



Sony Group sells PlayStation hardware and network services, music and pictures content, cameras/TVs/audio (ET&S), and image sensors (I&SS) from a Japan base. FY2025 continuing sales were ¥12,479.6B (+4%), or about \$82.8B at Sony's average ¥150.7/USD (INFERENCE); operating income ¥1,447.5B. About 89% of sales were outside Japan.

KEY PARTNERS

- Third-party game publishers / developers on PlayStation (FACT theme).
- Artists, songwriters, and streaming DSPs in Music (FACT).
- Theatrical, TV, and streaming partners for Pictures / Crunchyroll (FACT).
- Component and manufacturing suppliers for consoles and CE (FACT theme).
- Smartphone OEMs buying I&SS image sensors (FACT, earnings).
- Retailers and carriers for ET&S devices (FACT theme).

KEY ACTIVITIES

- **Operate PlayStation platform** — hardware, software, network (FACT).
- Recorded music, publishing, Visual Media & Platform (FACT).
- Motion pictures, TV productions, media networks / Crunchyroll (FACT).
- Design/sell cameras, TVs, audio (ET&S) (FACT).
- Manufacture image sensors (I&SS); mobile sensor growth FY25 (FACT).
- M&A / catalog investments in music and franchises (FACT theme).

KEY RESOURCES

- PlayStation platform, Store, and ~125M March 2026 MAU (FACT estimate).
- Music catalogs / publishing administration (FACT).
- Film & TV libraries; Crunchyroll anime (FACT).
- Sony brand; camera and audio IP (FACT theme).
- I&SS image-sensor manufacturing capacity (FACT).
- ~94,900 consolidated employees at Mar 31, 2026 (FACT).

VALUE PROPOSITIONS

- PlayStation consoles, games, and PS Plus / network (FACT).
- Recorded music + publishing catalog reach (FACT).
- Theatrical / TV / Crunchyroll entertainment (FACT).
- Alpha imaging, audio, and display products (ET&S) (FACT).
- Mobile and other CMOS image sensors (I&SS) (FACT).
- Cross-group IP (e.g. anime theatrical + Crunchyroll) (FACT theme).

CUSTOMER RELATIONSHIPS

- PSN accounts / PS Plus memberships (FACT theme).
- Retail + sony.com for hardware and CE (FACT theme).
- Crunchyroll paid subscriber relationships (FACT).
- Streaming DSP listener reach for Music (FACT).
- OEM account teams for I&SS sensors (FACT theme).
- Theatrical franchise marketing cycles (FACT theme).

CHANNELS

- PlayStation Store + retail for games/hardware (FACT).
- Streaming DSPs and live for Music (FACT).
- Theatrical / TV / Crunchyroll for Pictures (FACT).
- CE retail and sony.com for ET&S (FACT theme).
- Direct OEM for I&SS sensors (FACT).
- US 33% · Europe 23% · Japan home 11% of FY25 sales (INFERENCE %).

CUSTOMER SEGMENTS

- PlayStation gamers / PSN users (FACT).
- Music streaming listeners and live attendees (FACT).
- Theatrical audiences; Crunchyroll subscribers (FACT).
- Camera, audio, and TV households (ET&S) (FACT).
- Smartphone and other OEMs (I&SS) (FACT).
- Japan only ~11% of FY25 sales by customer location (INFERENCE).

COST STRUCTURE

- Cost of sales ¥8,635B FY25 continuing (FACT, SEC).
- SG&A ¥2,299B FY25 continuing (FACT, SEC).
- Bungie impairment ¥120.1B in G&NS FY25 (FACT).
- I&SS restructuring / asset items in FY25 (FACT).
- Sony Honda Mobility equity losses in All Other (FACT).
- Continuing OI ¥1,447.5B; OCF ¥1,966.3B (FACT).

REVENUE STREAMS

- Continuing sales ¥12,479.6B FY25 (+4%) = \$82.8B (FACT / INFERENCE USD).
- **G&NS segment sales ¥4,685.7B** — largest segment (FACT).
- Music ¥2,120.1B; Pictures ¥1,499.3B (FACT).
- ET&S ¥2,260.5B; I&SS ¥2,151.5B (+20%) (FACT).
- **G&NS external** — digital ¥2.42T · hardware ¥1.39T · network ¥0.76T (FACT).
- **Main engine (reviewed): hardware** — consoles, ET&S devices, I&SS sensors (INFERENCE / model).

Sources: sony.com/en/SonyInfo · sony.com/en/SonyInfo · sony.com/en/SonyInfo · sony.com · sony.com/en/SonyInfo · sec.gov/Archives/edgar · sec.gov/Archives/edgar
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