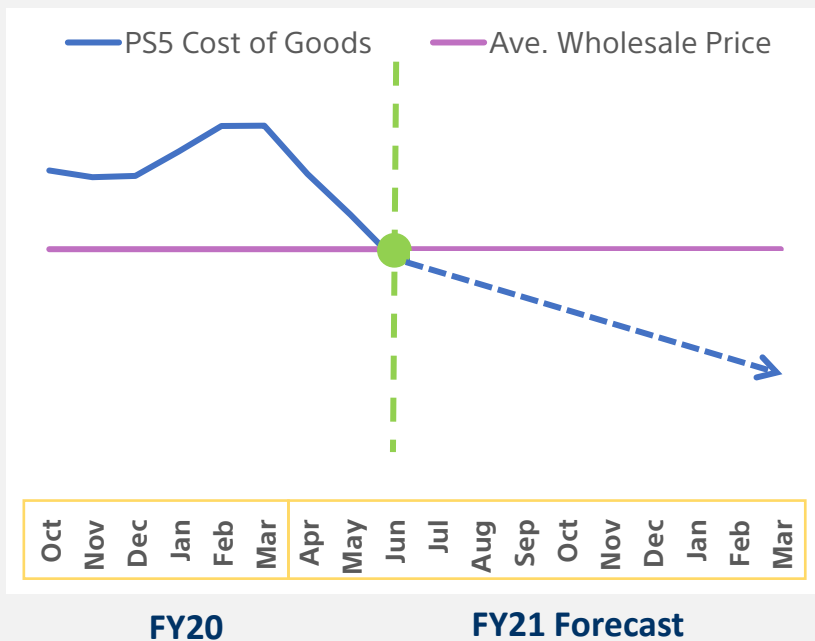
**VILLAGE™
REMYX 2021**

FORSPOKEN™

*Through backwards compatibility on PS5.

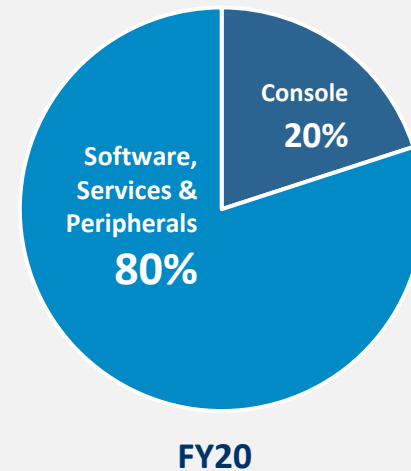
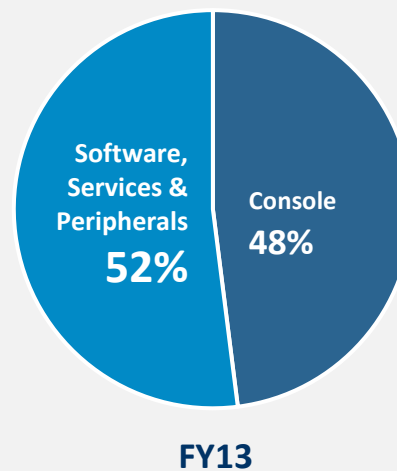
PS5 Console Economics

PS5 STANDARD EDITION IS EXPECTED TO BREAK EVEN NEXT MONTH



IMPORTANCE OF CONSOLE IN BUSINESS MODEL IS REDUCING

SIE Revenue Structure

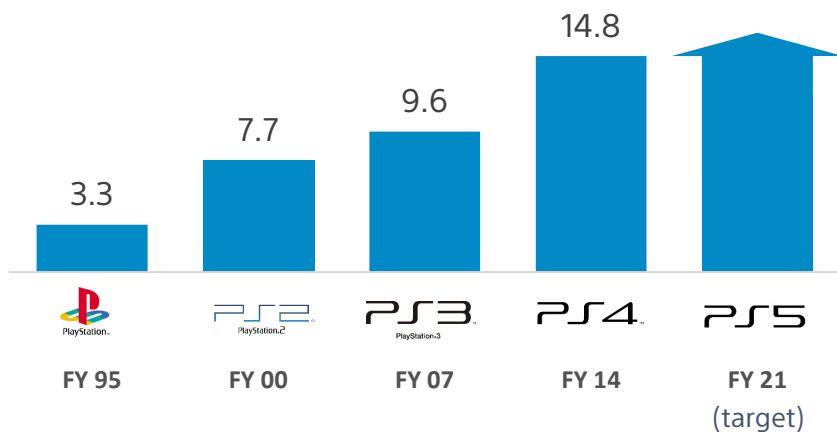


Meeting Unprecedented Demand

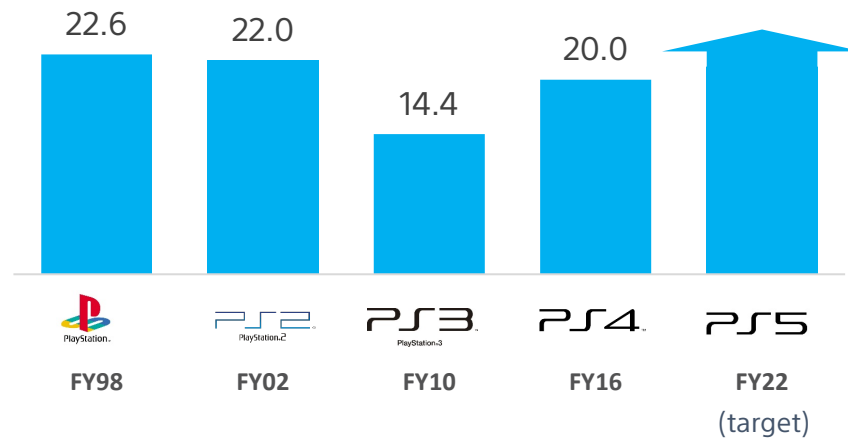
WE AIM TO MAKE FY21 OUR STRONGEST-EVER YEAR 2 ...

...AND FY22 OUR STRONGEST YEAR EVER

Year 2 Sell-in by Generation (M Units)



Peak Annual Sell-in by Generation (M Units)

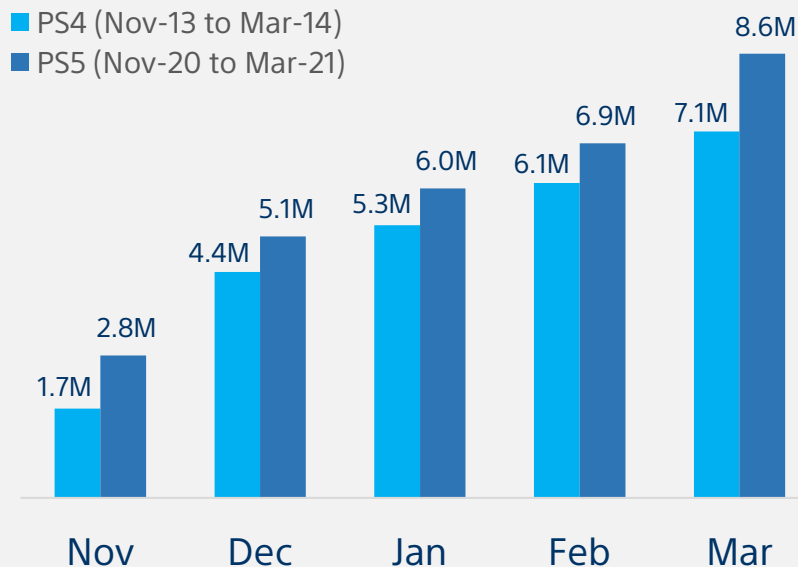


Despite a Global Semiconductor Shortage...

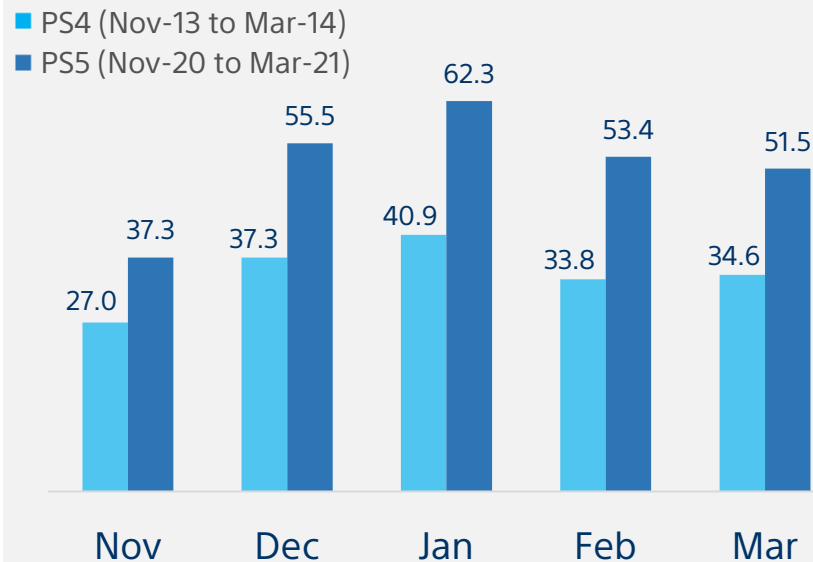


Engagement has increased compared with PS4

PS4 VS PS5 MONTHLY ACTIVE USERS*



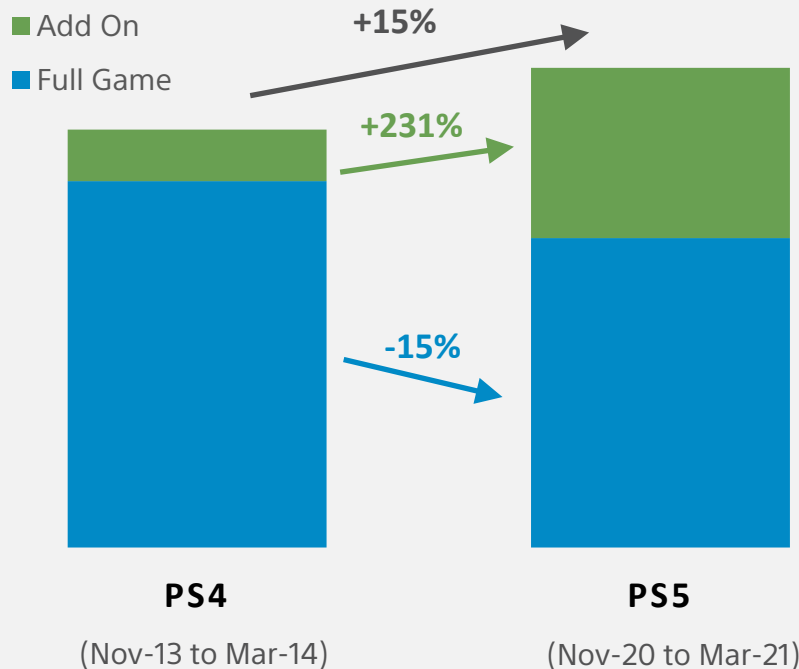
PS4 VS PS5 GAMEPLAY AVG. HOURS PER ACCOUNT



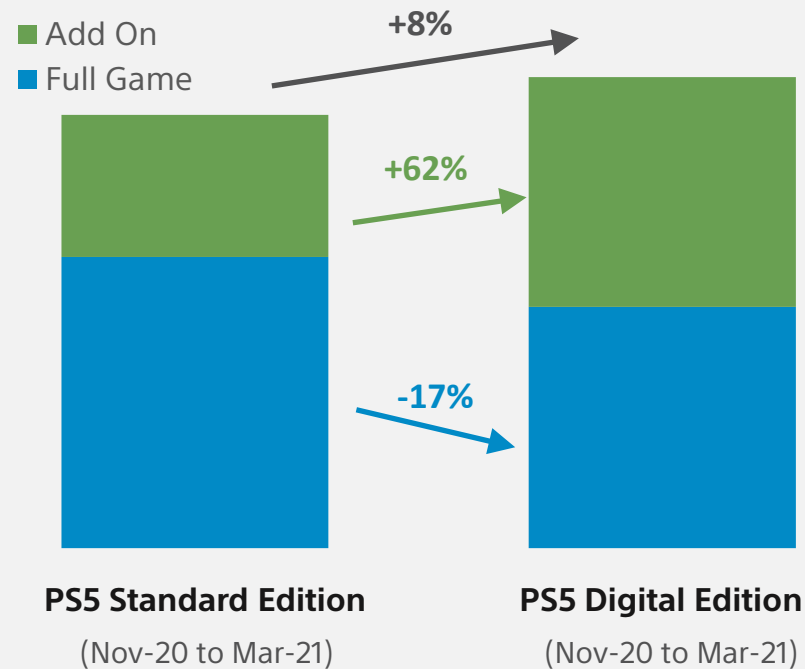
* Multiple unique PSN accounts active on single device

...And Game Monetization is Stronger

Game Spend Per Connected Device (USD)



Game Spend Per Connected PS5 (USD)

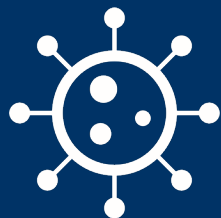




Ensuring Our Longest-Ever Tail

PS4: Ensuring our Strongest-Ever Tail

RETAIN HIGH FY20
ENGAGEMENT



BIG GAME LAUNCHES STILL
TO COME

HORIZON
FORBIDDEN WEST

FARCRY6

ONGOING FREE-TO-PLAY
GROWTH

CALL OF DUTY
WARZONE

APEX
— LEGENDS —

FORTNITE

GENSHIN
IMPACT

ROCKET
LEAGUE

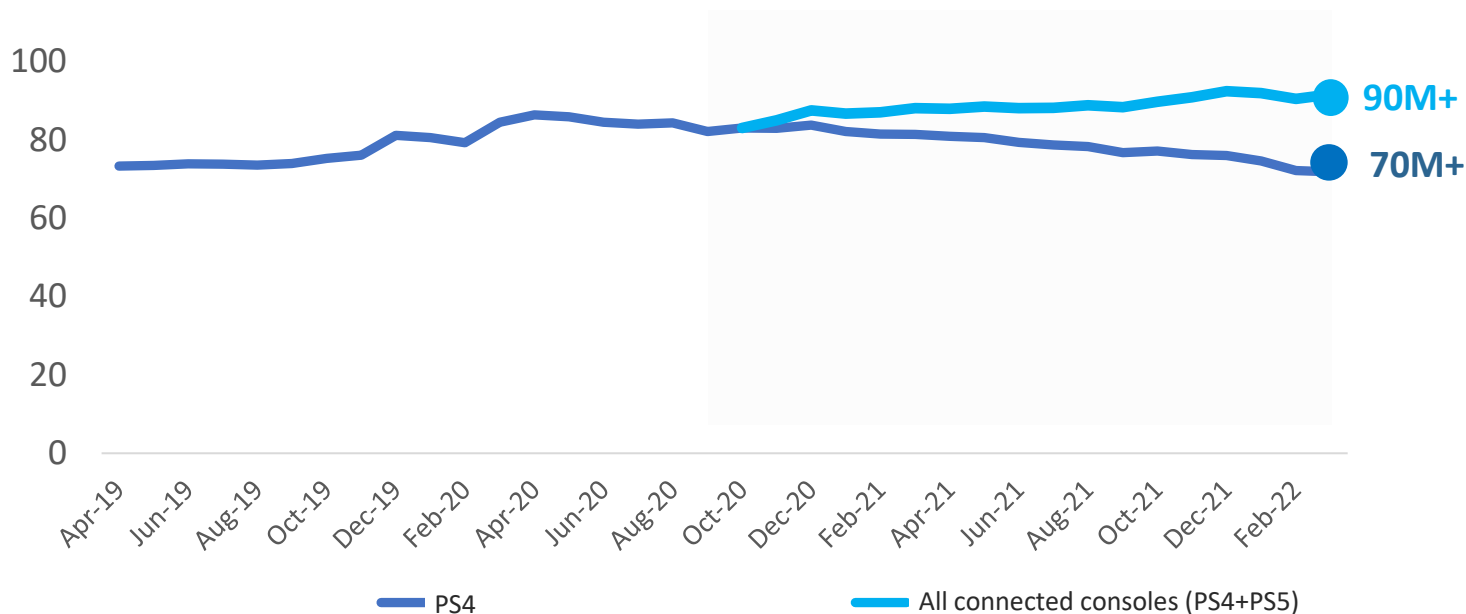
LOYAL SUBSCRIBER BASE



PlayStation
Plus

Projected Post COVID-19 Engagement

MONTHLY CONNECTED CONSOLES PROJECTION



Keep getting PS4 owners to migrate to PS5

Minimize lapse and maximize customer lifetime value from the current connected PS4s

* as of end of March 2021

Projected Post COVID-19 Engagement

WEEKLY CONNECTED CONSOLES ACCOUNT (PS4/PS5)

(Oct 2020 - Mar 28, 2021)

At least one
vaccine dose*

40%



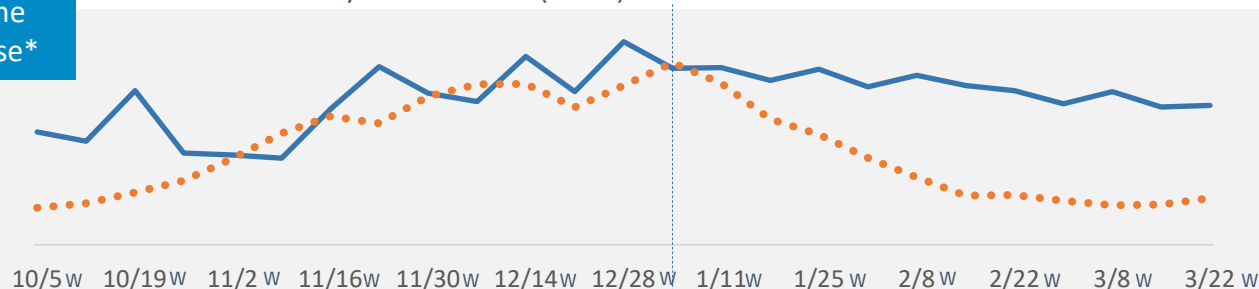
20%



Gameplay

Weekly Active Users (WAU)

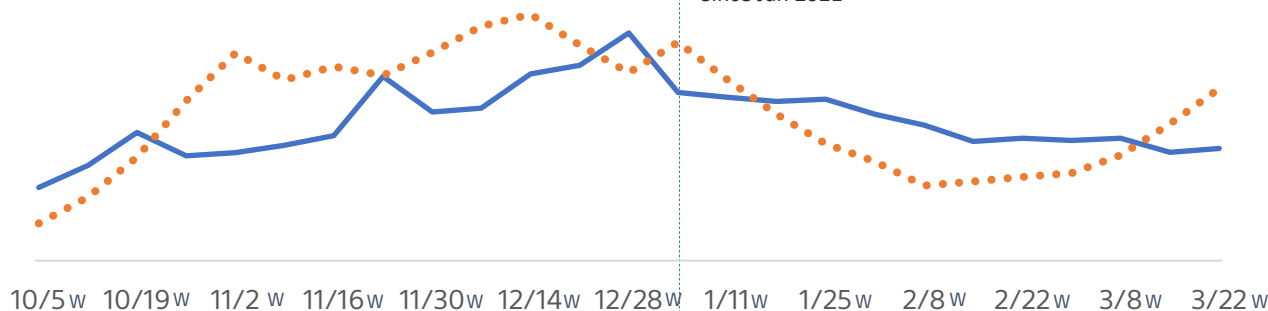
of New COVID Cases*



WAU Chg %
Jan to Mar

-3.3%

Since Jan 2021



WAU Chg %
Jan to Mar

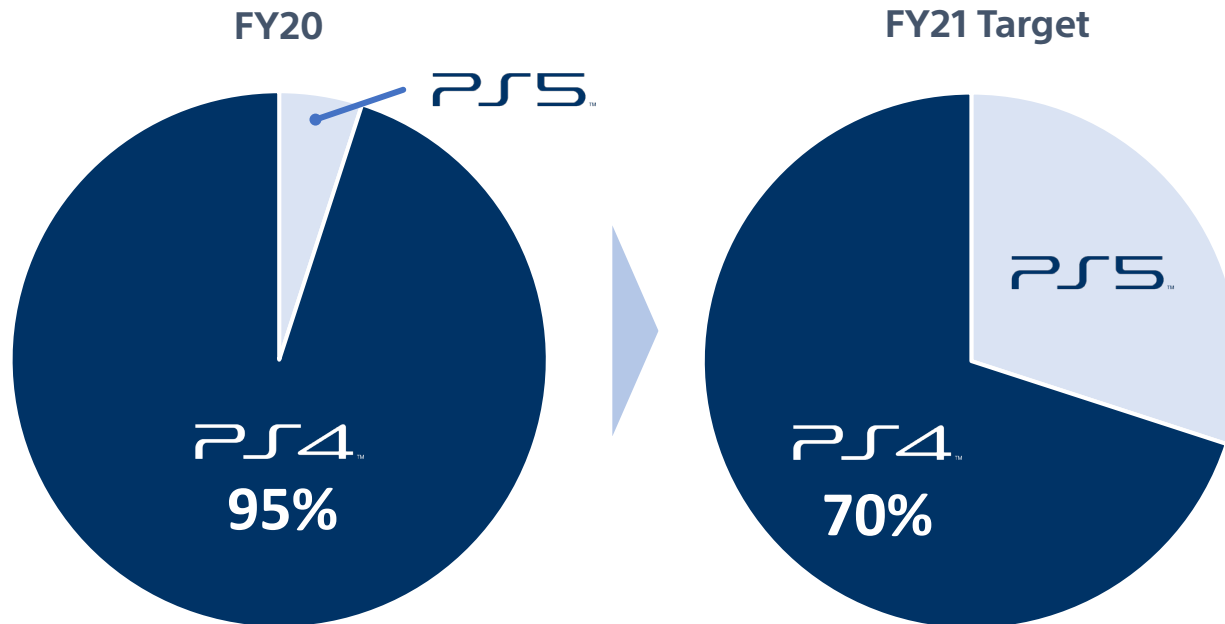
-5.3%

*Source: The New York Times, "Tracking Coronavirus Vaccinations Around the World", "Coronavirus in the U.S.: Latest Map and Case Count", "Coronavirus World Map: Tracking the Global Outbreak"

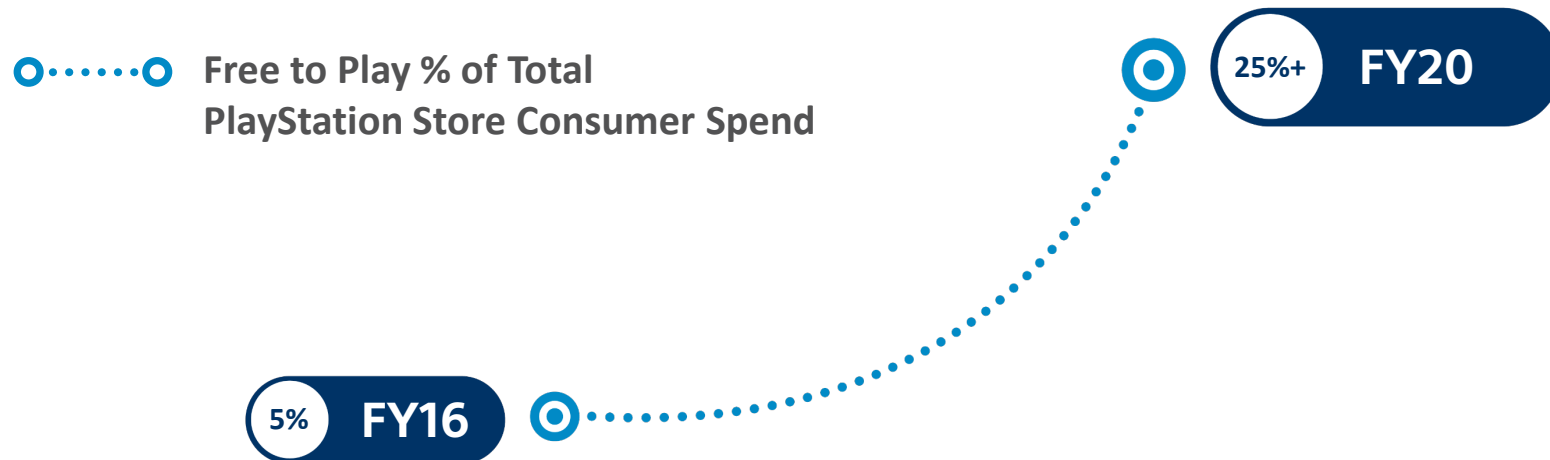
PS4 Games

PS4 REMAINS KEY DRIVER OF PS STORE REVENUE, WITH STRONG NEW RELEASES

PS Store Revenue % by console



Free to Play: A Significant Platform Enhancer



Key Titles

FORTNITEGENSHIN
IMPACTCALL OF DUTY
WARZONE

FORTNITE

APEX
— LEGENDS —ROCKET
LEAGUE

PlayStation Plus

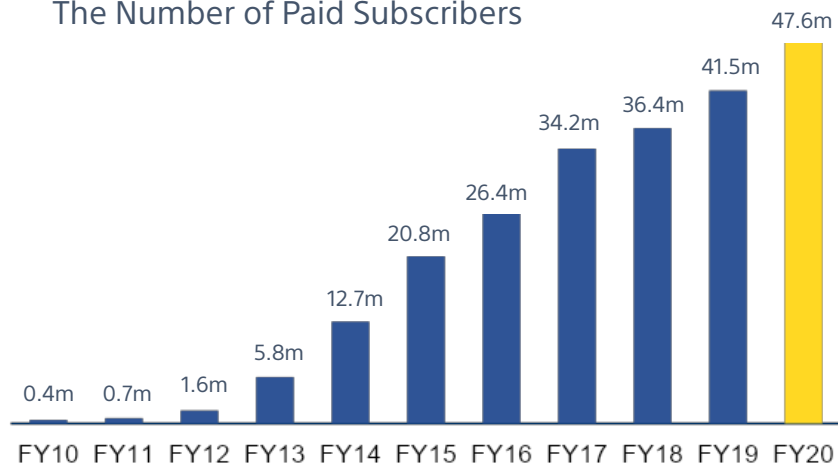
GROWTH SINCE LAUNCH



PlayStation Plus

The Number of Paid Subscribers

48M



PRIMARY REASON WHY PEOPLE SUBSCRIBE

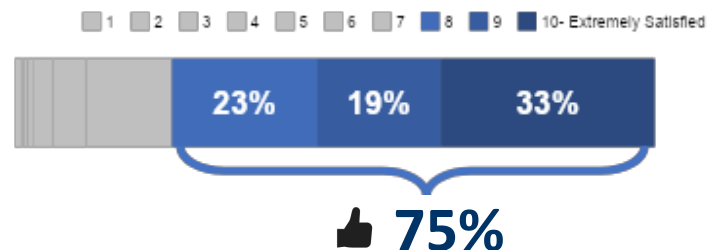
40%
Online
Multiplayer

30%
Monthly Free
Games

18%
Game
Discounts
and Offers

12%
Cloud Storage
for game
saves

Overall Satisfaction with PlayStation Plus



* All figures (%) above are amongst PlayStation Plus subscribers

* Source: Global Platform Experience Tracker (Q3 FY20)



New Growth Vectors

New Growth Vectors

REDOUBLED CHINA FOCUS
FOR PS5 ERA



BROADEN DIRECT PHYSICAL
RETAILING CAPACITY



1ST PARTY STUDIO
EXPANSION



CLOUD AND SERVICE
STRATEGY



NEW LEVELS OF
IMMERSION



"BEYOND CONSOLE"
APPROACH



China Launch



- **Significantly expanded** local marketing investment
- **New investment focus** in local game production
 - Embracing both **PS** and **PC** release strategies
- **PS5 momentum expected to be > 2 x PS4 generation**

CHINA PRICING & LAUNCH DATE OF MAY 15th
ANNOUNCED ON APRIL 29, 2021



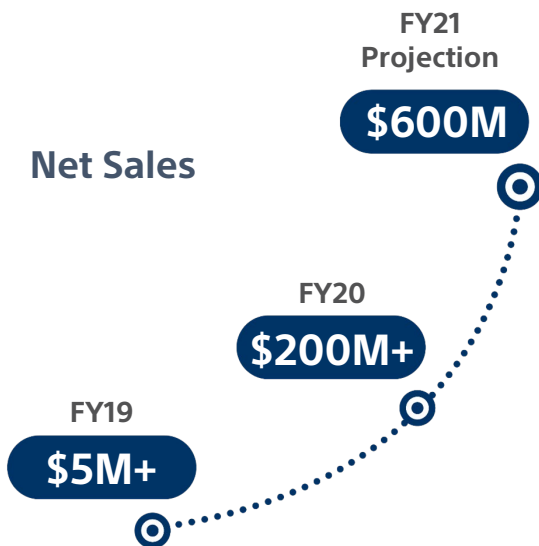
- 35m+ direct views of press conference
- 5000+ media reports generating 500m+ local impressions
- 98% Positive Sentiment
- Significant Pre-Order Allocation sold < 3 mins

**as of 5pm CST April 30*

New Growth Vectors: PlayStation Direct

Our Direct Hardware Distribution Channel

SIGNIFICANT REVENUE GROWTH



EXPECTED EUROPEAN EXPANSION

In FY21

Germany, UK, Ireland, France, Belgium,
Netherlands, Luxembourg



New Growth Vectors: PlayStation Studios

IP POWERHOUSE



Including Successful New IP

GHOST
OF TSUSHIMA
RETURNAL™

NEW STUDIO PARTNERSHIPS

- Complement ongoing internal investment
- External partnership and M&A
- Grow SIE capabilities (e.g. social and services)

Project Haven

New Exclusive IP

Firewalk

Original Multiplayer Game



x



New Growth Vectors: PlayStation Studios

OFF CONSOLE



Horizon Zero Dawn

More PC releases planned

- ROI 250%+*
- Create new fans for our IP
- Target new geographies



DAYS GONE

UNCHARTED 4
A Thief's End

PC

Mobile



GAAS

THE SHOW 21

- Highest paying user spend of any sports title in the US PS Store**
- Now a multiplatform IP



- Develop more service-led experiences within 1st Party roster
- Release both on and off console

* as of end of March 2021

**Period since the game launch

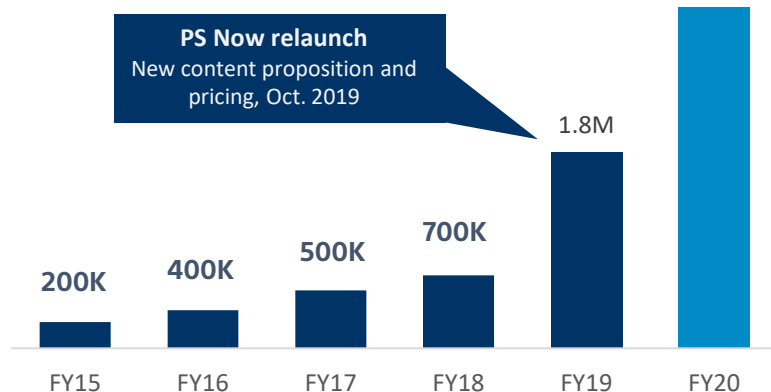
New Growth Vectors: Cloud

GROWTH SINCE LAUNCH



The Number of Paid Subscribers

3.2M



SERVICE UPDATES

\$1 for 1 Month Promotion

Ongoing refinement of user acquisition strategy

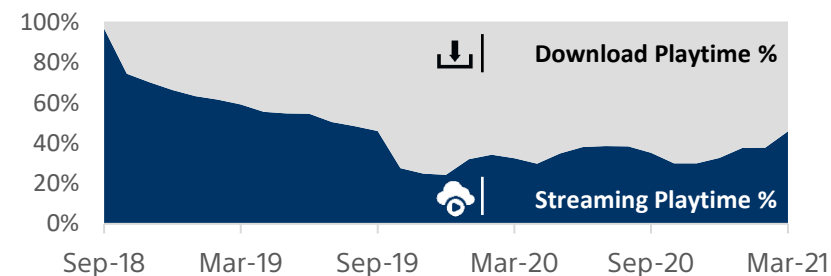
1080p Streaming

Continuous investment to evolve cloud technology



Persistent quality content focus and top IP inclusion

Streaming and Download Playtime Behavior*



(*Internal PS Now usage data)

New Growth Vectors: Next Generation VR on PS5

NEW LEVELS OF IMMERSION

Realize the unique experiences that are synonymous with PlayStation

Enhance everything from resolution and field of view to tracking and input

Connect to PS5 with a single cord to simplify setup and improve ease-of-use, while enabling a high-fidelity visual experience

New controller, which will incorporate some of the key features found in the DualSense wireless controller, along with a focus on great ergonomics



Adaptive triggers

Haptic feedback

Tracking

Finger touch detection

Action buttons / analog sticks

New Growth Vectors: Beyond Console

A transformation from PlayStation's current console-centric ecosystem to a future where large elements of our community extend beyond the console





The Importance of Group Collaboration

Group Collaboration



Nowy benefit *dostęp przez ograniczony czas w PlayStation Plus

PS Plus Video Pass to dodatkowa opcja subskrypcji PlayStation Plus. Dostępna jest wyłącznie dla subskrybentów PS Plus w Polsce. *Dostęp ograniczony czasowo. Więcej informacji na temat subskrypcji PS Plus.



 PlayStation Plus

PS PLUS / SPE PILOT
IN POLAND

 PlayStation

PRODUCTIONS

MOVIES

 PlayStation

PRODUCTIONS

TV SHOWS



SonyMusic

SONY



PS5 LAUNCH TRAVIS
SCOTT COLLABORATION



PS5 LAUNCH BRAVIA
COLLABORATION



FUNIMATION
COLLABORATION


PLAY AT HOME
#PlayAtHome

funimation

[Learn more](#)

SIE is Supporting Several Key ESG Initiatives

ACCELERATING EFFORTS TO REDUCE ENVIRONMENTAL FOOTPRINT



- **Our Products:**
 - Improved PS5 packaging **93-99% plastic-free**



- **Our Workplaces:**
 - Main SIE offices are certified as **using 100% renewable electricity**



- **Our Content:**
 - VR video developed in Dreams with UNEP to help **educate children on climate change**

ENGAGING IN SOCIAL INITIATIVES & ACTIVITIES THROUGHOUT THE WORLD



- **Our Community:**
 - **"Play At Home"** initiative launched making selected games available to download for free throughout FY20



- **Our Developers:**
 - **\$10 million Indie Relief Fund** was established in April 2020 to support independent development partners



- **Our Employees:**
 - **60% increase in donations** through PlayStation Cares, our employee charitable giving and volunteerism platform, in the Americas in FY20

HARNESSING DIVERSITY & VARYING VIEWPOINTS



- **Our Engagement:**
 - **\$10 million** as part of the Sony Global Justice Fund will be allocated to SIE partners during FY21-22



- **Our Games:**
 - The Last of Us II, **winning 'Innovation in Accessibility'** at The Game Awards 2020





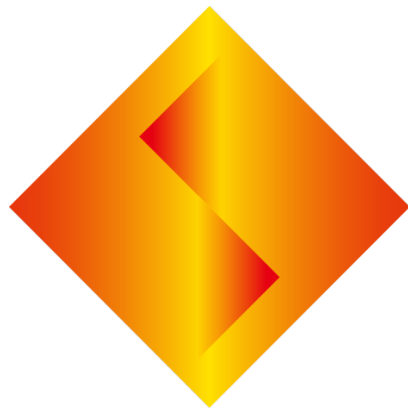
- **Our Workforce:**
 - PlayStation Career Pathways Program established to inspire and enable **more diversity within the gaming industry**



Key Monitoring Metrics

Key Monitoring Metrics for FY20

 HW Sales (PS5 Cumulative Sell-in)		7.8M
 PlayStation Plus Subscribers		47.6M
Platform Engagement	MAU	109M
	Total Game Play (Hours)	60.9B



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Interactive
Entertainment

SONY

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- (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, 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 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.