

SONY

Corporate Strategy Meeting

May 19, 2020

Sony Corporation
President and CEO

Kenichiro Yoshida

Long-Term View

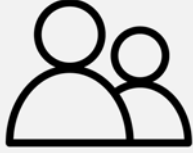
SONY

Purpose

Fill the world with emotion,
through the power of creativity and technology.

- 1. Business Portfolio Centered on “People”**
- 2. Actions to Strengthen Group Management**
- 3. Direction of Each Business Segment**

Sony's Business Portfolio



Creator

**"Getting Closer
to People"**



User



Content Business



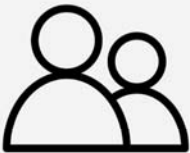
Branded Hardware/
CMOS Image Sensor



Direct-to-Consumer
Service



Sony's Business Portfolio



Creator

**"Move People's
Hearts"**



User



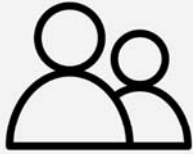
Content Business



Direct-to-Consumer
Service



Sony's Business Portfolio



Creator

**"Connect People
to People"**



User



**Branded Hardware/
CMOS Image Sensor**



Sony's Business Portfolio



Creator

"Support People"



User

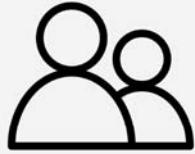


Safety

Health

Assurance

Sony's Business Portfolio

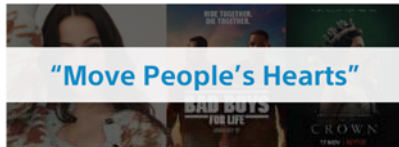


Creator

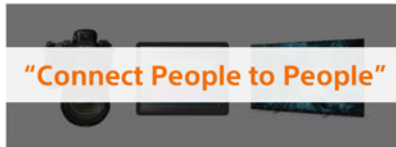
**"Getting Closer
to People"**



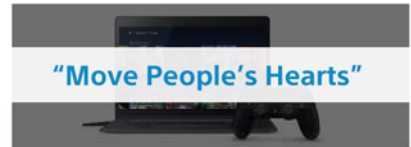
User



"Move People's Hearts"



"Connect People to People"



"Move People's Hearts"



"Support People"



1. Business Portfolio Centered on "People"

2. Actions to Strengthen Group Management

3. Direction of Each Business Segment

Sony Group Corporation^{*}

* The above company name change will be made subject to necessary approval at the meeting of shareholders

Missions of Sony Group Corporation

- 1** Business Portfolio Management and Strategic Capital Allocation
- 2** Value Creation through Group Synergies and Business Incubation
- 3** Investment in the Talent and Technology that Form the Foundations of Innovation

Full Acquisition of Sony Financial Holdings



* Tender Offer for Remaining Shares of Financial Services

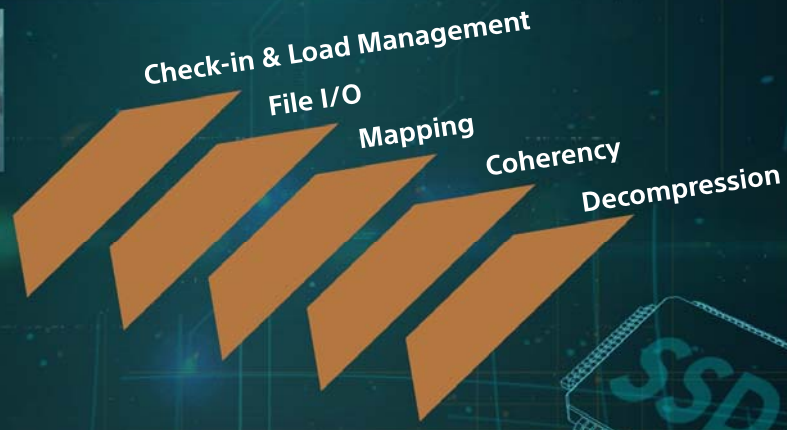
1. Business Portfolio Centered on "People"
2. Actions to Strengthen Group Management
3. Direction of Each Business Segment



Game & Network Services



Evolution of "Speed" in the Next Gen Console



**Approx. 100 Times Faster
Processing Speed**

New Wireless Controller DualSense™



Evolution of "Sound" in the Next Gen Console



Immersive

Seamless



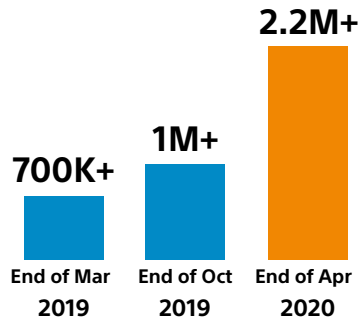


PlayStation Now

Evolution Since the Service Launch in 2014



Catalog Enhancement

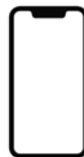


Over 2.2M Paid Subscribers
(End of Apr 2020)

Remote Play Monthly Active Users Increased Approx. 2.5 Times*



...



iOS



PC/ MAC



Android

* Comparison of Dec 2018 and Dec 2019



Music

**Establishment of Sony Music Group
Most Talent Friendly Music Company**



SONY MUSIC



Sony/ATV
MUSIC PUBLISHING

Sony Music



LiSA



King Gnu



Yonezu Kenshi



Demon Slayer:
Kimetsu no Yaiba

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SixTONES





Pictures

©2020 Sony Pictures Entertainment, Inc. All Rights Reserved. Jumanji: The Next Level, Bad Boys For Life, Once Upon A Time in Hollywood, Bloodshot, Little Women and Spider-Man: Far From Home are now available on Disc and Digital. Connected and Ghostbusters: Afterlife are coming soon to theaters. Check your local listings for The Good Doctor, Better Call Saul and The Crown.

Development of Owned IP and Creative Capacity



Sony Pictures Universe of Marvel Characters

UNCHARTED

IP from PlayStation Games



Reactivating Owned IP

SONY PICTURES ANIMATION

Continuing Content Creation

Silver GATE



Octonauts

Diversification of Program Genres

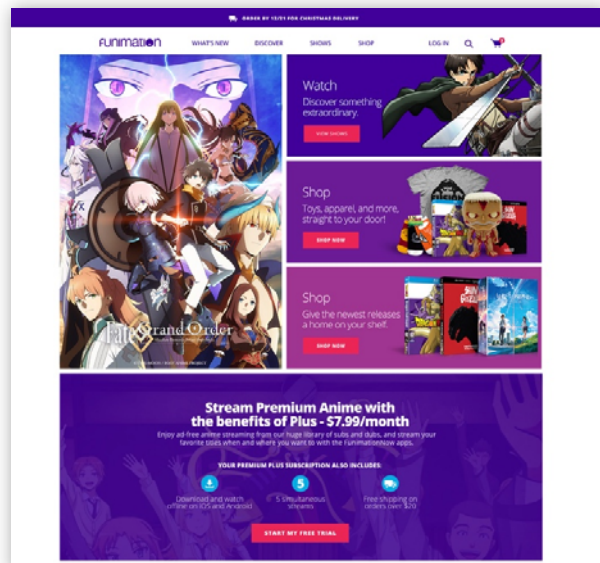


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Anime

Anime DTC Service

FUNIMATION





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China's Leading Online Entertainment Platform/ Company



Approx. \$400 Million Investment to Pursue Further Engagement in Animation and Games



© TYPE-MOON / FGO7 ANIME PROJECT

Distributing Contents such as Fate/Grand Order Absolute Demonic Front: Babylonia



Electronics Products & Solutions

Products that Pursue Reality and Real-time



"Remote" Solution



Shooting/ Relaying/ Editing



**Live Music
Broadcasting**

Contribution to "Health"



**Technology
Development in the
Surgical Field**



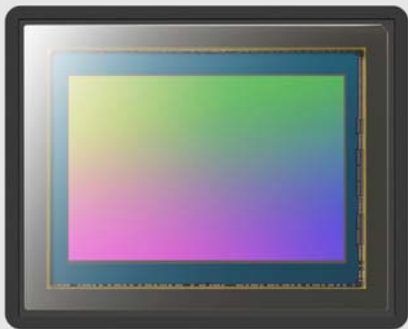
**Life Science
Research Field**



**Precision Bilateral
Control
(Research and
Development)**



Electronics Products & Solutions



Imaging & Sensing Solutions

Imaging



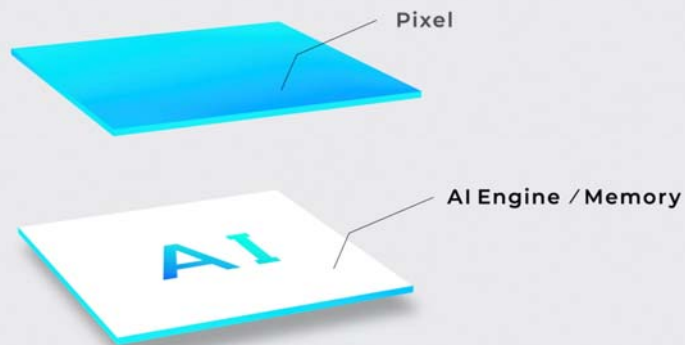
**Maintain Global
Number One Position**

Sensing



**Aim to Gain Global Number
One Position**

Image Sensors will be Key Devices in the AI Era



Intelligent Vision Sensor

Partnership to provide AI sensing solutions

SONY

 **Microsoft**



Sony AI

Unleash Human Imagination and
Creativity with AI



Financial Services

Further Acceleration of Group Synergy



**Marketing Analysis Utilizing
Sony CSL's CALC
(Big Data Analysis Tool)**

Sony CSL= Sony Computer Science Laboratories, Inc.



**GOOD
DRIVE**

**Utilization of
Technology such as AI
for New Car Insurance**

1. Business Portfolio Centered on “People”
2. Actions to Strengthen Group Management
3. Direction of Each Business Segment

Contribution to Environment



Achieve Zero Environmental Footprint by 2050



100% Renewable Electricity by 2040



Global External Evaluation



Approach to Ocean Plastics



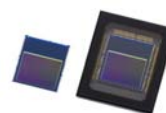
Japan's First Intracompany Renewable Electricity Transfer Service



Synecoculture Human Augmentation of Ecosystems



New Sustainable Material



Intelligent Vision Sensor

AI processing functionality enables power consumption to be reduced



Contribution to Evolution of Mobility

Sony Global Relief Fund for COVID-19



Medical

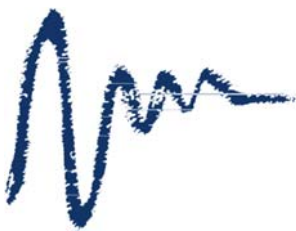


Education



**Creative
Community**

Initiatives in the Medical Field



Collaboration with M3



Sony Global Manufacturing & Operations
Corporation

**Supporting Production
of Ventilators**



**Providing
Face Shields**

Initiatives in the Education Field



Online Teaching Materials / Craft Recipes Available for Children



MESH Rental to School Children



Providing Free KOOV Teaching Materials

Initiatives to Support the Creative Community including Game, Music and Pictures



Participation in Artist Support Initiative, Hosted by Music.com Through Usage of 360 Reality Audio



Distribution of Free Game Titles*, Development of Fund to Support Independent Development Partners

* Limited titles during limited time period

Examples of Artists' Initiatives



Daily Instagram Live Show by Miley Cyrus



Instagram Live Show by Diplo



"Girls With Guitars" Weekly Instagram Show by H.E.R.

Contribution to the People and Planet



SONY

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 cautions investors that a number of important risks and uncertainties could cause actual results to differ materially from those discussed in the forward-looking statements, and therefore investors should not place undue reliance on them. Investors also should not rely on any obligation of Sony to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. 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, 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 the new coronavirus disease 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.

Note to the Financial Information without Financial Services

Financial information without Financial Services made in this presentation is not in accordance with accounting principles generally accepted in the United States of America, which is used by Sony to prepare its consolidated financial statements. However, because the Financial Services segment is different in nature from Sony's other segments, Sony utilizes this information to analyze its results without the Financial Services segment and believes that a comparative presentation may be useful in understanding and analyzing Sony's consolidated financial statements.