

**G & N S**

# **Game & Network Services Segment**

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Sony Interactive Entertainment

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Sony Interactive Entertainment

**Hermen Hulst**

# Introduction







# DEFINING GAMES FOR OVER 30 YEARS

PlayStation



PS2



PS3



PS4

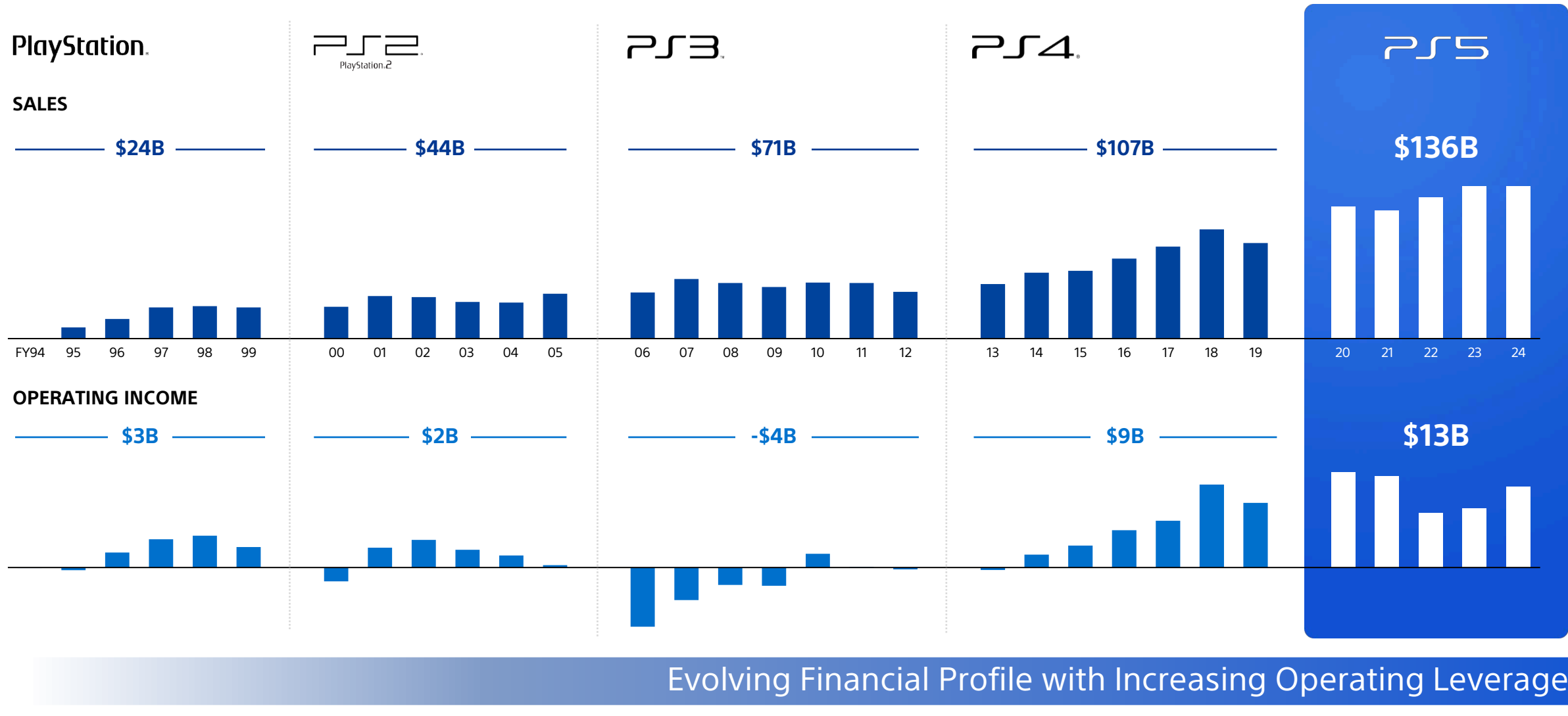


PS5



# Most Profitable Generation To-Date

G&NS Segment



Note: Total G&NS sales and operating income; 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 for FY21 and onwards are based on IFRS® Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards")





## CONSOLE & BEYOND



## FOUNDATION

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

## FOCUS

**Capitalize on Momentum to  
Drive Profitable Growth &  
Evolve the PlayStation Experience**

# The PlayStation Experience





# THE PLAYSTATION EXPERIENCE

THE BEST  
PLACE TO  
PLAY



THE BEST  
PLACE TO  
PUBLISH

CONNECTING PLAYERS + CREATORS



# THE PLAYSTATION EXPERIENCE

**124M**  
MAU\*



**4K+**  
Creators\*

**12K+**  
Games\*

\*As of March 31, 2025;

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 (applies to all following pages);

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



# SHOWCASED BY PLAYSTATION STUDIOS

World Class  
Franchises



Growing  
Live Services  
Capabilities

Rich Narrative  
Experiences

STUDIOS

On Console  
& Beyond



# THE PLAYSTATION BUSINESS

## PLATFORM BUSINESS

### CONSOLE



### PERIPHERALS



### CONTENT



### SERVICES



**PREMIUM**  
**EXTRA**  
**ESSENTIAL**

## STUDIO BUSINESS



# Platform Business



# Integrated Platform Driving Player Lifetime Value

G&NS Segment

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 library and multiplayer services

## PERIPHERALS



An expanding offering of innovative hardware

**PLAYER  
LIFETIME  
VALUE**

Ongoing value for players through the PlayStation Experience

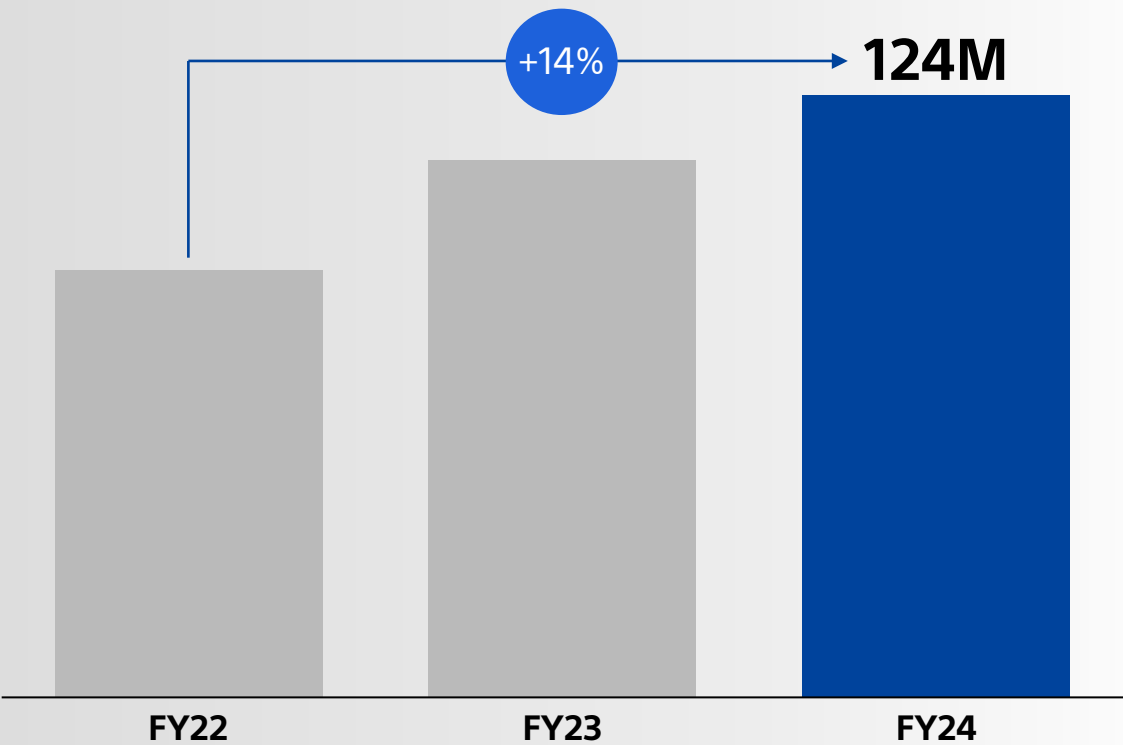


# Record Levels of Play & Engagement

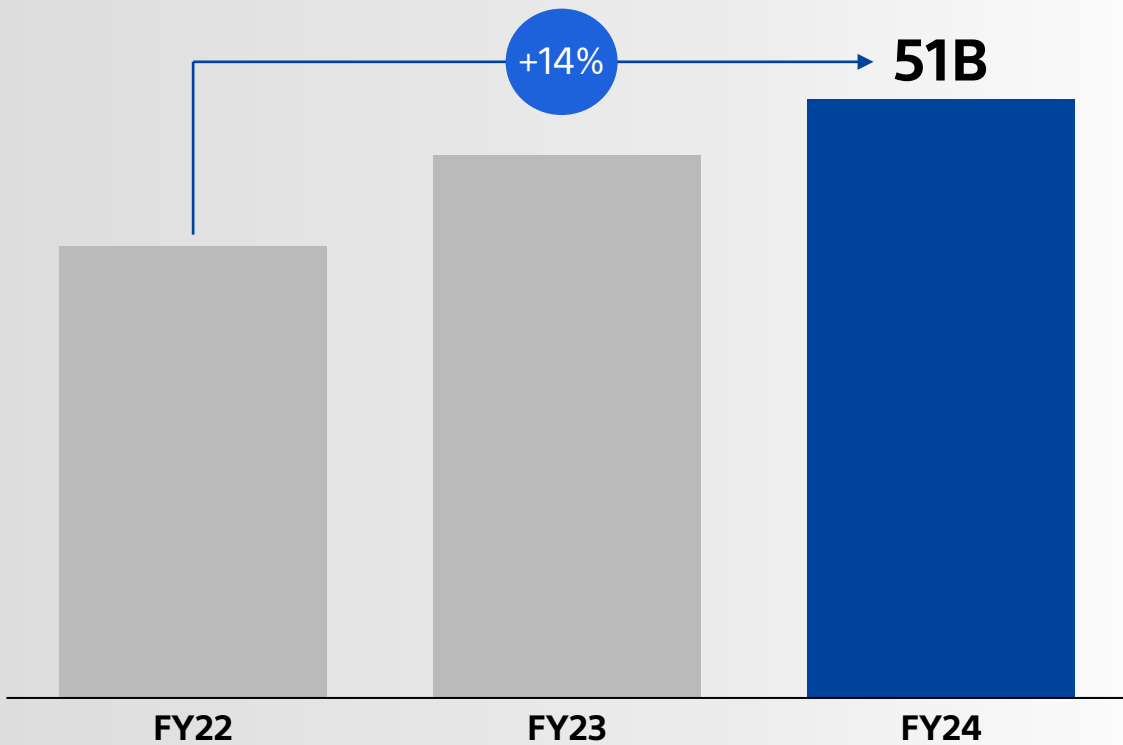
Continued growth in Monthly Active Users...

...driving record high levels of engagement

Monthly Active Users\*



Annual Gameplay Hours\*

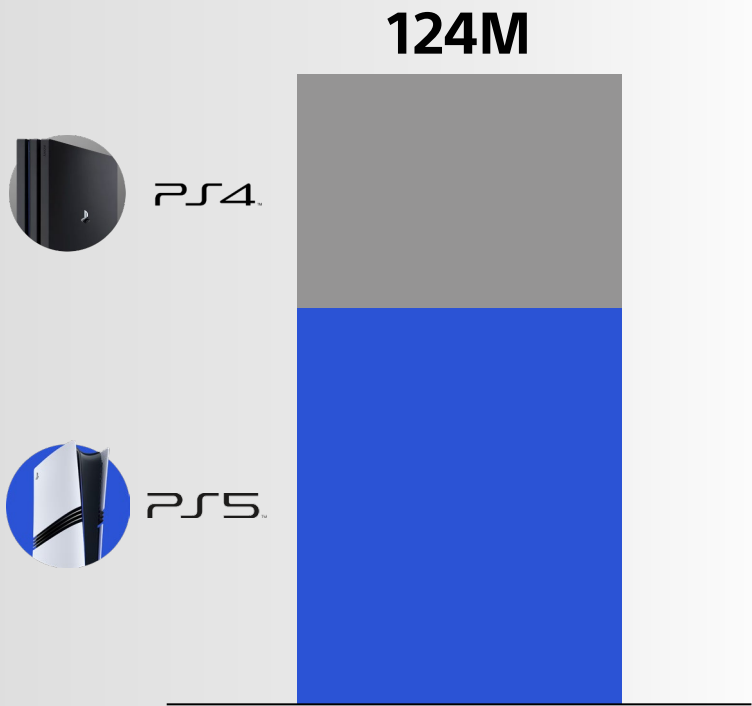


\*As of March 31, 2025

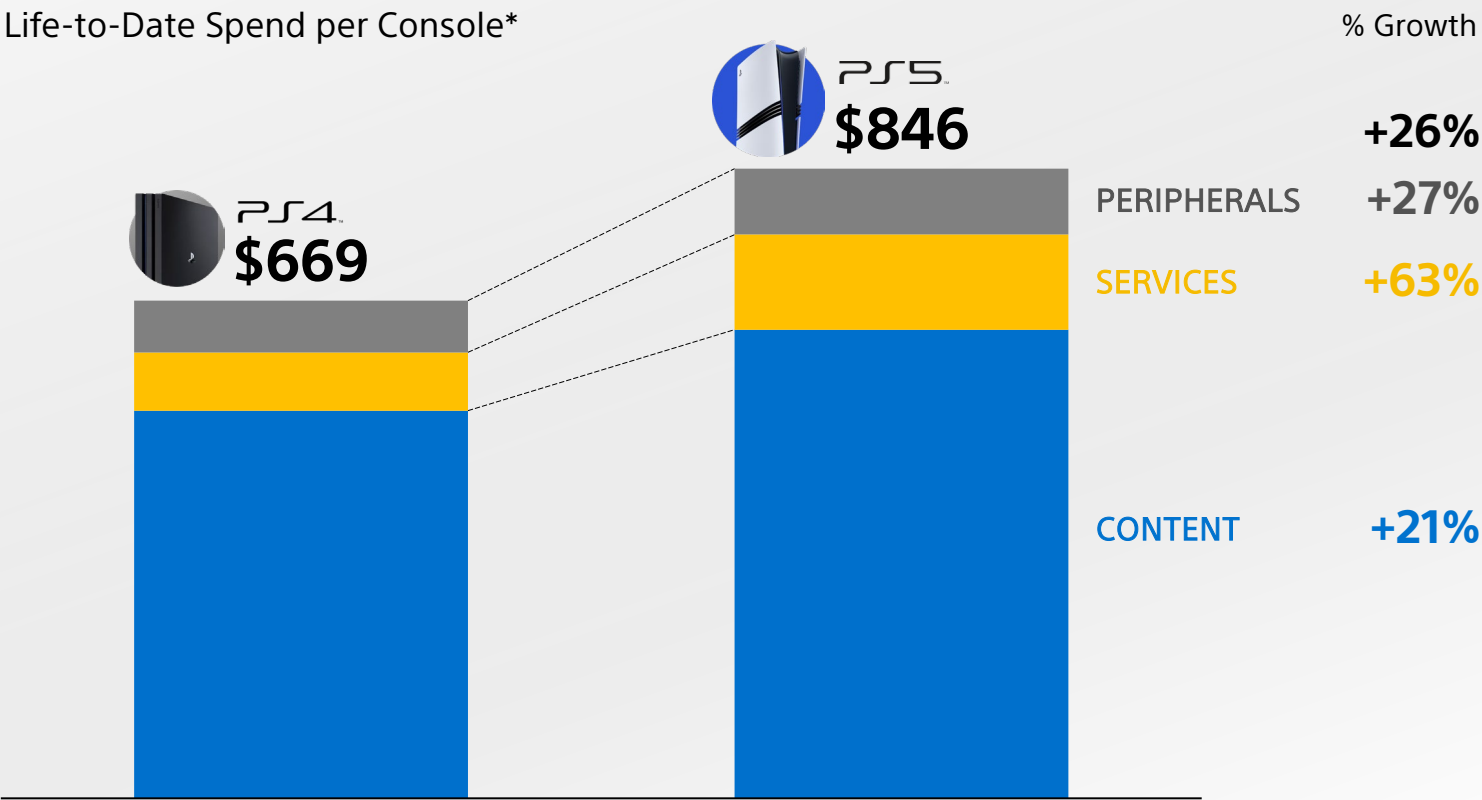
# Multi-Generational Ecosystem & Growing Monetization

Robust, multi-generational ecosystem... ...with high life-to-date (LTD) spend

Monthly Active Users\*



Life-to-Date Spend per Console\*



\*As of March 31, 2025;  
Note: PS4 segment includes all other unique active accounts that played games or used services on the PlayStation Network

Note: Life-to-Date spend represents cumulative spend attributed per active device over the first 5 years of each console lifecycle (LTD to FY24 for PS5 and LTD to FY17 for PS4); Content includes third-party and PlayStation Studios game content (physical, digital & add-on); Services includes PlayStation Plus, PlayStation Network and other services

# Durable & Predictable Revenue Base

Strong revenue base, underpinned by steady & recurring content and services

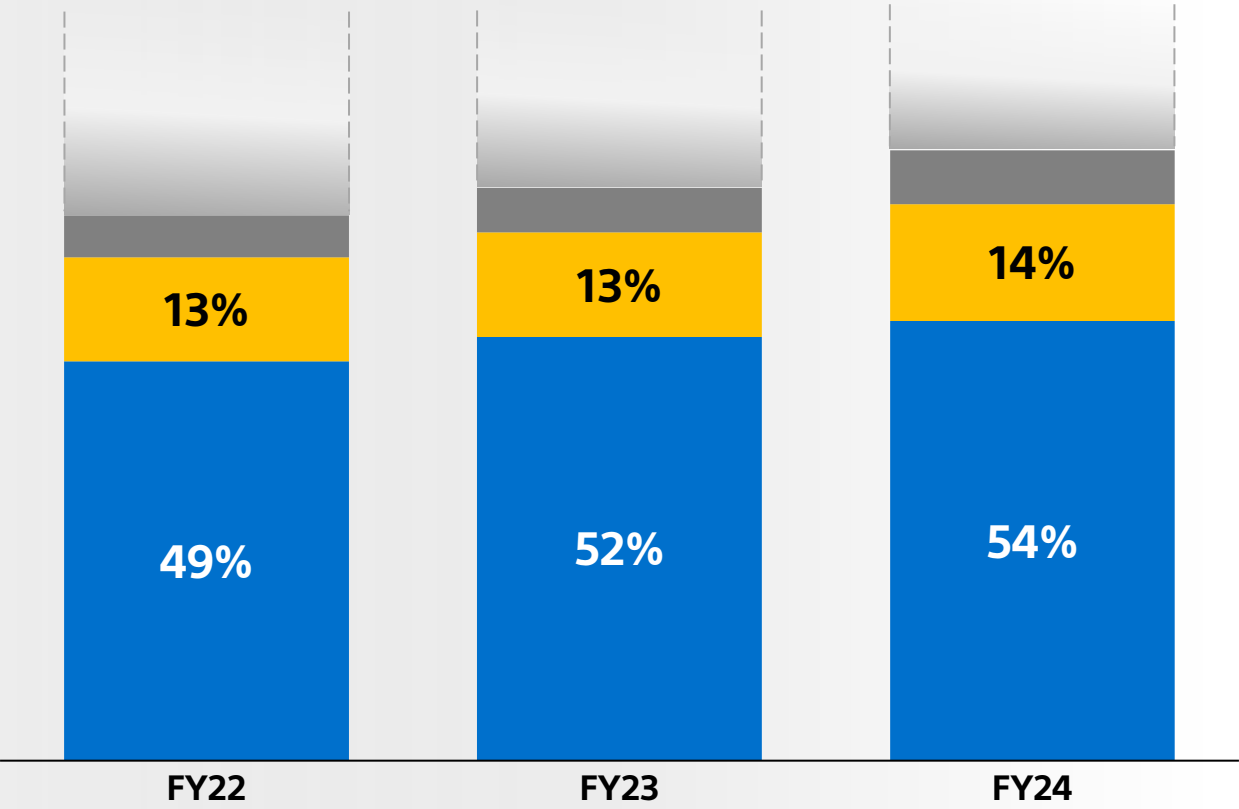
% Total Revenue

CONSOLE  
& OTHER

PERIPHERALS

SERVICES

CONTENT



Evolving value proposition and increased awareness driving profitable growth



PlayStation Plus



PlayStation Store

Diverse catalog of annualized releases, live service games and breakout hits

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





# PlayStation Store | Recurring & Diverse Content

G&NS Segment

Consistent base of ongoing major franchises and high potential partnerships

Stable base of revenue from major franchise titles, with a large share of ongoing content



Diverse catalog and best-in-class commerce experience that supports breakout hits

% PlayStation Store Revenue

FY22

FY23

FY24

53% Revenue

51% Revenue

53% Revenue

8K+ Games

9K+ Games

12K+ Games

Evolving value proposition  
and increased awareness...

...driving profitable subscriber growth,  
engagement and retention



## Content Discovery

Curated hub with personalization and  
player lifecycle management



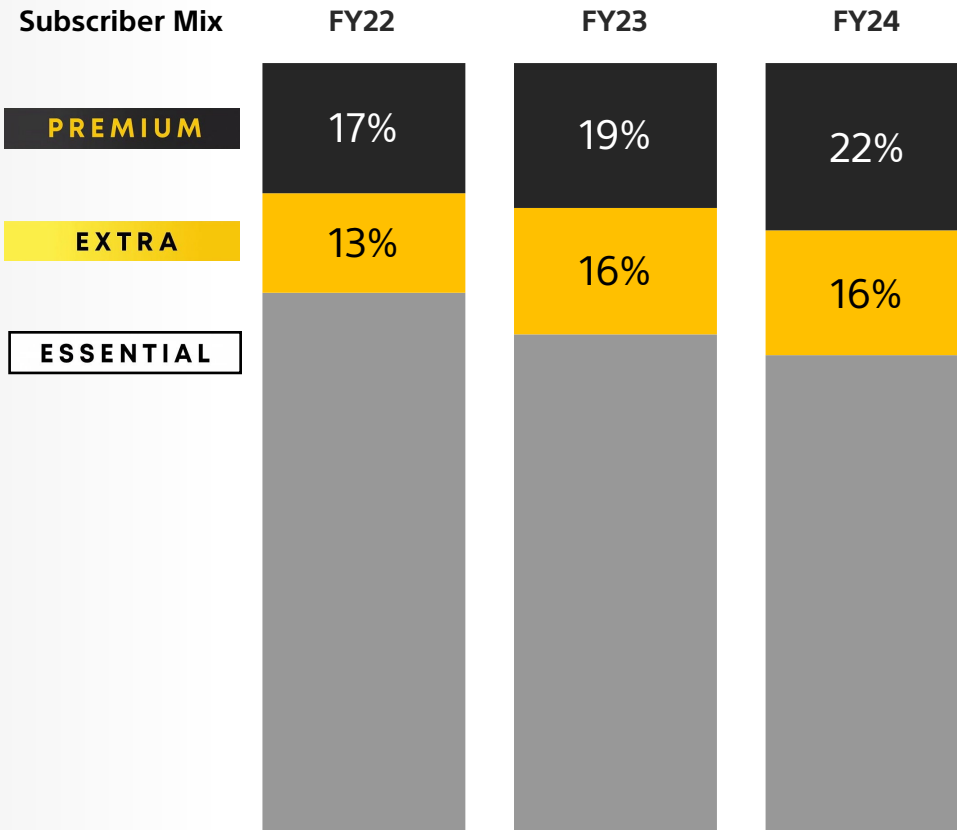
## Content Value

Build engagement through diversity  
and variety of available catalog  
content



## Expanding Reach

Utilize cross-platform opportunities  
and partnerships to widen appeal



**38%**

Subscribed to  
PlayStation Plus  
Premium or Extra\*

Experience content in new and bespoke ways

## Enhancing the Experience

Increasing player immersion by allowing players to play in new ways, through both first- and third-party products



## Personalization & Expression

Strengthening loyalty by providing players with more customizability and freedom of expression



## Supply Chain

Geographically diverse operational footprint, with robust planning and management processes



## Distribution

Best-in-class commerce experience, with ongoing investment in data & AI tools to power personalization, discovery and pricing



## Player & Creator Services

Extensive player and creator features and services ensuring PlayStation remains the Best Place to Play and Publish





## FOUNDATION

Established a Leading Position  
in this Console Generation

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**124M**  
Total MAU\*

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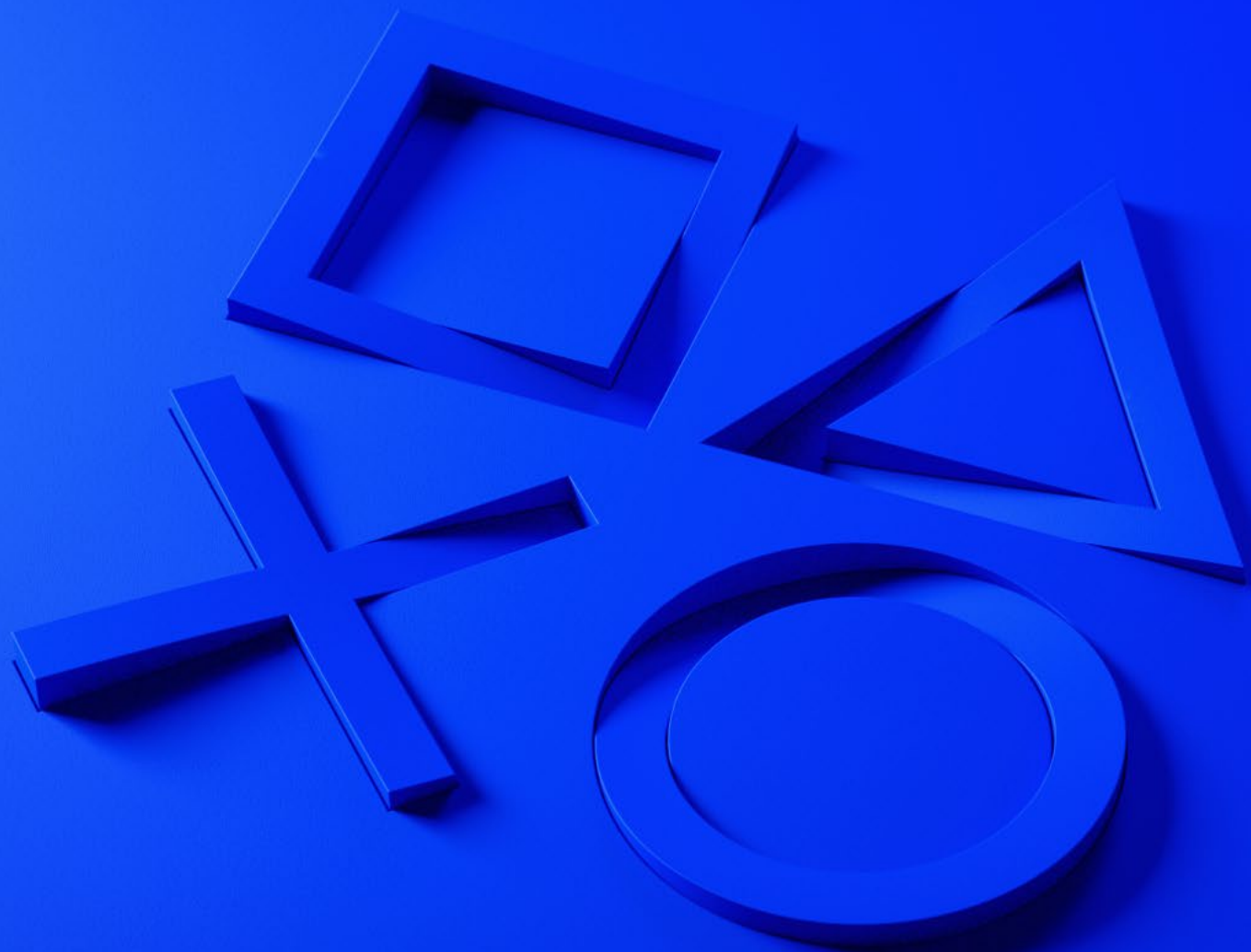
**\$846**  
Player  
LTD Spend\*

## FOCUS

**Capitalize on Momentum to Drive Profitable Growth  
& Evolve the PlayStation Experience**

- Build a strong, multi-device ecosystem
- Continue to drive record levels of engagement and spend per device
- Drive consistent revenue from Content, Services and Peripherals
- Manage cost structure and invest in key innovation and growth areas

# Studio Business





## Single Player

Creative Leadership & Consistent Delivery

## Live Services

Build Foundation & Strengthen Capabilities

## Franchises

Grow IP into Powerhouse Franchises in Gaming & Beyond

Portfolio & Operations

Technology

Publishing

# World Class Creative

Global team with differentiated and complementary capabilities

SINGLE PLAYER						LIVE SERVICES			
									
EVOLVING / MULTI-GENRE					CO-DEVELOPMENT / SUPPORT		XDEV PUBLISHING		
									



# Single Player | Creative Leadership & Consistent Delivery

G&NS Segment

Annual tentpole releases underpinned by established and emerging franchises

FY21



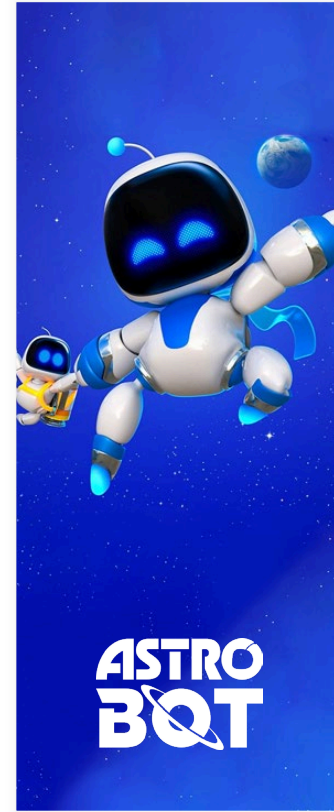
FY22



FY23



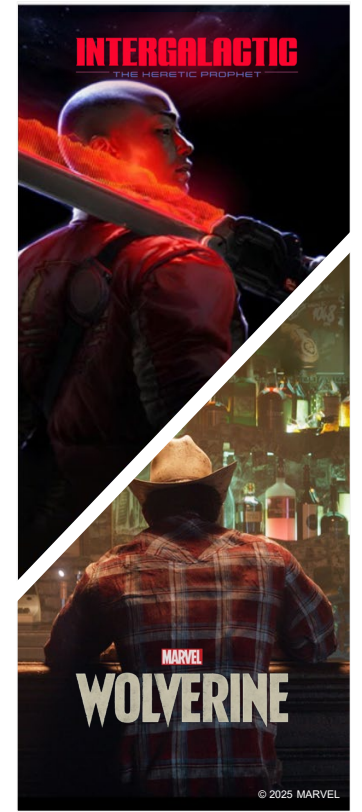
FY24



FY25



UPCOMING







#### FY24 ACHIEVEMENT

ASTRO  
BOT

Game of the  
Year and  
Ambassador of  
the PlayStation  
Experience

THE  
GAME  
AWARDS  
GAME OF THE YEAR!

DICE AWARDS

BAFTA  
WINNER GAMES



#### FY25 FOCUS

GHOST  
OF TSUSHIMA

Highly Anticipated  
Next Installment in the  
Major Franchise



# Live Services | Build Foundation & Strengthen Capabilities

G&NS Segment

Establishing a portfolio of successful live service titles



Day-and-date releases on PlayStation and PC

Note: Day-and-date releases exclude *MLB The Show*(console-exclusive)





FY24 ACHIEVEMENT



Multi-Award  
Winner With  
a Strong and  
Highly Engaged  
Player Base

3.6M  
MAU\*



FY25 FOCUS



Strong Early Engagement  
for Bungie's Bold and  
Innovative New Title

\*As of March 31, 2025



# Track Record of Growing Game IP into Franchises

G&NS Segment

Developing IP...

...with the potential to grow into enduring franchises



\*As of March 31, 2025

Note: Franchise lifetime engagement hours on PS5, PS4 and PC; based on company research, and may be updated in the future

# Establishing Transcendent Franchises

G&NS Segment

Expanding audiences and invigorating engagement through new formats and experiences

Gaming  
Audiences



**GHOST**  
OF TSUSHIMA

**UNTIL**  
DAWN



**UNCHARTED**

**THE LAST OF US**

**TWISTED METAL**

New  
Audiences,  
Formats &  
Experiences



ANIMATION

MOVIES

LOCATION-BASED ENTERTAINMENT (LBE)

TV SHOWS





HBO ORIGINAL  
**THE  
LAST  
OF US**  
SEASON 2

**Strong Start  
for the  
Returning  
Emmy-Award  
Winning Series**

**5.3M**  
Season 2 Premiere  
Viewership\*  
(+13% vs. Season 1)

\*As of April 15, 2025



**TWISTED  
METAL**  
SEASON 2

**Second Season of the  
Hit Action-Comedy  
Series Premiering in July**



## Portfolio Management

Portfolio framework for decision-making to balance game-specific risk and return based on overall business objectives



## Development Processes

Robust development and testing framework, aimed at ensuring games are delivered on budget, while exceeding player expectations



## Operations

Global studio and creator network, supported by central functions and processes to manage costs and maintain financial discipline



## FOUNDATION

### Established a Leading Position in this Console Generation

Single Player | Creative Leadership  
& Consistent Delivery



Live Services | Build Foundation  
& Strengthen Capabilities



## FOCUS

### Capitalize on Momentum to Drive Profitable Growth & Evolve the PlayStation Experience

- Portfolio of leading and recurrent single player and live services games franchises
- Expand franchise reach to PC, TV, Movies, Anime and Location-Based Entertainment
- Continued financial discipline to drive operating leverage while investing in IP, operations, publishing and technology

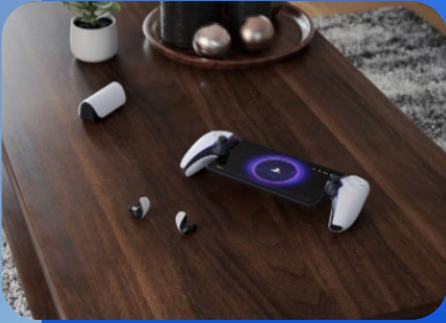
# Concluding Remarks

# Evolving the PlayStation Experience

G&NS Segment

Expanding audiences, deepening engagement and enhancing experiences

ACCESS



## PORTAL

Providing access points off-console and experimenting with new form factors and business models



## PC

Extending top franchises beyond console to showcase the PlayStation Experience

TECHNOLOGY



## CLOUD

Combining the power of the cloud with on-premise data centers to better serve player and creator demands



## AI

Proactive utilization to drive efficiencies and enhance player & creator experiences, and experimentation of potential applications



Partnering across Sony Group to explore new opportunities and accelerate innovation

## IP & Audience Expansion

Leveraging PlayStation IP and Sony Group capabilities to build engaging experiences and reach new audiences



## Global Expansion

Partnering on Sony Group expansion initiatives in China, India and the Middle East & North Africa



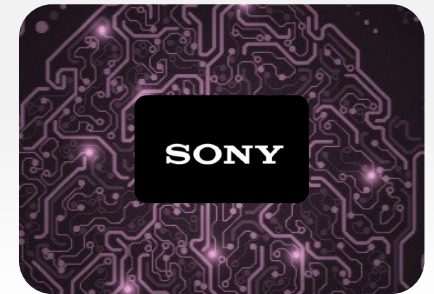
## Product & Marketing Support

Cross-marketing opportunities and product placement in movies, TV and music videos



## Technology Infrastructure

Shared investments and leveraging collective expertise across Sony Group



# Leading the Way with Responsible Growth

G&NS Segment

Forging an intentional path to do the right thing well

## ENVIRONMENT

### Road to Zero & Inspiring Change

Reducing PS5 energy consumption, eliminating plastic packaging, and improving SIE locations' environmental footprints



## SOCIAL

### Safety & Accessibility

Modernizing the moderation platform, pioneering accessibility standards, and expanding use of the Access controller



## GOVERNANCE

### Community Engagement

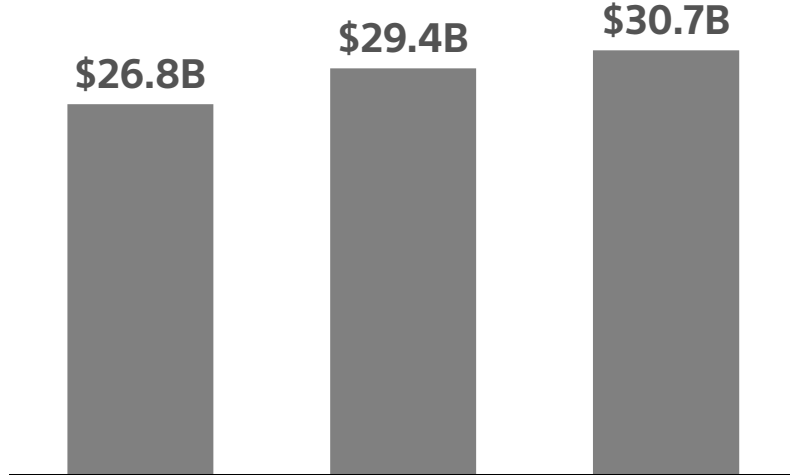
Partnering with the United Nations in the Playing for the Planet Alliance, and complying with sustainability reporting regulations



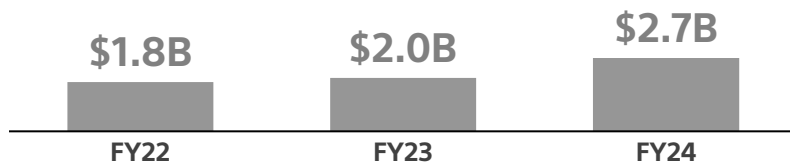
## FOUNDATION

### Established a Leading Position in this Console Generation

#### SALES



#### OPERATING INCOME



Note: Total G&NS sales and operating income;  
U.S. dollar figures are based on the average U.S. dollar / yen exchange rate during each period

## FOCUS

### Capitalize on Momentum to Drive Profitable Growth & Evolve the PlayStation Experience

#### Platform Business

- Build a strong, multi-device ecosystem
- Continue to drive record levels of engagement and spend per device
- Drive consistent revenue from Content, Services and Peripherals
- Invest in key innovation and growth areas

#### Studio Business

- Portfolio of leading, recurrent single player & live services game franchises
- Expand franchise reach to PC, TV, Movies, Anime and LBE
- Continued financial discipline to drive operating leverage while investing in IP, operations, publishing and technology

#### Profitability

- Agile and streamlined cost structure
- Further investments in efficiency

# Positioned for Profitable Growth

G&NS Segment

**The PlayStation  
Experience |  
Lifetime of Value**

**Durable,  
Predictable  
Revenue Base**

**Established +  
Emerging  
IP Franchises**

**Improving  
Operational  
Leverage**



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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;
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- (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;
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- (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.