SONY

SUSTAINABILITY REPORT **2025**

Sony’s Purpose & Values

Purpose

Fill the world with emotion,

through the power of creativity and technology.

Values

Dreams & Curiosity

Pioneer the future with dreams and curiosity.

Diversity

Pursue the creation of the very best by harnessing diversity and varying viewpoints.

Integrity & Sincerity

Earn the trust for the Sony brand through ethical and responsible conduct.

Sustainability

Fulfill our stakeholder responsibilities through disciplined business practices.

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The Sony Group Code of Conduct

The Sony Group Code of Conduct (the "Code") sets forth the basic standards of ethical and responsible business conduct that must be followed by all Sony officers and employees ("Sony Group personnel") in their daily work. The Code provides a set of principles to guide us, as we engage in our day-to-day roles to pursue our Purpose, in alignment with our Values.

The Code requires that we ask if our business conduct contributes to a better future, not only for Sony, but also for society as a whole. The Code provides a set of guiding principles to conduct our business fairly. Following the Code in our day-to-day work helps nurture trust from our stakeholders which contributes to Sony's sustainable growth.

The Sony Group Code of Conduct

Sony's Basic Policy for Sustainability Initiatives

Sony Group Corporation has established the following basic policy on sustainability with the approval of the Board of Directors.

Sony manages diverse businesses with people at the core, and aims for sustainable value creation based on such diversity and mid- to long-term growth in the Sony Group's corporate value under its Purpose to "fill the world with emotion, through the power of creativity and technology," and its Corporate Direction of "getting closer to people."

In order to have people connected to each other through emotion, it is necessary to create a society in which everyone can live with peace of mind in a healthy global environment. Sony acts with due consideration of the impact of its business activities on stakeholders, including shareholders, customers, employees, suppliers, business partners, local communities and other organizations as well as the global environment, and focuses on building trust with stakeholders through dialogue.

Through innovation and sound business practice, Sony endeavors to enhance its corporate value and contribute to the development of a sustainable society.

Vision of Founder and Basic Policy for Sustainability Initiatives

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Sony's Sustainability Vision

Inspire a world filled with emotion for this generation and beyond

PEOPLE

Celebrate individual differences and enrich hearts and minds

SOCIETY

Foster a society in which everyone can live with peace of mind

EARTH

Protect and preserve the Earth, which is the foundation of life

Sony manages diverse businesses and works for sustainable value creation and long-term growth in corporate value under its Purpose to "fill the world with emotion, through the power of creativity and technology." The entire Sony Group endeavors to address sustainability issues, with each business leveraging its unique characteristics in taking action for sustainability.
To address a variety of sustainability issues, Sony has established its Sustainability Vision to articulate the forward direction for the entire Sony Group, with the goal to "inspire a world filled with emotion for this generation and beyond." This vision expresses Sony's resolve to take action to create, and fill the world with, Kando through sustainability initiatives, defining the direction of its activities from the standpoints of People, Society and the Earth. Sony strives to celebrate individual differences and enrich hearts and minds so that people can share Kando with one another. It pledges to work to foster a society in which everyone can lead healthy, fair and equitable lives with peace of mind so that Kando is amplified, while ensuring that Kando is sustained by protecting and preserving the Earth, the foundation of all life.
Since its founding, Sony has worked to be a corporation that is valuable to society. The principles of its founders are deeply rooted in its corporate culture and carried forward in Sony's Sustainability Vision.

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Editorial Policy

Editorial Policy

Sony started to issue its Environmental Report in 1994. The report was then issued as Sony's CSR Report from 2003 to 2017, and has been issued as the Sustainability Report since 2018.
The Sustainability Report 2025 has been issued to provide a comprehensive and detailed report on non-financial information for a wide range of stakeholders. This report focuses on major sustainability efforts in fiscal year 2024. It is issued with the approval of the Senior Executive in charge of sustainability.

Scope:

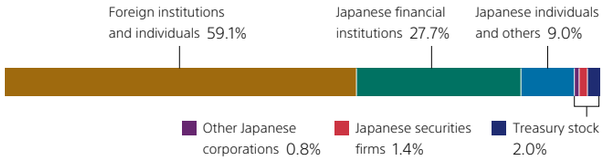
Sony Group Corporation, consolidated subsidiaries and other companies within the scope of consolidation.
In this report, "Sony" refers to the "Sony Group," as distinct from Sony Group Corporation and Sony Corporation. "Headquarters" refers to Sony Group Corporation. The "Sony Group" refers to Sony Group Corporation (the parent company operating in Japan) and all consolidated subsidiaries in which Sony Group Corporation holds a capital stake of more than 50%. For a list of consolidated subsidiaries please see "Affiliated Companies" on Sony Group Portal.

Affiliated Companies

Sony Group Corporate Info (as of March 31, 2025)

Company name	Sony Group Corporation
Founded	May 7, 1946
Headquarters	1-7-1 Konan, Minato-ku, Tokyo, 108-0075 Japan
Common stock	881.4 billion yen
Subsidiaries	Subsidiaries: 1,584 Affiliated companies: 146 Out of which 1,546 are consolidated subsidiaries (including structured entities), and 132 are equity-method affiliates (including jointly-controlled entities)
Headcount (consolidated)	112,300
Listed stock exchanges	Tokyo Stock Exchange (Japan) New York Stock Exchange (outside Japan)
Shares per unit	100
Fiscal year-end	March
Ordinary general meeting of shareholders	June
Number of shares issued	6,149,810,645
Number of shareholders	394,088

Distribution by shareholder type



SEC Filings
Form 20-F

Period Covered

Fiscal year 2024 (April 1, 2024 - March 31, 2025)
Some information on activities in April 2025 and after is also included.

Date of Issue

August 2025 (Previous report issued: August 2024; issued annually)

Referenced Guidelines

The information in this report is presented with reference to the Global Reporting Initiative (GRI) Standards. This report also refers to the Environmental Reporting Guidelines (fiscal year 2018 version) published by Japan's Ministry of the Environment.

→ GRI Standards Content Index

Reporting Principles of Materiality

Sony has defined materiality as "material topics related to sustainability where Sony impacts the environment and society, or where Sony is affected by society and the environment," and conducted a materiality assessment.

→ Materiality

Third-Party Verification

For a third-party report on the assurance of environmental data, please use the link below.

→ Independent Assurance Statement

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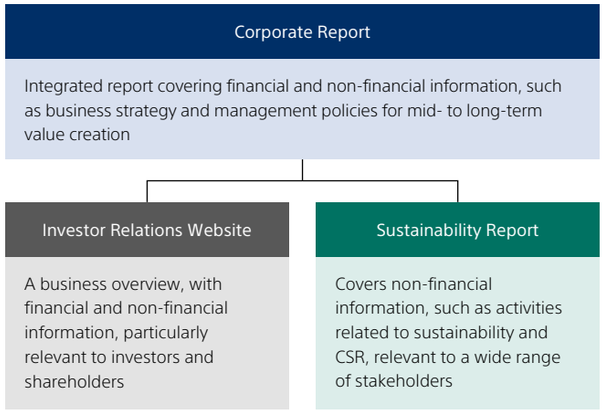
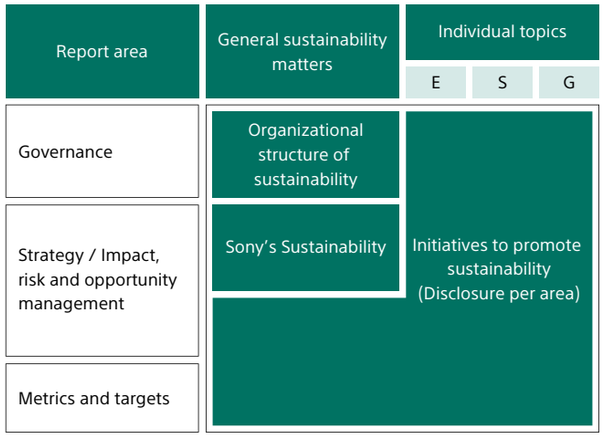
Disclosure and Communication of Financial and Non-Financial Information

Sony understands the importance of appropriate disclosure to and communication with stakeholders. Since 2019, Sony has been issuing its Corporate Report to comprehensively communicate financial information and non-financial information, including policies for mid- to long-term value creation and business strategies.
Sony also posts financial data, non-financial information and business summaries designed primarily for investors and shareholders on the Investor Relations section of its website.
In addition, Sony issues its Sustainability Report to provide a wide range of stakeholders with non-financial information on topics such as activities related to sustainability and CSR.

Disclosure of Financial and Non-Financial Information



Sustainability Report Structure



Other Media for Disclosure

Reports
- Corporate Report
- Corporate Governance Report (in Japanese)
- SEC Filings

Sony Group Portal Website
- Investor Relations
- Sustainability

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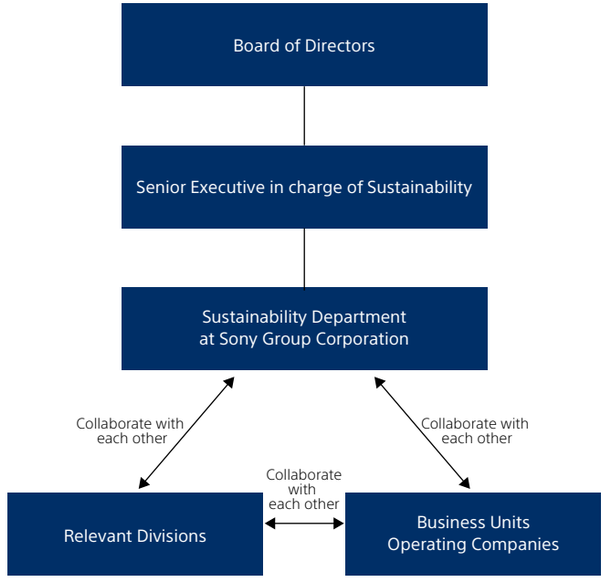
Organizational Structure of Sustainability

Organizational Structure

Sony Group Corporation has established the Sustainability Department under the supervision of the Senior Executive in charge of Sustainability. The Sustainability Department promotes various sustainability-related initiatives throughout the Sony Group in cooperation with each business unit and operating company (Business Unit (s)) and other corporate divisions, including Compliance, Human Resources, Corporate Planning & Control, Finance and Legal (Relevant Divisions).



Sony's Sustainability Efforts

The Sustainability Department, operating under the above structure and the aforementioned "Sony's Approach to Sustainability," strives to spread this policy across Sony's business operations. Through dialogue with stakeholders and materiality analysis, the Sustainability Department identifies sustainability issues that need to be addressed by the Sony Group as a whole. Additionally, the Sustainability Department promotes the group-wide sustainability initiatives by formulating relevant Group policies on identified sustainability issues, including a global environmental plan, "Road to Zero," and communicating across the Sony Group by collaborating with the Senior Executives in charge of Sony's headquarters functions and the Relevant Divisions.
The Senior Executive in charge of Sustainability regularly reviews and assesses risks and engages in detection, communication, evaluation and response for the risk of loss related to sustainability.

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Pursuing Sustainability Activities in Management and Business Units

The Business Units consider sustainability issues and opportunities for their respective businesses, and implement sustainability-related initiatives that align with their respective business characteristics. In addition, the Business Units, consulting with the Sustainability Department, have introduced key performance indicators ("Sustainability KPIs"), which measure the Business Units' sustainability efforts. The Sustainability KPIs are incorporated into the Business Units' performance evaluations, and the Sustainability Department evaluates the status of achievement of such Sustainability KPIs. Additionally, achievement of the Group Sustainability Evaluation is incorporated into one of the indicators for Senior Executives' remuneration linked to business results. The Group Sustainability Evaluation is an evaluation of efforts by Senior Executives to enhance the mid- to long-term corporate value and sustainable growth of the Sony Group as a whole, not limited to their respective businesses and organizations, including management succession and investment in human capital, sustainability initiatives related to social value creation and ESG (Environment, Social, Governance), value creation through collaborations among the businesses of the Sony Group, and engagement indicators based on employee surveys.
In the fiscal year ended March 31, 2025, Sony hosted the Sustainability Small Meeting for its investors as well as the Sustainability Media Briefing in order to foster a deeper dialogue with stakeholders regarding sustainability. In addition, a global sustainability conference was held, where the Senior Executive in charge of Sustainability, the Senior Executive in charge of Human Resources, and personnel in charge of sustainability from the Business Units came together to confirm and share sustainability initiatives for the Business Units and their progress on the Sustainability KPIs.
For the fiscal year ended March 31, 2025, the Sustainability KPIs included reducing the power consumption of Sony's products, reducing greenhouse gas emissions in Sony's manufacturing processes, implementing environmental awareness-raising activities using Sony's content IP, and improving product and service accessibility.

Dialogue with Stakeholders

Through the issuance of various reports such as its Corporate Report and Sustainability Report, and through its Sustainability-Related Event and websites, Sony communicates its approach to sustainability and information about initiatives regarding sustainability.

Corporate Report
Sustainability-Related Event
Sustainability

Raising Employee Awareness

Sony recognizes the importance of boosting employee awareness of sustainability and engages in a variety of initiatives to do so.

- Sustainability Awards
- Sustainability forums
- Dissemination of information via intranet websites
- E-learning training programs

Reports to the Board of Directors for Review

The Sustainability Department submits quarterly reports on its activities to the Board of Directors. Once a year, in principle, it reports to the Board of Directors on the status of Sony's entire set of sustainability initiatives (initiatives of climate change and other environmental matters, and initiatives of human rights such as prevention of forced labor in the supply chain, diversity and other social matters) and the Board reviews them. In addition, as part of reporting on each Business Unit's mid-range plan, the Board of Directors receives reports from each Business Unit on the sustainability challenges and opportunities relevant to their respective business operations and their efforts in those areas.

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Message from the Senior Executive in Charge of Sustainability

Toshimoto Mitomo
Sony Group Corporation
Representative Corporate Executive Officer, CSO and Officer in charge of Sustainability

Diverse Business and Sustainability

Sony manages diverse businesses and works for sustainable value creation and long-term growth in corporate value under its Purpose to "fill the world with emotion, through the power of creativity and technology." Sony's sustainability efforts are based on Sony's Sustainability Vision to "inspire a world filled with emotion for this generation and beyond."
Diversity in our workforce and business underpins Sony growth to date, and in line with that, we value a corporate culture of respect for different ways of thinking. In order to create *Kando* and pass it on to the next generation, it is essential to celebrate individual differences and enrich hearts and minds, fostering a society in which everyone can live with peace of mind, and protecting the global environment, which is the foundation of all life.

Support and Development of Next Generation Talent

The intersection of diverse talent across all disciplines is where innovation is created, so Sony is committed to supporting the development of the next generation of diverse talent to thrive. With this in mind, Sony Music Group started the Sony Music Group Global Scholars Program to cultivate the next generation of music industry leaders in fiscal year 2022. The initiative is designed to provide scholarships and enrichment opportunities for students enrolled in a wide range of leading music and music-related fields of study. In fiscal year 2024, Sony launched the SONY STEAM GIRLS EXPERIENCE program to support young women majoring in science and engineering, a minority group in Japan. Under this program, in addition to providing scholarships, we run the program through collaboration between scholarship students and Sony's women engineers to raise interest in science and engineering among junior high- and high-school girls and convey the joy of working in the field.

Inclusive Design Initiatives

Sony promotes accessibility initiatives Group-wide through our mission of "delivering innovation for an accessible future." We must understand diverse needs to connect with and support the creativity of creators and users across the globe. Inclusive design, created in partnership with diverse people such as those with disabilities, is incorporated into the product and service commercialization process to improve accessibility in our products, services and entertainment.

Human Rights Initiatives

Sony is aware of the human rights impacts of its global business activities. Sony recognizes that respecting human rights throughout Sony's value chain and addressing any potential human rights risks is a responsibility that a diverse range of stakeholders hold Sony accountable to. Sony aims to conduct human rights due diligence on an ongoing basis under the Sony Group Human Rights Policy. For issues where significant adverse human rights impacts are identified or of concern, Sony actively promotes initiatives to prevent or mitigate those issues, monitors the initiatives' effectiveness and considers enhancements to these initiatives, as appropriate.
Sony works with suppliers to address human rights, working conditions, occupational health and safety and environmental issues in the electronics supply chain, requesting that suppliers adhere to the Sony Supply Chain Code of Conduct, and conducting risk assessments and monitoring while taking remedial measures as needed.

Initiatives Addressing Environmental Issues

Sony established and pursues initiatives under the "Road to Zero," a plan to realize a sustainable society by achieving a zero environmental footprint throughout the life cycle of its products and business activities by 2050.
We view responding to climate change as an especially urgent issue, so we are working to achieve net-zero greenhouse gas (GHG) emissions by 2040. Sony's largest share of GHG emissions is Scope 3, which includes the use of products sold as well as purchased products and services, so we are particularly committed to reducing product power consumption and reducing supplier GHG emissions. Sony is currently implementing initiatives to achieve the targets set per area under the Green Management 2025 medium-term environmental targets (fiscal years 2021 to 2025), which are progressing smoothly. This year, we formulated Green Management 2030, which contains our medium-term environmental targets for the period from fiscal year 2026 to fiscal year 2030. We will continue to make further efforts, including our work to achieve 100% renewable electricity for our own operations and reducing Scope 3 emissions by 25% compared to fiscal 2025.

Sony's Sustainability

Over the past few years, we continue to increase integration of sustainability into our business strategy, and sustainability has permeated into each of our businesses. Each business unit considers issues and opportunities for its respective businesses, and implements initiatives that align with its business characteristics. Moving forward, we will continue to emphasize inclusion, enabling diverse people with different ways of thinking to deepen mutual understanding and respect as they create together. We must balance the creation of social value from a sustainable, long-term perspective with improvement of corporate value in order to continue sustainability efforts.

Moving forward, we will continue to engage in dialogue with our many stakeholders to strengthen sustainability efforts.

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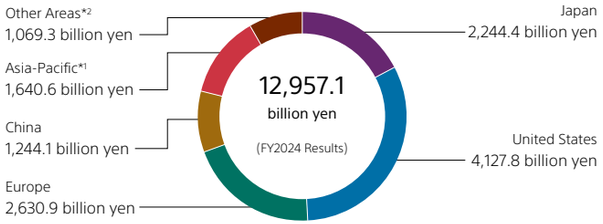
Sony's Diverse Businesses and Sustainability

Sony manages diverse businesses and pursues sustainable value creation and long-term growth in corporate value under its Purpose to "fill the world with emotion, through the power of creativity and technology." Each of our businesses is taking action for sustainability while leveraging their own unique characteristics. It is important for us to take action so that people can share *Kando*, and that *Kando* is amplified and sustained.

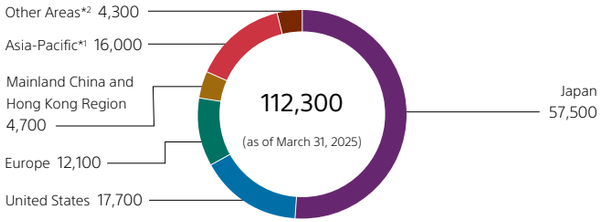
Major segment	Products and business content
Game & Network Services	Digital Software and Add-on Content, Network Services, Video Game Consoles
Music	Recorded Music, Music Publishing, Anime Titles, Game Applications
Pictures	Motion Pictures, Television Productions, Media Networks
Entertainment, Technology & Services	TV, Audio and Video, Still and Video Cameras, Mobile Communications, Others
Imaging & Sensing Solutions	Image Sensor
Financial Services	Life Insurance, Assurance, Bank
Others	Products and Services Not Included in the Above Categories, Disc Manufacturing, Recording Media, Other Business Content

Data by Geographic Segment

Sales and financial services revenue

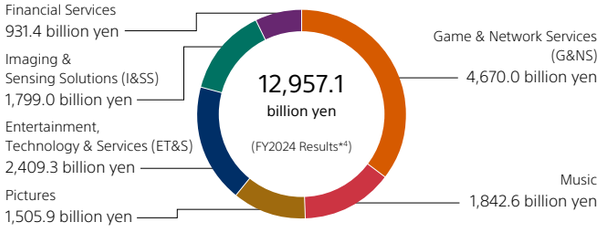


Number of employees*3



Data by Business Segment

Sales and financial services revenue



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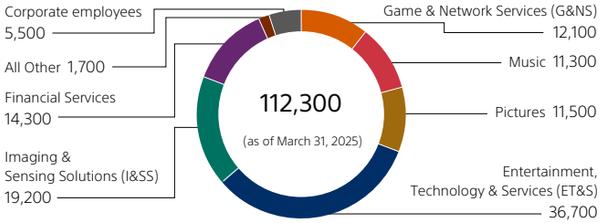


*1 Asia-Pacific: Southeast Asia, India, Oceania, Taiwan Region and South Korea *2 Other Areas: Middle East, Latin America, Africa and Canada
*3 Numbers rounded to the nearest hundred employees *4 Including All Other, Corporate and elimination

Materiality

Overview and Purpose of Materiality Analysis

Sony recognizes that stakeholders expect it to maintain a well-defined stance and take action to address the issues facing society and the global environment, in addition to delivering emotional experiences through its business. We also think it is important to clarify priorities in sustainability management and work on them continuously.
To ensure that the Group's sustainability initiatives are compatible with changes in the social environment and the expectations of stakeholders, Sony regularly identifies and analyzes material topics related to sustainability with a medium- to long-term perspective, and we reviewed those topics in FY2025.
In this review, referring to the newly formulated Creative Entertainment Vision, our Sustainability Vision, and various changes in the social environment and range of stakeholder needs, we assessed the influence that Sony has on society and the environment and vice versa, and after discussion with the management team, we identified the most important topics: diversity, respect for human rights, and climate change.
Until now, we have identified "technology for sustainability" as one of our most important topics. However, as Sony already applies its technology to address various social and environmental issues and improve accessibility, we are now positioning technology as a means of addressing a broad range of sustainability issues.

The Materiality Assessment Process

Step 1: Identify and classify material topics

Based on internal and external information and documents, Sony selected material topics with high relevance. References included the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) standards, which are global guidelines for sustainability reporting, the ISO 26000 international standard for corporate social responsibility, the SDGs, which are globally agreed goals for building a sustainable world, and the EU Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standard (ESRS).

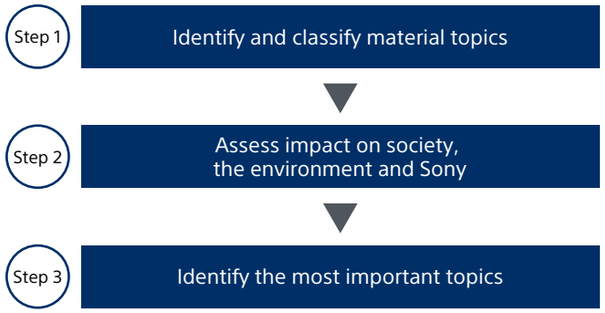
Step 2: Assess impact on society, the environment and Sony

Topics identified and classified in Step 1 were assessed from the perspectives of Sony's impact on society and the environment, as well as the impact on Sony from society and the environment, taking into account our Creative Entertainment Vision, Sustainability Vision, medium- to long-term societal changes, and the needs of our stakeholders.

Step 3: Identify the most important topics

Based on the assessment conducted in Step 2, the most important topics were identified with CEO approval, after being reviewed by top management and the executive committee. The identified most important topics were reported to the Board of Directors.

Materiality Assessment Steps



Analysis Results and Sony Group Material Topics

As a result of the aforementioned assessment process, diversity, respect for human rights and climate change were identified as the most important topics.
The Sustainability Report 2025 classifies Sony's materiality topics, including the above, into major sustainability efforts areas: employees, occupational health & safety, respect for human rights, responsible AI, accessibility, quality and customer service, responsible supply chain, community engagement, environment, technology, ethics and compliance, and corporate governance.

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Strategy and Targets for the Most Important Topics, and Major Initiatives

Diversity

Diversity has been core to Sony DNA since the company's founding and is essential to generating innovation. The intersection of employees with diverse backgrounds drives the creation of new businesses, and the diversification of the businesses expands opportunities for active employee involvement.

We must remain an organization that embraces diverse perspectives and opinions of an equally diverse pool of talent, leveraging the diversity of our businesses and our people as a strength that creates even greater value. Sony has identified the key elements needed to remain an organization that embraces diverse perspectives. These are: Diversity of People—bringing together people of all backgrounds; Diversity of Experience—encouraging collaboration among individuals from different fields, and enabling employees to gain new experiences by working internationally or across business areas; and finally, Leadership and Corporate Culture that Embraces Diverse Perspectives—leaders who draw on the unique strengths of individuals to guide the organization, and a culture that welcomes a variety of perspectives and values. These principles are reflected in the Sony Group's human resource initiatives.

To further ensure diversity within Sony's management team, we aim to increase the percentage of women and persons of non-Japanese origin among executives* at Sony Group Corporation in Japan to more than 30% each, by 2030. As of the end of March 2025, these figures stood at 18.8% and 28.1%, respectively.

In terms of the diversification of the backgrounds of Sony's employees, as of March 31, 2025, the percentage of women in the workforce was 34.2% and the percentage of women in management positions was 31.6% across the Sony Group. Sony also hires and provides workplace support for people with disabilities. Beyond complying with the laws, rules, and regulations of each country and region in which it operates, Sony is devoted to creating inclusive workplaces where all employees, regardless of disability, can build careers. In Japan, Sony exceeds the legally mandated employment rate for persons with disabilities.

For their diverse employee experiences, we proactively hire people who have worked in other companies or job categories. These people accounted for roughly half of those who joined Sony in Japan in FY2024. To help our employees build their careers through their own initiative, we conduct various career development programs and actively support the enhancement of experience within the Sony Group. In fostering leadership, Sony offers various opportunities to develop the mindset and skills to actively incorporate diverse perspectives and translate them into organizational strength. Sony believes the true measure of whether its diverse employees feel a sense of purpose and are empowered to pursue their own forms of "*Kando* (emotion)" lies in overall employee engagement. To assess this, employee surveys are regularly conducted and monitored.

The Sony Group as a whole endeavors to increase the accessibility of its products and services, and undertakes initiatives related to diversity and social justice in its interaction with society. In 2020, the Group established the 100 million USD "Global Social Justice Fund" to support initiatives that promote belonging and help build strong, supportive communities.

* Directors, Senior Executives including Corporate Executive Officers, and other officers

→ Employees

Respect for Human Rights

Through the "Sony Group Human Rights Policy," Sony is committed to respecting the internationally recognized human rights of individuals potentially affected by its business activities throughout its value chain. Sony also strives to avoid causing or contributing to adverse human rights impacts that may arise from its operations, products, services and/or business relationships, and is dedicated to taking reasonably necessary actions to help remediate any impacts that may occur. Sony has established and implemented Group policies for specific areas, such as the "Sony Supply Chain Code of Conduct" which sets forth the code of conduct for Sony's own manufacturing sites and suppliers of electronics products, with the aim to work towards a responsible supply chain, and the "Sony Group AI Ethics Guidelines," which guide all Sony officers and employees to utilize AI and/or conduct AI-related R&D in a manner that conforms with Sony's values and emerging social norms. Sony conducts human rights risk impact assessments in line with the frameworks regarding human rights due diligence set out in the United Nations Guiding Principles on Business and Human Rights (UNGP) issued by the United Nations Human Rights Council and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. After identifying potential human rights risks by considering the characteristics of each business operation and the value chains important to each business, the assessments further identified three areas as priority areas for enhancing initiatives throughout the Sony Group: responsible supply chains, respect for diversity and responsible development and use of technologies. For issues where significant adverse human rights impacts are identified or are of concern in these priority areas, Sony promotes initiatives to prevent or mitigate those impacts for each of these areas. In the fiscal year ended March 31, 2025, each Business Unit conducted a human rights risk impact assessment to review the specific human rights risks inherent to each business segment and the current status of initiatives addressing these risks. This assessment aimed to evaluate the need for improvements or new measures and to reassess the human rights issues that each Business Unit should prioritize. The assessments were carried out by each Business Unit, utilizing the evaluation criteria established by the Sustainability Department, and incorporating insights from external experts or

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relevant internal departments. In December 2024, the Sustainability Department received reports from each Business Unit on the key areas of focus, the status of initiatives, and future plans for each Business Unit during an internal global conference.

→ Respect for Human Rights

Climate Change

Under the "Road to Zero," a long-term environmental plan established in 2010 that aims to achieve a zero environmental footprint for the entire Sony Group by the year 2050, Sony is promoting environmental impact reduction activities in each of the following four perspectives: climate change, resources, chemical substances, and biodiversity. In May 2022, Sony announced that it had determined to accelerate its environmental impact reduction activities in the climate change area and to push its goal of achieving a net-zero footprint throughout the entire value chain, moving the target year from 2050 to 2040. Sony's net-zero*1 target for 2040 was approved as the net-zero target for the Science Based Targets initiative ("SBTi")*2 in August 2022. In April 2025, Sony Group Corporation established "Green Management 2030," the Group's new medium-term environmental targets*3 effective from the fiscal year ending March 31, 2027, through the fiscal year ending March 31, 2031.

*1 Sony's net-zero target follows the SBTi Corporate Net-zero Standard below: (a) reducing Scope 1, 2 and 3 emissions to zero or a residual level consistent with reaching net-zero emissions at the global or sector level in eligible 1.5°C scenarios or sector pathways; and (b) neutralizing any residual emissions at the net-zero target date – and any GHG emissions released into the atmosphere thereafter.

*2 Based Targets initiative (SBTi) is a global initiative that encourages companies to set science based targets to reduce their GHG emissions toward the goal of limiting the increase in global average temperature due to climate change to 1.5°C above pre-industrial levels

*3 Sony is working toward achieving its long-term environmental plan, the "Road to Zero," by setting medium-term (five-year) environmental targets. Sony is currently engaged in initiatives focused on reducing environmental impact to achieve the goals set under "Green Management 2025" for the fiscal year ended March 31, 2022, through the fiscal year ending March 31, 2026.

Sony's interim goals for the above 2040 net-zero target are as follows:

1. By 2030, Sony aims to make direct and indirect GHG emissions (Scopes 1 and 2) of its own business operations net-zero. For other emissions originating from stages such as products, supply chains, and logistics (Scope 3), Sony aims to reduce GHG emissions during product use by 45% compared to the fiscal year ended March 31, 2019 by 2035. By 2040, Sony aims to achieve net-zero emissions in all Scopes.
2. By 2030, Sony aims to achieve 100% renewable electricity used at its own business sites. The percentage of electricity use derived from renewable energy targeted to be achieved as of the end of the fiscal year ending March 31, 2026 has been set at 35%.

To achieve the targets in 1 and 2 above, Sony intends to implement the following measures:

- Continuous reduction of environmental impact at Sony Group's own business sites: Acceleration of energy saving, installation of solar power generation equipment, and introduction of renewable energy throughout the Sony Group. Virtual PPA (Power Purchase Agreement) using the FIP (Feed-in-Premium) system in Japan
- Promotion of energy-efficient products: Acceleration of initiatives to reduce annual power consumption of Sony products.
- Strengthening efforts with partners: Encouragement of business partners engaged in parts, materials and finished product manufacturing to manage their GHG emissions, save energy, and convert to renewable energy.
- Contribution to carbon removal/fixation*4: Exploration of investments in start-ups engaged in carbon removal, and development of an index integrating biodiversity and carbon fixation associated with augmented ecosystem businesses, such as Synecoculture™*5 being rolled out by SynecO, Inc.

*4 Process by which carbon from the atmosphere is converted into organic compounds.

*5 Synecoculture is a trademark of Sony Group Corporation.

→ Environment

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Stakeholder Engagement

Communication with Stakeholders

Sony recognizes that, by addressing issues that are of concern to its many stakeholders, it is strengthening its operating foundation, which is in turn vital to its business activities and the achievement of sustainable growth. Sony strives to earn the trust of all stakeholders by conducting its business responsibly and engaging in stakeholder dialogue. We consider the opinions and feedback received with utmost sincerity, striving to reflect them in business management and sustainability promotion as we work to improve information disclosure.

Stakeholders	Principal Goals	Main Communication Methods
Customers	• Provide products and services that deliver satisfaction, safety and peace of mind from the customer's perspective • Provide customer service that further enhances customer satisfaction • Enhance customer experience in terms of usability and accessibility	• Inquiries from customers, notices regarding products and services, contact point for reporting vulnerabilities in products and network services, surveys of purchasers, trade shows, seminars, the Sony Group Portal Website "Accessibility" and "Human-Centered Design," social media sites, etc.
Shareholders and investors	• Ensure swift and appropriate disclosure • Achieve continued growth in corporate value	• Shareholders' Meeting, Earnings Announcement, Corporate Strategy Meeting, Business Segment Meeting and meetings for individual investors, Sustainability Meeting, Technology Meeting, the Sony Group Portal "Investor Relations", Corporate Report (integrated report), small meetings, one-on-one sessions and ESG dialogue with institutional investors, etc.
Business partners	• Ensure appropriate, transparent and fair procurement practices, in line with the Sony Group Code of Conduct and Sony Supply Chain Code of Conduct • Ensure that procurement practices are in harmony with the environment and society (including labor issues, human rights and conflict minerals)	• Explanatory meetings for suppliers, audits and surveys related to responsible procurement and the environment, high-risk minerals surveys, dedicated website for suppliers and a department established for handling their inquiries, regular consultations with suppliers, Grievance System for Sony Group Electronics Supply Chain, etc.
Employees	• Acquire diverse talent • Provide challenges and support the activities of employees with diverse backgrounds • Nurture global business leaders and engineers who will drive growth in the future • Support employee-driven career-building efforts • Provide a safe and secure working environment where employees can make the most of their individual strengths • Promote dialogue through employee surveys and town hall meetings	• Town hall meetings and management blogs • Internal website, email newsletters • Career interviews, counseling and workshops • Employee engagement surveys • Family days, School Satchel Presentation Ceremony • Sony Ethics & Compliance Hotline, labor management negotiations, safety and health committees, etc.
Local communities	• Engage wide-ranging social contribution initiatives around the world under the slogan "For the Next Generation" • Disaster relief and humanitarian aid • Collaborate with partners to help address social challenges • Deploy activities to enhance employee awareness and engagement	• Internal newsletter, website, social media and press releases • Local volunteer initiatives, participation in events held by local organizations and governments, social contribution initiatives, etc.
Global environment	• Reduce the environmental footprint of Sony's business activities and products throughout their life cycle to zero	• Activities for contributing to the community and reducing the environmental burden at each site, measures that take the environment into consideration over the lifecycle of products and services, environmental information provided through communication with various stakeholders, information provided on the Sony Group Portal "Environment"
NGOs, NPOs and other organizations	• Collaborate with NGOs, NPOs and other organizations to help address social challenges • Participate in global frameworks • Participate in CSR-related organizations and projects	• Activities held in collaboration with NGOs and NPOs, etc.

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Partnership and Participation in Multi-Stakeholder Frameworks

For Sony, engaging and working together with various stakeholders is vital for pursuing sustainability initiatives. In addition to promoting stakeholder engagement, Sony participates in multi-stakeholder efforts to forge a global framework for sustainability.

Organization/Initiative	Description	Sony Actions
Responsible Business Alliance (RBA)	An alliance dedicated to supply chain responsibility encompassing human rights, labor conditions, health and safety, and the environment	• Founding member (of the former EICC) • Formulated the Sony Supply Chain Code of Conduct, which incorporates the provisions of the RBA Code of Conduct • Sony representative on the RBA Board of Directors from 2020 to 2024
Council for Better Corporate Citizenship (CBCC)	Established under an initiative of Nippon Keidanren (Japan Business Federation) Helps Japan-affiliated companies engaged in business overseas to form good relations with various stakeholders	• Sony co-founder Akio Morita served as its first chairman • Continues to be actively involved in its initiatives
BSR	A global non-profit organization with experts in CSR	• Member of the Human Rights Working Group and Sustainability Strategy Working Group organized by BSR

→ Responsible Supply Chain
→ Respect for Human Rights

Organization/Initiative	Overview	Sony Actions
Save the Children	An international NGO that works in approximately 110 countries in a wide range of fields such as education and humanitarian response, aiming to make children's rights to survival, development, protection, and participation a reality worldwide	• Jointly implemented projects and established a humanitarian fund in order to continuously support the children who lead the next generation • Cash assistance for children in Japan who are from households with economic and living difficulties, as well as support activities such as protecting and improving resilience of children and youth in Bangladesh and Mozambique
United Nations High Commissioner for Refugees (UNHCR, the UN Refugee Agency)	Protects people forced to flee due to conflict and persecution in over 136 countries, protecting millions of people by responding with life-saving support, safeguarding fundamental human rights and helping to build brighter futures	• Support forcibly displaced persons and their host communities in Bangladesh and Southern Africa Region recover from the impacts of COVID-19, including through the delivery of access to health, and water, sanitation and hygiene (WASH) services
United Nations Children's Fund (UNICEF)	Works in some of the world's toughest places, to reach the world's most disadvantaged children. Across more than 190 countries and territories, UNICEF works for every child, everywhere, to build a better world for everyone	• Support work to create environments with equal access to digital education and activities to improve mental health for children and young people world-wide
The Valuable 500	An international initiative to promote participation by people with disabilities so that they can demonstrate their latent potential to bring value to business, society, and the economy	• Joined in 2019 • Selected from among the 500 signatories as one of the Iconic Partners that are a driving force in their respective countries, regions, and industries
G20 EMPOWER	An alliance to increase the number of women who play a key role in the economy and business, and to empower women	• Participated as an advocate in 2020 to support action in Japan

→ Community Engagement
→ Employees

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Organization/Initiative	Overview	Sony Actions
The World Wide Fund for Nature (WWF) Climate Savers Programme	A program where WWF partners with companies to formulate and implement plans to reduce emissions of greenhouse gases	• Participated since 2006 • Signed a three-year comprehensive corporate partnership agreement with WWF Japan in 2021 to collaborate in the field of promoting biodiversity through forest conservation as well as the field of climate change. Renewed in 2024
Japan Climate Initiative (JCI)	A network committed to strengthening communication and information sharing among companies, local governments, NGOs and all other actors that are implementing climate actions in Japan	• Participated since 2018 • Endorsed recommendations to the Japanese government
RE100	A global initiative led by The Climate Group in partnership with CDP Participating companies set a goal of procuring 100% renewable electricity for power used in their global business operations	• Joined in 2018 • Committed to procuring 100% renewable electricity for power used in its global business operations by 2030 • Selected as a corporate member of the RE100 Advisory Committee in 2022
TCFD Consortium	Launched as a forum for discussion between organizations that support the Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD Recommendations) established by the Financial Stability Board	• Announced its endorsement of the TCFD Recommendations in 2019 • Joined the TCFD Consortium
Playing for the Planet Alliance	An international alliance to curb climate change established when the United Nations Environment Programme (UNEP) reached out to the gaming industry	• Sony Interactive Entertainment joined in 2019

Organization/Initiative	Overview	Sony Actions
Business Ambition for 1.5°C	A call to set targets that keep the global temperature rise to 1.5°C or less, led by the United Nations Global Compact, We Mean Business and SBTi	• Joined in 2020
Race To Zero Campaign	An international campaign by the United Nations Framework Convention on Climate Change (UNFCCC) calling for actions to achieve zero greenhouse gas emissions by 2050	• Joined in 2021
Music Climate Pact	A global platform initiated by the British Phonographic Industry (BPI) and Association of Independent Music to promote decarbonization throughout the music industry	• Sony Music Group signed up in 2021 through Sony Music Entertainment (UK)
The Climate Pledge	An initiative aiming to achieve net zero carbon emissions by 2040	• Joined in 2023
Music Industry Climate Collective (MICC)	An alliance for addressing global environmental challenges and changes within the music industry	• Sony Music Group joined as a founding member in 2023
SEMI Semiconductor Climate Consortium (SCC)	Launched to accelerate the reduction of greenhouse gas emissions from the semiconductor ecosystem	• Sony Semiconductor Solutions joined in 2025

→ Environment

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SDGs and Sony's Contributions

Sony manages diverse businesses with people at the core under its Purpose to "fill the world with emotion, through the power of creativity and technology," and its Corporate Direction of "getting closer to people." In order to have people connected to each other through emotion, it is necessary to create a society in which everyone can live with peace of mind in a healthy global environment. Through innovation and sound business practice, Sony endeavors to contribute to the development of a sustainable society. Sony believes that its diverse business portfolio is very relevant to the 17 SDGs, and aims to contribute to the achievement of the SDGs through its technologies, products, services and content, as well as various partnerships.

Sustainability Initiatives and SDGs

Responsibilities toward the Global Environment and Positive Contributions

Sony endeavors to reduce environmental impact and prevent pollution in its business activities and throughout the life cycle of its products. To address Goal 13 (climate action), Sony is reducing energy consumption from business activities and the life cycle of products and services, aiming to achieve zero emissions of greenhouse gases by 2040, including Scope 3. Sony has also joined the RE100 initiative by making a commitment to sourcing 100% renewable electricity for the worldwide operations of the Sony Group by 2030. This concrete commitment is in line with securing renewable energy as sought by Goal 7 (affordable and clean energy). To minimize inputs of virgin resources into its business activities, Sony identifies key resources and strives to achieve zero usage of those virgin materials. Furthermore, Sony endeavors to ensure the appropriate use of water, minimize waste from its business sites, and collect and recycle products from the market to contribute to Goal 12 (responsible consumption and production).

→ Materiality (Climate Change)
→ Environment

Diversity

Diversity of people is the driving force behind Sony's growth. In order to create sustainable value, we focus on hiring a wide range of talent and providing opportunities for employees with diverse backgrounds, values, and experiences to thrive.
Furthermore, by supporting the development of next-generation talent and communities that will drive future inspiration, we contribute to achieving SDG Goal 8 (decent work and economic growth). In addition, regarding SDG Goal 5 (gender equality) , we have formulated an action plan to promote women's participation and continue to implement initiatives across our group companies.

→ Materiality (Diversity)
→ Sony's Diversity and "An Organization that Embraces Diverse Perspectives"

Human Rights

All stakeholders who are connected to the business activities of the Sony Group, including employees and creators, are important and help support Sony in its drive to contribute to social change that will help achieve the SDGs. Sony ensures that all employees are aware of the Sony Group Code of Conduct, in which its fundamental human rights policy is set out. In March 2024, Sony newly established the Sony Group Human Rights Policy. Sony supports initiatives that promote belonging and help build strong, supportive communities through the Global Social Justice Fund it established in 2020.

Via such initiatives, Sony is working to eliminate discrimination as addressed by Goal 10 (reduced inequalities), as well as to secure equal opportunities by encouraging appropriate behavior and correcting inequalities in outcomes.

→ Materiality (Respect for Human Rights)
→ Respect for Human Rights

Initiatives throughout Supply Chains

Sony works with its suppliers to secure compliance with the Sony Supply Chain Code of Conduct and Sony Group Policy for Responsible Supply Chain of Materials, applying the policies to its sites, suppliers and contract manufacturers. In this way, Sony and its suppliers are addressing issues in the supply chain including human rights, labor conditions, occupational health and safety, and the environment, as well as complicity in conflicts and human rights violations in conflict-affected and high-risk areas. Through this initiative, Sony is endeavoring to provide safe, decent, and humane work as called for by Goal 8 (decent work and economic growth), and contribute to suitable and equitable skills development and economic activity as sought by Goal 10 (reduced inequalities). By implementing such initiatives throughout the supply chain, Sony is aiming to realize peaceful and inclusive societies as described by Goal 16 (peace, justice and strong institutions).

→ Responsible Supply Chain

Community Engagement

Under the slogan "For the Next Generation," Sony engages in various social contribution activities across countries and regions worldwide. Leveraging Sony's products, content, technology, and the power of its employees, Sony Group collaborates with partners to address three key areas: support for education to nurture the next generation, disaster relief and humanitarian assistance, and tackling global challenges. These activities contribute to Goal 4 (quality education) and create a positive social impact while partnering with external groups as prescribed by Goal 17 (partnerships for the goals).

→ Community Engagement

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External Evaluation and Recognition

ESG External Evaluations and Inclusion in Indexes

Sony is consistently ranked highly for its ongoing efforts to promote sustainability by the world's leading ESG evaluation institutions, and it has been chosen for inclusion in various ESG indexes.

ESG External Evaluations

- In CDP surveys, Sony Group Corporation received the highest A List rating for climate change (February 2025)
- Sony Corporation was selected as a Supplier Engagement Leader in CDP's 2024 Supplier Engagement Assessment in recognition of its climate change initiatives in cooperation with the supply chain (July 2025)

- Sony Group Corporation has been named one of the World's Most Ethical Companies for the seventh consecutive year by Ethisphere Institute, a US-based organization dedicated to the study and advancement of ethical business practices (March 2025)

  * "World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.

- Sony Group Corporation received the highest AAA ranking in the MSCI ESG Ratings assessment for the sixth consecutive year (December 2024)

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Sustainability-related External Evaluation and ESG Index

Inclusion in ESG Indexes

FTSE4Good

FTSE Blossom Japan Index

FTSE Blossom Japan Sector Relative Index

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Sony Group Corporation has been independently assessed according to the criteria of the FTSE4Good and FTSE Blossom Index Series and has satisfied the requirements to become a constituent of those index series. Created by the global index provider FTSE Russell, those index series are designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices and used by a wide variety of market participants to create and assess responsible investment funds and other products.

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Major External Awards Received for Sustainability Initiatives

Organization names appear as they were at the time of award receipt. Organizations with no country name given in “Awarded by” are in Japan.

Fiscal Year 2024 (in order received)

Name of Award	Award-winning company/ organization	Award content	Awarded by	Month received
IAUD International Design Award 2024 Gold Award	Sony Group Corporation / Sony Music Entertainment Inc.	This award is given to organizations and individuals who implement activities or make proposals that are particularly important for the realization of a Universal Design society in which as many people as possible can live comfortably and easily, without experiencing difficulties in their lives due to differences such as ethnicity, culture, customs, nationality, gender, age, and ability. ■ Initiatives/products awarded: CEATEC 2023 Sony’s Booth (Co-Design), the Hug Drum, a “Yuru” Musical Instrument (Product Design)	International Association for Universal Design (IAUD)	March 2025
2025 World’s Most Ethical Companies	Sony Group Corporation	This honors companies demonstrating exceptional leadership and a commitment to business integrity through best-in-class ethics, compliance, and governance practices. Sony has been recognized for its efforts related to ethics and compliance.	Ethisphere Institute (United States)	March 2025
WorldStar Awards 2025 (Electronics)	Sony Group Corporation	An international packaging awards event hosted by the World Packaging Organisation (WPO) since 1970. Packaging for the HT-AX7 is made of the Original Blended Material developed by Sony, and features a structure that facilitates use by those with limited dexterity. It was recognized for environmental-consciousness and accessibility. ■ Initiative/product awarded: HT-AX7 portable theatre system package	World Packaging Organisation (Austria)	January 2025
Award for Companies Promoting Experience-based Learning Activities for Youth 2024 “Encouragement Award”	Sony Life Insurance Co., Ltd.	An award established to encourage and promote educational CSR activities by companies utilizing their unique strengths. Its purpose is to promote opportunities for youth to engage in hands-on activities, such as helping children, who will lead the next generation, acquire the skills to survive in society. ■ Initiative/product awarded: Life Planning Lessons	Ministry of Education, Culture, Sports, Science and Technology	January 2025
“Nationally Certified Sustainably Managed Natural Site” certification (first half of 2024)	Sony Semiconductor Manufacturing Corporation Oita Technology Center Kunisaki Satellite	A certification system established by Japan’s Ministry of the Environment in 2023 as an initiative working towards the new global Kunming-Montreal Global Biodiversity Framework’s “30by30” target, which aims to ensure effective protection or conservation of at least 30% of land and sea areas by 2030 in order to protect healthy ecosystems. The Kunisaki satellite, which has been working to maintain and utilize its rich natural environment since its establishment, was recognized for its value as a “place where a healthy ecosystem consisting of a diverse range of flora and fauna, primarily native species, coexists,” and was certified as a “Nationally Certified Sustainably Managed Natural Site.”	Ministry of the Environment	September 2024
National Commendation for Invention 2024 Prime Minister's Award / Invention Award	Sony Group Corporation	The National Invention Awards began in 1919 with the aim of contributing to the advancement of science and technology and the development of industry in Japan, and has since honored the achievements of many of Japan's leading researchers and scientists. The awards are given to inventions, ideas, and designs that have achieved great accomplishments, or inventions, etc. that are expected to achieve great accomplishments in the future due to their excellence. ■ Initiative/product awarded: Invention of Cu-Cu Connection Technology in Semiconductor Layering Process (Prime Minister’s Award), Design of Ring-Type Wireless Earphones That Allow Ambient Sound While Listening (Invention Award)	Japan Institute of Invention and Innovation	July 2024

Major External Awards Received for Sustainability Initiatives

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* Except as noted individually, figures are based on the results for fiscal year 2024 (April 1, 2024 to March 31, 2025).

Green Management 2030 medium-term environmental targets

Road to Zero

Human rights impact risk assessment at major business segments

Expanding systems supporting work-in-life

(workations, egg freezing subsidies, etc.)

More than

380

supplier assessments

* Including questionnaires, remote and on-site audit

Developed policy for Group AI governance structure and frameworks

to ensure compliance with laws and internal regulations

World's Most Ethical Companies for the seventh consecutive year

2025 WORLD'S MOST ETHICAL COMPANIES™ ETHISPHERE

* "World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.

Transitioning to a new management structure

* April 2025

Introduced inclusive design for electronics business

in line with HCD product commercialization rules

Integrated ISO 45001 certification for 57 of 61 sites worldwide

* As of Aug 2025

Established Arc & Beyond Association, Inc.,

a new entity to drive social impact through business

Arc & Beyond

Corporate partnership with WWF Japan*

Renewed to step up collaboration tackling climate change and conserving biodiversity

* World Wide Fund for Nature Japan

The Sony Global Relief Fund for COVID-19

Support provided for UNHCR*1, UNICEF*2 and Save the Children

*1 United Nations High Commissioner for Refugees
*2 United Nations Children's Fund

Accessible products exhibited at CSUN

(CSUN Assistive Technology Conference 2025)

Summary of Actions

Area of Focus	Key Focus	Fiscal Year 2024 Results	Looking to the Future	Coverage
Employees	• Supporting each employee's ambition and desire for growth, while providing opportunities and environments where they can fully express their uniqueness, strengths, skills, abilities, and creativity	Evolving diversity of our employees and providing opportunities to challenges • Promoted diversifying of our employees and provided opportunities to take on new challenges (Internal job posting program, Career Plus system, etc.) • Provided more accessible learning opportunities, including personalized content and online courses on a wide range of topics • Promoted an environment where employees consciously build their own career and aim for self-growth • Sony University supports the growth of key personnel by accepting participants from all business units and expanding its programs through the active engagement of top management • The Sony Cross-Mentoring Program, designed to pass on the rich experience of senior executives to the next generation and foster new group synergies and talent development, was implemented through 22 cross-business and cross-regional mentoring pairs • Percentage of management positions held by women: 31.6% (Sony Group, as of March 31, 2025) • Percentage of employees with disabilities: 2.75% (Sony Group Corporation in Japan, as of March 31, 2025) • 2024 employee survey response rate of 92%, 2024 employee engagement index of 89% (Percentage of employees who did not give an unfavorable response to four questions regarding employee engagement) • Expansion of support programs and financial assistance for balancing work with childcare, caregiving, and medical treatment Maintaining and Promoting Health • As work styles changed, data from health checkups and stress checks was utilized to promote health management • Focusing on employee health issues, the organization implemented a variety of initiatives, including the provision of attentive and individualized support, management training, dissemination of information, and awareness-raising activities	• Empowering employees to thrive by promoting a supportive work environment and enabling them to maximize their uniqueness, strengths, skills, and creativity • Providing opportunities for individuals and businesses to connect and exchange knowledge, experience, and technologies across organizational, regional, and national boundaries. • Fostering a corporate culture that values mental and physical health, while promoting sustainability and well-being to support every employee in working energetically in their own unique way	→ Employees Corporate Report Sony Group Portal Website Diversity

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Occupational Health & Safety	• Committed to reaching ZERO injury and ZERO illness, and to securing safe and engaging environment of workplace for all the workers in any business activity.	• Launched Sony Group Global OHS Medium-Term Plan for fiscal years 2024 to 2026 • Implemented OHS initiatives targeting ZERO injury and ZERO illness • 57 sites from amongst our 61 sites worldwide have obtained integrated ISO 45001 certification • Responded to the issue of climate change as indicated in the ISO 45001 amendment based on risks from the perspective of occupational health and safety	• Develop a safe and healthy work environment for all employees in order to achieve Vision Zero based on our global OHS Medium-Term Plan targets for fiscal years 2024 to 2026 • Implement more proactive and sustainable OHS initiatives • Acquire ISO 45001 certification for 61 group sites • Further improve well-being based on trends in the next ISO 45001 revision	→ Occupational Health & Safety
Respect for Human Rights	• Continue reasonable efforts to avoid causing or contributing to adverse human rights impacts that may arise from our operations, products, services and/or business relationships	• Conducted human rights impact risk assessment at the business segment level • Reviewed policy in consideration of legal and regulatory trends in the key areas of "responsible supply chain," "respect for diversity," and "responsible development and use of technologies."	• Raise awareness of the Sony Group Human Rights Policy • Under the above policy, conduct human rights due diligence on an ongoing basis and continue efforts to prevent or mitigate potential adverse impacts on human rights in areas of focus, working closely with each business segment • Continue to analyze and monitor human rights risks throughout Sony Group's business activities and value chains	→ Respect for Human Rights
Responsible AI	• Strengthen systems and initiatives that tackle AI governance	• Developed and formally enacted global AI governance policy to establish, operate, and improve AI governance systems across Sony Group to ensure compliance with laws, regulations, an internal rules that apply to the development, utilization, and provision of AI • Continued to implement an AI ethics assessment of the development life cycle of electronics products and services • Continued to conduct employee education and awareness activities regarding AI ethics	• Further establishment, operation and improvement of the AI governance system • Improve AI ethics assessment processes and streamline their operation • Improve and continue employee education and awareness activities regarding AI ethics • Update guidelines as needed	→ Responsible AI Sony Group's Initiatives for Responsible AI
Accessibility	• Drive initiatives to improve accessibility so that people with diverse needs can enjoy our products, services, and experiences.	• By working together with individuals with diverse needs, we continued to implement inclusive design features that incorporate their perspectives into our product development processes. • In order to further promote these initiatives for inclusive design across the Sony Group, internal workshops were regularly held where employees had the opportunity to have dialog with people with disabilities, and to learn about their needs to gain new insight. • Continued to exhibit at accessibility events (CSUN Assistive Technology Conference 2025, etc.) both in Japan and the rest of the world to ensure we obtained customer feedback needed to improve products and services	• Continue to pursue accessibility and inclusive design to develop accessible products and services. • Continue to hold internal workshops to raise employee understanding and awareness of accessibility	→ Accessibility Sony Group Initiatives for Accessibility Exhibiting at Sight World 2024 and Japan Lighthouse Exhibition Exhibiting at CSUN Assistive Technology Conference 2025

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Area of Focus	Key Focus	Fiscal Year 2024 Results	Looking to the Future	Coverage
Quality and Customer Service	• Exceed customer expectations of product quality and customer service, pursue product safety and product security, and improve customer experience, thereby remaining a highly trusted partner to all customers	• Maintained the quality management system and continued to improve the quality of products • Continued with initiatives to ensure the safety, long-term reliability, and security of products • Continued with efforts to improve customer satisfaction by improving customer information centers and other customer services • As part of Sony's initiatives to enhance the user experience, continued to take action from the customer's perspective by employing Human-Centered Design (HCD) processes, and continued our certification system for HCD experts	• Strengthen preventive measures, product compliance systems, and compliance with the product security regulations, thereby improving quality from the perspective of customers and achieving quality that exceeds customer expectations • Continue leveraging its worldwide network to collect and analyze information which can then be reflected in the next releases of products and customer services • Strengthen the processes for Human-Centered Design (HCD) and continue developing new talent with HCD skills	→ Quality and Customer Service Sony Group Portal Website Human-Centered Design
Responsible Supply Chain	• Address risks to human rights, labor conditions, health and safety, and the environment throughout the electronics product supply chain	• Conducted assessment using questionnaire at 12 Sony manufacturing sites and at the plants of 367 new and existing suppliers • In addition to regular assessments, on-site assessments by procurement staff from our own local offices at supplier factories in areas considered high risk based on the results of previous assessments • All raw materials and parts procurement personnel continuously received training on Sony's sustainable procurement policy and related initiatives, basic information on efforts to curb climate change and Sony's targets for the reduction of greenhouse gas emissions in the supply chain • Donated to RMI's the Assessment Fund for RMAP Participating Smelters and Refiners	• Enforce strict compliance with the Sony Supply Chain Code of Conduct in Sony and its suppliers' operations • In addition to training for employees, enhance awareness-raising activities through communication with suppliers. • Continue to collaborate with various stakeholders to enhance measures regarding the sourcing of high-risk minerals	→ Responsible Supply Chain
Community Engagement	• Under the slogan "For the Next Generation," contribute to the resolution of a wide range of global social issues in places where Sony does business around the world by fully utilizing its products, content, and technologies	• Social Contribution Initiative Expenditure: approx. 4.9 billion JPY • Implemented educational support programs that leverage the strength of individual businesses in six segments • Implemented a collaborative pilot project with WWF Japan, WWF Indonesia, and SynecO to utilize Synecoculture™ for reforestation of Sumatra • Implemented the Social Issue Experience Program as an initiative to utilize Sony's technology and aim for the resolution of social issues • The Sony Global Relief Fund for COVID-19 provided support for a variety of efforts to address social issues that have become more severe or prominent as a result of COVID-19 in partnership with the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), and Save the Children • Supported initiatives that promote belonging and help build strong, supportive communities through the Global Social Justice Fund (total expenditure of approx. 12.8 billion JPY (98 million USD) as of fiscal year 2024) • Promotional efforts resulted in a total of 338 applications to participate in employee volunteer activities	• Continue striving to make the most of Sony's products, content, technologies, strengths of employees, and stakeholder partnerships to help address global issues and to meet various needs in local communities • Through the Global Social Justice Fund, continue to support activities that leverage the Sony Group's assets and expertise • Implement awareness-raising initiatives for people in and outside the Sony Group to address global issues, and strengthen employee engagement • Apply technologies to solve social issues	→ Community Engagement Sony Group Portal Website Social Contribution Initiatives

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Area of Focus	Key Focus	Fiscal Year 2024 Results	Looking to the Future	Coverage
Environment	• Strive to achieve a zero environmental footprint throughout the life cycle of Sony's products and business activities in order to realize a sustainable society	Climate Change • Annual energy consumption reduction rate per product: Down 4.6% (compared to fiscal year 2018) • Greenhouse gas emissions from sites: Down 5.3% (compared to fiscal year 2020) • Use of electricity derived from renewable energy (renewable energy ratio): 40.1% • GHG emissions related to logistics between nations and within regions: Down 36.6% (compared to fiscal year 2018) Resource Conservation • Use of virgin oil-based plastics per product unit: Down 22.1% (compared to fiscal year 2018) • Use of plastic packaging per product unit: Down 28.4% (compared to fiscal year 2018) • Intensity value of waste generated amount at sites: Worsened by 30.1% (compared to fiscal year 2020) • Promoted the One Blue Ocean Project worldwide, and encouraged reduction of single use plastic use at Sony sites Chemical Substances • Facilitated the use of alternative substances for PVC and BFR based on Sony standards for the management of chemical substances Biodiversity • Worked to conserve biodiversity while providing education and raising awareness in response to local needs at sites around the world • Promoted the One Blue Ocean Project at sites worldwide, and held community clean ups for plastic waste • Expanded the Food for the Future project to Sony Group sites worldwide, distributed a guidebook detailing environmentally conscious foods to employees, and provided meals that use environmentally conscious foods in Sony employee cafeterias. Designated October as Food for the Future Month, holding in-house events related to utilizing environmentally conscious foods	• Accelerate initiatives to achieve net-zero GHG emissions across the value chain from scopes 1 to 3 by 2040 – Increase the amount of renewable energy used by installing solar panels and other initiatives to achieve 100% renewable energy by 2030 – Reduce direct and indirect emissions (scopes 1 and 2) from our operations by 60% group-wide (compared to fiscal year 2025) by 2030, removing carbon that is equivalent to the residual emissions – Reduce indirect emissions not included in scopes 1 and 2 (scope 3) by 25% (compared to fiscal year 2025) group-wide by 2030 – Further strengthen efforts to achieve climate change targets with fiscal year 2035 as the target year, as approved as an 1.5°C science-based target (SBT) • Strengthen efforts to achieve zero environmental impact in terms of Resources, Chemical Substances and Biodiversity by 2050 – Accelerate activities that bring about resource circulation – Strengthen initiatives to address plastic packaging materials as a countermeasure to plastic pollution • Strengthen supply chain engagement • Develop and utilize technologies that help protect the global environment • Strengthen awareness-raising efforts, especially in the entertainment business	→ Environment → Technology Sony Group Portal Website Environment

Area of Focus	Key Focus	Fiscal Year 2024 Results	Looking to the Future	Coverage
Technology	• Connect the entire Group through technology and support growth in individual businesses • Promote collaboration, connection and growth of engineers across businesses • Incorporate changes in the external environment and promote external collaboration	• Expanded practical use of Triporous™ in healthcare • Expanded provision of Camera Authenticity Solution to select news media agencies to enhance transparency and trustworthiness in news workflows • Established Arc & Beyond, whose goal is the creation of businesses that utilize technology and design to solve social issues	• Emphasize R&D to maximize creator output in a variety of fields, maximize the value of IP created and deliver the results to diverse users worldwide, with growth and collaboration for sensing, AI and virtual spaces as the core pillars of these efforts • Begin development of large-scale AI models to transform Sony into an AI and data-driven company	→ Technology Sony Group Portal Website | Environment
Ethics and Compliance	• Foster an ethical culture based on Sony's Purpose & Values and the Sony Group Code of Conduct • Continuously assess compliance risks in relation to business activities and review the compliance program based on the results of the assessment • Strengthen and continue to run programs that address changes in the privacy environment and technological development	• Revised and Introduced the Sony Group Code of Conduct • Operated the Sony Ethics & Compliance Hotline, an internal reporting mechanism (540 cases in fiscal 2024) • Implemented third party risk-management based on the Sony Group Third Party Engagement Policy • Conducted the Ethical Culture Survey • Implemented anti-corruption programs based on the Sony Group Anti-Bribery Policy • Enhanced the global privacy management system and ran programs in order to respond to key changes in the privacy environment • Improved the efficiency of privacy assessment processes through the use of privacy management software and provided privacy training to all employees	• Continue to improve training and to set the tone from the top in order to create a corporate culture that values integrity and to ensure that every employee acts in a way that is ethically responsible • Continue to assess risks and programs related to Sony's business activities and review the compliance programs based on the results of the assessment • Plan and implement measures based on the result of the Ethical Culture Survey • Improve technology and processes to further streamline privacy-related operations • Monitor compliance with privacy-related policies, ensure that training is given, and strengthen action to boost awareness	→ Ethics and Compliance

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Area of Focus	Key Focus	Fiscal Year 2024 Results	Looking to the Future	Coverage
Corporate Governance	• Establish and enhance the corporate governance system that best suits the Sony Group • Manage risks that may cause losses to the Sony Group • Enhance the information security management system and activities • Comply with all applicable tax laws and regulations of each country and region where Sony conducts business as well as the common rules and guidance regarding international taxation	Enhanced corporate governance system • Monitoring the progress of the fifth mid-range plan and long-term growth strategy • Deepening discussion and supervision over focus areas, including growth through IP value maximization and technology platform supporting IP value maximization • Risk management, including cybersecurity and economic security/ geopolitical risks • Engagement with external investors Risk Management • Managed impact on global operations due to trade restrictions and economic sanctions imposed by certain countries and regions • Continued initiatives to maintain and strengthen the functions of the crisis management framework and reduce business disruption risks Cybersecurity • Strengthened security management based on the information security policies for all group companies, which was revised in fiscal year 2023 • Established Key Performance Indicators to quantitatively assess certain important aspects of Sony's information security management, and implemented continuous improvement initiatives • Monitored and responded to security threats on a 24/7 basis via the global security operations center Tax Strategy • Continued to manage our tax affairs in line with business objectives and operations, as well as regular reporting and communication regarding tax affairs with the CFO, who is a Corporate Executive Officer, and the Audit Committee • Built open and transparent relationships with governments regarding our tax affairs • Provided support to governments and the OECD regarding tax reform efforts and tax policy to ensure any future rules are fair and administrable	Enhanced Corporate Governance System • Monitoring the progress of business portfolio and capital allocation • Deepening discussion and supervision over initiatives toward the Creative Entertainment Vision • Responding to risks that could affect the management plan, including cybersecurity and economic security/geopolitical risks • Selection of Director candidates to ensure diversity/continuity of the Board of Directors • Further consideration of the use of stock-based compensation and strengthening remuneration governance measures • Audit Committee to ensure effective cooperation with the management side and appropriate relationships with the accounting auditor and internal audit department Risk Management • Continuously manage impact on global operations due to trade restrictions and economic sanctions imposed by certain countries and regions, and other geopolitical risks • Strengthen cooperation with group companies and headquarters, conduct and continuously improve practical drills, thereby enhancing the effectiveness of crisis management and BCP • Continue to reduce risks of buildings by optimizing facility renewal or facility renovation • Continue to reduce fire risk at manufacturing sites, in accordance with Sony Group guidelines Cybersecurity • Expand the items of the KPIs to accelerate the improvement of the state of information security management • Examine increasingly sophisticated cyber-attacks on a daily basis, improve countermeasures, and identify new threats, thereby continuing to swiftly and appropriately respond to information security issues • Continuously secure and develop high-level security professionals Tax Strategy • Continue to manage our tax affairs in line with business objectives and operations, as well as regular reporting and communication regarding tax affairs with the CFO, who is a Corporate Executive Officer, and the Audit Committee • Maintain and improve open and transparent relationships with governments regarding our tax affairs • Continue to provide support to governments and the OECD regarding tax reform efforts and tax policy to ensure any future rules are fair and administrable	→ Corporate Governance Sony Group Portal Website | Corporate Report Sony Group Portal Website | Internal Control Sony Group Portal Website | Form 20-F

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Employees

Overview

Basic Approach

Starting as an electronics business, Sony has continued to evolve, diversifying to include semiconductors, music, financial services, pictures and games. Half of our six main business segments are headquartered in the U.S., and our diverse businesses operating across different regions are sustained by our diverse employees, one of Sony's most important management resources, who form the foundation for creative innovation. Our approximately 110,000 employees around the world represent an array of nationalities, ethnicities and occupations due to expansion of our business, and they are the driving force behind all of our growth. This diversity is one of our key strengths, and encouraging our employees to maximize both their individuality and engagement leads to sustainable value for both Sony and society at large.

Sony's People Philosophy

Sony has always viewed employees as individuals rather than as a group, respecting their independence and enthusiasm for taking on challenges, and cherishes a corporate culture that places the company and employees on equal terms, based on a chosen partnership between the company and the employee where both are accountable for being responsive to each other's needs. Sony's People Philosophy, "Special You, Diverse Sony," shares our message of accepting every individual so that we can continue to grow together, with our Purpose at our core. We have defined the framework of our people strategy based on this philosophy, organized around the theme, "Attract, Develop, and Engage Talented Individuals."

Structure

Material issues related to employees are discussed and deliberated at group-level meetings and by HR committees for each business segment. The Sony Group Corporation officer in charge of human resources and HR leaders from the main six business segments also hold regular meetings. Authority is delegated to the HR manager for each business unit of individual companies, and they are responsible for formulating and implementing HR policies optimized for the characteristics of their respective businesses and regions.

Looking to the Future

We are working on initiatives focused on Sony's People Philosophy to drive sustainable growth for the Sony Group and create social value. Sony also supports employees' continued growth by providing opportunities for them to improve and make the most of their individual strengths, skills, abilities, and creativity.

Milestones

1966:	Internal job posting program started
1973:	Sony Technology Exchange Fair started
1978:	Sony/Taiyo Corporation founded
1988:	Flex-time System introduced
1990:	Parenting leave and flex holiday programs introduced
2000:	Sony University program started
2003:	Sony Most Valuable Professional Certification Program established (revised to Sony Outstanding Engineer Award in 2016)
2007:	Distinguished Engineer Program established (revised to Corporate Distinguished Engineer Program in 2020)
2008:	Flexible work policy introduced
2015:	Flexible career leave and free agent programs introduced
2018:	PORT, a place for employees to learn and interact, established
2021:	Sony's People Philosophy and People Strategy redefined Sony selected as an Iconic Partner of The Valuable 500
2024:	Diversity Statement redefined

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Sony's Diversity and "An Organization that Embraces Diverse Perspectives"

New products and services throughout our history have been born of interactions between employees with different backgrounds, so such diversity of people has become the foundation of Sony's current diversified business operations. The values passed down from our founders include an insatiable drive to take on new challenges and a respect for diversity, and these are the foundation of our business development and growth.

We must remain an organization that embraces diverse perspectives and opinions, leveraging the diversity of our people and businesses as a strength that creates even greater value. There are three elements required for an organization that makes use of differing views: Diversity of People, Diversity of Experience and Leadership and Corporate Culture that Embraces Diverse Perspectives. The group works together to strengthen our corporate culture of embracing different ways of thinking by providing employees of diverse backgrounds opportunities to gain new experiences that transcend both corporate and national boundaries, developing leaders capable of leveraging the unique personalities of our employees.

Sony's Founding Prospectus states, "We shall place emphasis on a person's ability, performance and character, so that each individual can fully exercise their abilities and skills." This idea of focusing on the individual continues to be passed down as a cornerstone of group culture—we respect the diversity of our businesses, employees and their autonomy to foster an environment where unique individuals are empowered to take on the challenge of creating a wide range of value.

The theme of our fifth mid-range plan, which began in fiscal year 2024, is "Beyond the boundaries: Maximize synergies across the Group." We are working to develop an organization that utilizes diverse views as a foundation to realize synergies that increase corporate value as we monitor progress and results.

Evolving diversity of attributes supporting group growth

Sony's management team is composed of members with diverse backgrounds, experiences, and areas of expertise. As part of Sony's continued commitment to enhancing this diversity, it aims to increase the percentage of women and persons of non-Japanese origin* among executives at Sony Group Corporation in Japan to more than 30% each, by 2030. As of the end of March 2025, these figures stood at 18.8% and 28.1%, respectively.

* Individuals of non-Japanese nationality or who were born outside Japan

The appointment of Robert Lawson, former Chief Communications Officer at Sony Pictures Entertainment's headquarters, as Sony Group Corporation's Senior Vice President in charge of Corporate Communications in the fiscal year ended March 31, 2025, also reflects the ongoing evolution in the diversity of experience within Sony Group Corporation's leadership team.

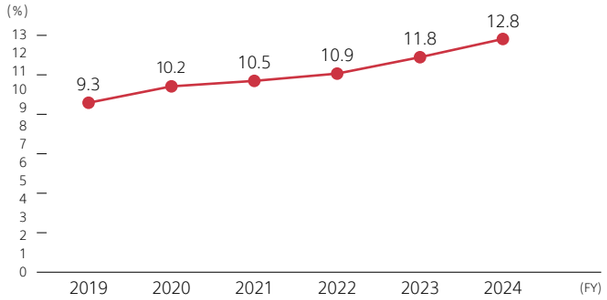
As part of creating a work environment where diverse talent can thrive, Sony is promoting the advancement of women on a global scale. At the end of the fiscal year ended March 31, 2025, women made up 34.2% of the total Sony Group workforce, and the percentage of women in management positions was 31.6%. However, because the percentage of women in management positions at companies in Japan remains lower compared to overseas companies, each of Sony's major subsidiaries in Japan has set specific goals and is working to increase this percentage.

With the aim of increasing the percentage of women among Sony Group Corporation's executives, the Sony Group Corporation has set two targets to be achieved by the end of fiscal year 2025, having women hold over 20% of management positions and ensuring that 100% of employees with newborns take childcare leave (legal childcare leave of absence and/or Sony's paid childcare leave), with the men among them taking an average of more than 10 days of childcare leave, all part of our effort to promote gender equality. We received Platinum Eruboshi certification in January 2024 in recognition of our efforts to empower women.

Japanese group companies formulate action plans and set individual goals in accordance with the provisions of Japan's Act on Promotion of Women's Participation and Advancement in the Workplace, using the Ministry of Health, Labour and Welfare's Database of Corporate Performance in the Area of Women's Participation and Advancement in the Workplace.

- Sony Group Corporation's Action Plan for the Act on Promotion of Measures to Support the Development of the Next Generation [Japan]
- Sony Group Corporation: Action Plan for Promoting Women's Participation [Japan]
- Sony Group Corporation Awarded Platinum Eruboshi Certification by Japan's Minister of Health, Labour and Welfare for Its Outstanding Performance in Promoting Women's Participation in the Workplace (in Japanese)
- Securities Report (in Japanese) [PDF:2.95MB]

Percentage of Women in Management Positions in Sony Group Companies in Japan



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Targets for Percentage of Women in Management Positions at Major Sony Group Companies in Japan (End of Fiscal Year 2025)

Company	Targets for Percentage of Women in Management Positions by End of FY2025*1
Sony Group Corporation	20%
Sony Corporation	10%
Sony Semiconductor Solutions Corporation	4.5%*2
Sony Interactive Entertainment Inc.	15%
Sony Music Entertainment Inc.	28%
Sony Financial Group	18%*3

*1 Targets for the "percentage of women workers in management positions" as of the end of fiscal year 2025 are described, pursuant to the provision of the Ordinance on the Action Plans for Business Owner based on the Act on Promotion of Women's Participation and Advancement in the Workplace (Ordinance No. 162 of the Ministry of Health, Labour and Welfare, 2015).

*2 Percentage calculated from the numerical target for women in management positions by the end of fiscal year 2025, prescribed according to the total number at the end of fiscal year 2024.

*3 The value obtained by calculating the sum of the numerical targets for women in management positions by the end of fiscal year 2025 at applicable companies under the Sony Financial Group umbrella (Sony Financial Group Inc., Sony Life Insurance Co., Ltd. (employees working within main company only), Sony Assurance Inc., Sony Bank Inc., Sony Lifecare Inc., Lifecare Design Inc. and Proud Life Inc.), then dividing the result by the expected total number of employees as of the end of fiscal year 2025

Men to Women Earnings Ratio (Sony Group Corporation in Japan)

Group		Men	Women
Permanent Employees*4	Management	100	99.7
	Assistant Manager / Leader Level	100	99.0
	Senior Professional Level	100	100.2
	Professional Level	100	103.0

Period: April 1, 2024, to March 31, 2025
Figures shown are rounded to one decimal place.
Earnings include basic pay, overtime pay and bonuses but do not include retirement allowances or commuting allowances.
Levels of compensation are determined based on significance of role, independent of age or years of service, and earnings of men and women at the same grade are approximately equal.

*4 Excluding employees on secondment from outside of Sony, inpatriates in Japan, and employees who do not meet the eligibility due to international assignment, leave of absence, hiring, resigning timing etc., including short-term employees

Sony is committed to complying with the disability-related laws and norms of each country and region. Enabling every employee to thrive follows the philosophy of Masaru Ibuka, one of Sony's founders, who said "we had a spirit of autonomy and a belief in creating workplaces that do not offer charity, but rather create an environment that makes it possible for individuals with disabilities to manufacture products that exceed those manufactured by individuals without disabilities." Sony aims to create a work environment that supports career building regardless of disabilities, with the entire Sony Group working to achieve this goal.
Employees with disabilities accounted for 2.75% of Sony Group Corporation's workforce as of March 31, 2025, while the average for the Sony Group in Japan (companies with over 101 employees, consolidated basis) was 2.54%, both above the 2.5% mandated by Japanese law for companies over a certain size.

Sony globally strives to provide LGBTQ+*5 employees with working environments in which they can feel comfortable being themselves, striving to be a leader whilst acknowledging various national and regional considerations and circumstances. Sony Group introduced a Pride logo in fiscal year 2022 to express its embracing of LGBTQ+ employees and the wider community to people within the group and beyond. This logo is used on a global basis for internal and external initiatives relating to LGBTQ+ topics.
Sony is enhancing its internal infrastructure to support diverse employees and aims to provide LGBTQ+ employees worldwide with working environments in which they can feel comfortable being themselves, while respecting national and regional contexts. As a group-wide initiative, since the fiscal year ended March 31, 2023, Sony has introduced a pride logo, featuring a Sony logotype in rainbow colors, to visually express Sony's respect and support for LGBTQ+ employees and communities, both inside and outside the Sony Group.

*5 LGBTQ+ is an acronym for lesbian, gay, bisexual, transgender, queer or questioning, and others. The expression is broadly used to refer to persons who do not identify as straight (heterosexual) or cisgender (identifying with the gender assigned at birth).

To better support employees of all nationalities and languages, the Sony Group in Japan follows up on employees after hiring and assists employees in their networking and career development. We develop a variety of activities to promote participation of individuals of diverse values, languages and cultural backgrounds, beyond people whose first language is Japanese. One such initiative is Sony's consultation hotline where we receive feedback and help resolve issues, while also providing feedback collected via surveys and interviews to Sony Group companies in Japan, which leads to improvements in the work environment. To further meet employee needs, we are developing in-house infrastructure to eliminate language barriers, and hold intercultural exchange events to encourage networking, providing opportunities for employees to connect across organizational and national boundaries. Sony also implements ongoing initiatives to enhance cross-cultural communication skills, including the creation of online training content demonstrating basic approaches for working together with employees from different cultural backgrounds. As of March 31, 2025, approximately 940 non-Japanese nationals work for the Sony Group in Japan across a variety of fields.

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Attracting and Acquiring Diverse Talent

Diverse talent who share our Purpose & Values and are committed to taking on challenges and continuing to grow are essential to a thriving Sony. Group companies across the globe employ strategic recruitment strategies to acquire skilled talent by hiring talent with expertise beyond the scope of the company who bring in new perspectives and hiring people who are proactively interested in the position, thus creating a cycle of positive growth for Sony and its employees. Going forward, Sony will continue to provide opportunities to take on new challenges and implement measures to attract diverse talent who are the core of our value creation.

Attracting Diverse Talent

Sony develops, designs, sells and markets products, services and content in many different countries and regions around the world, and promotes the localization of these operations by securing talent that can meet the specific needs of each market through its global network of R&D bases. Recruitment measures are in place to ensure employment opportunities are available regardless of an individual's background or circumstances. In terms of diversity of knowledge and experience, Sony promotes emergence within the organization through activities that foster increased awareness and learning from new perspectives, including appointing people with extensive experience outside Sony to be responsible for core individual business units and headquarters functions. Through this, we continue to evolve while responding swiftly to rapid changes in the business environment. Further, there is no difference in job title, evaluation or general treatment of new and mid-career hires, and opportunities for career development are provided fairly.

Varied Recruitment Activities

Sony believes that a dynamic mix of diverse and unique talent fosters innovation and a vibrant corporate culture. We recruit skilled talent from regions around the world, even for locations in Japan, to be more competitive on an international scale, ensure a more global perspective and acquire a greater wealth of experience. We are also involved in international academic conferences for a variety of technological fields to promote global innovation, increase opportunities for internal human resource development and improve our corporate environment.
For recruitment of women, we go beyond simply offering career advice, we work to assuage further concerns or doubts they might have about joining the workforce. We provide opportunities to experience the appeal of our workplace through employee visits and roundtable discussions during a variety of recruitment events, and even allowing them to hear directly from women who will be their coworkers.
The Sony Group Portal Site features articles and videos written from the perspective of job seekers sharing how Sony is a place where individuals are respected and everyone can work and thrive regardless of gender or background.

Acquisition of Talent with Specialized Skills

Sony values technology and creativity by actively seeking to recruit highly specialized talent to create new products, content and services. We are particularly focused on talent with cutting-edge IT and AI expertise. To this end, we focus on communicating the ways Sony is an excellent place to work in addition to the appeal of our business, technological capabilities, initiatives and development environment. We create avenues for direct contact between prospective talent and current engineers through unique competitions, workshops and other events created in partnership with internal work groups. "Ideathons" and entrepreneurial internships are among the initiatives we promote to acquire talent for development of our businesses, specifically, the Sony Startup Acceleration Program, new business model development, and a wide range of design work where creativity is paramount to success.

Supporting Women in Science and Engineering Studies in Japan

In Japan, fewer women major in science and engineering. We are dedicated to ensuring gender diversity among the engineers that support our technological endeavors, so we work with educational institutions to hold seminars and workshops for junior and high school students as an initiative to develop the next generation of scientists and engineers.
By conveying the appeal of science to students who have not yet chosen a field of study, we encourage them to consider their future career path, transcending company boundaries and helping to expand the future pool of professionals working in scientific fields.
The SONY STEAM GIRLS EXPERIENCE, a support program in Japan for women studying science and engineering established in 2024, awards scholarships of up to 1.2 million JPY per year to university students, with a "pass-the-baton" program to instill the excitement of studying and working in science and engineering to junior and senior high school students. Fiscal year 2024 saw over 400 applications with 10 selected for the first class of awardees. In the pass-the-baton program, more than 100 junior and senior high school students had the opportunity to network with scholarship awardees and women engineers in the Sony Group. Through SONY STEAM GIRLS EXPERIENCE, we help to develop diverse talent in science and engineering, increasing interest in these fields among prospective talent while helping to eliminate unconscious bias and anxiety as these aspiring professionals choose a career path.

SONY STEAM GIRLS EXPERIENCE (in Japanese)

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Meetup for the pass-the-baton program

Transcending Boundaries of Business and Geography

Cross-Business Collaboration

Sony is engaged in a broad range of businesses, and its employees collaborate across them to take on new challenges in areas such as the development of products, services and content, and marketing. In fiscal year 2024, approximately 1,500 Sony Group employees transferred to other companies within the Group. This enables employees to branch out in their careers and build cross-business connections, creating new opportunities for collaboration around the Group.

Employee Activities Across Regions

As of March 31, 2025, approximately 850 employees were working outside of their home country as part of Sony's global deployment of personnel, in order to transfer technology and knowledge, and launch new businesses. Of these, approximately 90 have been transferred to group companies both inside Japan and around the world to myriad positions, and approximately half of total expatriates play key roles as management. By transcending regional boundaries, we harness expertise for a variety of endeavors, including software development employed in a range of businesses. To ensure smoother and more efficient international transfers, Human Resources Department collaborate on the creation and regular improvement of group-wide policies and guidelines that accommodate various overseas assignments.

International employees at a meeting in the Singapore Office

Broad Career Initiatives

Autonomous Career Building

Sony has always encouraged its employees to take on new challenges, and to foster this mindset to achieve both personal and company growth.

Back in 1966, Sony became the first Japanese company to launch an internal job posting program, which has now been in place for 59 years. The program provides an avenue for employees to explore career opportunities while serving to optimize the assignment of personnel and strengthen key parts of Sony's business. To date, more than 8,000 employees have moved to new positions via the program, which has become essential to Sony's personnel strategy of developing employees who are eager to take on new challenges.

In 2015, we introduced a career development system more focused on the individual, modeled after professional baseball's in-house FA system, where free agent (FA) rights are granted to consistently high-performing employees who can then declare their availability to Sony Group companies, providing those individuals with greater opportunities to branch out into new fields. We also introduced Sony CAREER LINK, a program in which employees register a profile so they can be contacted by workplaces or HR departments when a position that matches their skills and experience becomes available, expanding on our existing open recruitment system with matching systems to help employees realize their diverse career goals.

We also introduced the Career Plus system, which enables employees to access publicly advertised jobs and projects while continuing in their current position, promoting concurrent employment inside the company that expands career options and hones expertise. We also began the Intercompany Side Job Project in cooperation with other companies in 2023, providing yet another way for individuals to take on challenges unrestricted by company boundaries.

Every fall, Sony offers employees opportunities to network and explore new avenues through its Career Month, during which it holds lectures and workshops to encourage employees to be more proactive about their career and provides career counseling. Employees also meet directly with their supervisors to discuss their own career and growth, registering their skills to support autonomous career development that is appropriate to their current career stage.

Sony is pursuing its purpose of "fill the world with emotion, through the power of creativity and technology" by encouraging its employees to take on new challenges and supporting their career development by giving them professional experience within the Sony Group.

Autonomous Career Development Initiatives

	Format	Overview	Timeframe
Internal job posting	Application	Employees wishing to take on new challenges volunteer to apply for in-house jobs, supervisor permission not required	Major recruitment: twice annually Special recruitment: any time
Career Plus		Employees may spend some working hours on a different job to experience new work or projects without changing departments	
FA (Free agent)	Matching	Consistently high-performing employees are given the rights entitling them to support for transfer to a new position, introductions to potential departments, etc.	Once annually (fall)
Sony CAREER LINK		Employees register profiles for matching with interested departments when there is a job opening	

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Employee Challenge and Growth

Sony believes that enabling each unique employee to grow and be challenged to their utmost leads to the growth of the company. Our goal is to create a chain of unending growth by being a company that employees choose as a place where they can achieve sustainable growth, and by providing opportunities for the company to support them in taking on that challenge.
To both motivate and promote employee growth, we provide a range of programs to develop individual capabilities and expertise catered to every unique country and region, while also providing on-the-job training in daily work. As a company that does business globally, Sony recognizes the importance of cultivating future business leaders with an international perspective. Accordingly, Sony is implementing initiatives aimed at fostering such employees and creating even more opportunities to support their success.

Learning and Career

Learning and Development

Sony Group believes that the growth of individuals culminates in the growth of the entire Sony Group, so we provide each of our employees with a variety of opportunities to improve their skills, including in-person group training and e-learning.
For example, group companies in Japan are promoting the use of online learning platforms to help employees acquire and reskill for the latest technology and expertise as suited to their individual career paths. We are taking further steps to increase employee motivation to learn by publishing interviews, case studies and data on the employees who engage in independent learning via these platforms.
In fiscal year 2024, we further expanded opportunities for employees with diverse backgrounds to connect and learn in real life across business borders to create new value. In a program for new employees, several training sessions conducted online since COVID-19 were held in person for the first time in five years, welcoming 1,300 new employee participants in Japan. By providing a forum for new employees to talk about their experiences, values and knowledge at work, they discovered new perspectives that would have remained hidden within their own organizations, providing an opportunity for new recruits to connect and learn from each other across boundaries of business and position.
In order to create new value from perspectives of each employee, we must also have management that draws out and embraces those voices. Sony is committed to developing talent with leadership that embraces diverse perspectives, offering a variety of training programs for middle management. These include the continued expansion from last year of training programs for general managers, as well as our new Leadership Training for Embracing Diverse Perspectives program in fiscal year 2024. General managers from multiple companies across Japan gather in person to exchange experiences and insight from their respective organizations to learn ways of thinking that embrace the strengths of members and connect those strengths to organizational results. We further conduct group leadership programs at overseas group companies around the world, transcending regions, for managers in charge of employees.
In fiscal year 2024, we provided opportunities for intensive learning designed to help make the most of team members' individuality. Themes included inclusive leadership, managing various opinions and giving feedback.

Learning and Development

Item	Japan	Outside Japan	Total
Number of programs	3,013	14,742	17,755
Number of times offered	8,780	11,300	20,080
Cumulative total participants	187,315	101,629	288,944
Cumulative total training hours	812,621	788,865	1,601,486

Career Support for Senior Employees

In today's era of extended longevity, work and life planning are not uniform. Each individual has different needs and values, and the options available to them are also diversifying. Sony has deployed the Career Canvas Program for veteran and senior employees to encourage them to think about, design and implement their own life plans while working actively within Sony. In line with Sony's founding philosophy of "building one's own career," we offer a variety of programs, including workshops on career development and financial assistance, to help employees relearn how to keep developing themselves. These workshops are held at ages 35, 45, 50-53 and 57, with approximately 1,900 employees within the group participating in fiscal year 2024.
To further set up our older and more experienced employees for successful careers, we have started an open recruiting program called the Senior Internship to provide experience in regional revitalization and other external efforts.

The Senior Internship

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Leadership and Future Leaders

Identifying and developing future leaders is a key element of Sony's management strategy. Sony provides opportunities for professional growth across the Sony Group by leveraging the comprehensive capabilities of its diverse businesses to ensure that it continues to nurture future leaders.

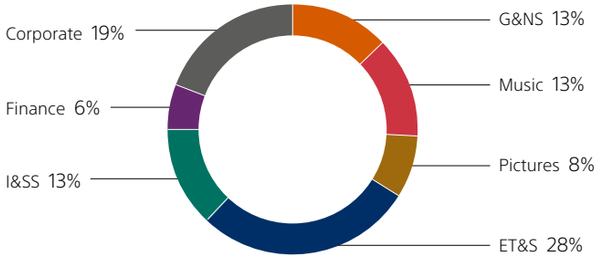
Sony University

Sony University, established in 2000, develops talent to take on top managerial roles in the group. Based on our three missions, the institution continues to spearhead educational programs essential to developing future managerial candidates and global leaders who will drive our business endeavors.

The Sony University Missions
Developing leaders who create management vision and strategy
Pass down the Sony spirit
Form personal networks for group management

Approximately 1,700 employees from businesses across Sony Group worldwide have taken part to date, bringing together a group of people with different backgrounds from all over the world. The diversity of participants continues to evolve in every aspect, coming from the main six business segments.
Sony has established global and domestic Japanese programs with the aim of reflecting the needs of each business. There are three levels: Advanced Program, Elevate Program and Emerging Program. Aiming to become leaders who can drive Sony forward as a creative entertainment company with a solid foundation of technology that makes a difference to its surroundings, participants chosen from Sony Group's various range of businesses take part in six-month programs to cultivate and enhance their management literacy and leadership skills. By working hard together, participants form personal networks that transcend business and organizational boundaries, fostering collaboration and cooperation between businesses.
In fiscal year 2024, a total of six programs were held in Japan and abroad. The Global Emerging Program was offered in partnership with internationally acclaimed institutions such as University of California, Berkeley, IESE Business School and Singularity University. Participants from Sony Group companies, businesses and other sites around the world attended lectures and engaged in group discussions among themselves and with members of the management teams from various business segments, working to improve their skills and mindsets in areas such as leadership, strategic planning and vision. All participants were divided into teams for theme-specific discussions, with findings presented to management teams. The programs included interactive sessions with several executives, including President and CEO Hiroki Totoki. This expanded the perspectives of participants, while also providing an opportunity for top management to learn more about promising talent within the group.

Sony University Attendance by Business (Fiscal Year 2024)



Participation from diverse businesses

Similarly, Japanese domestic program served to cultivate and strengthen the skills and mindset participants require to take on management roles while also providing an opportunity for mutual study and networking among participants from various businesses. Participants in the Japan Elevate and Leader Programs made group presentations to management teams on business and management practices unique to the Sony Group. Lively discussions ensued with President and CEO Hiroki Totoki and other chief officers, helping to promote participants' learning, broaden their perspectives, and enhance motivation.
In addition to the above examples, various executives and management teams are involved in supporting professional development in numerous ways throughout Sony University. Moving forward, Sony Group will continue its efforts towards further development in the cultivation of future leaders.

Post-presentation photo

Scenes of the participants

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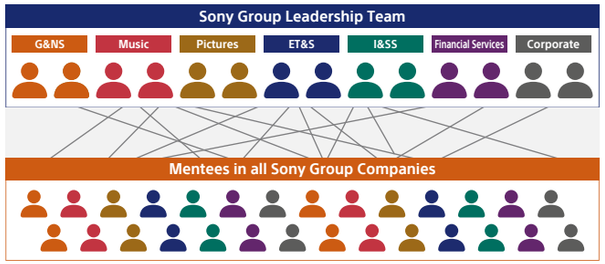
Sony Cross-Mentoring Program

Sony launched the Sony Cross-Mentoring Program in 2022 with the aim of promoting mentorships across Sony Group. In addition to being an opportunity for networking, strategic connections between management teams from different businesses and the next generation of leaders enable mentees to build relationships with mentors, deepen their understanding of new fields beyond their own business area, and develop new awareness and ideas that contribute to their individual development plans.
The program takes place over about six months, and mentors share their wealth of experience and knowledge through regular communication covering themes such as management skills, leadership skills, business, and careers, helping mentees to enhance their qualities and expand their horizons.
Every year from fiscal year 2022 to 2024, 22 pairs were formed across six major businesses within Sony Group. Through this program, Sony aims to pass on the wealth of experience accumulated within the group to the next generation, contributing to employees' professional development and the creation of new value.

Sharing Diverse Knowledge and Experience Through the Sony Cross-Mentoring Program



Support future leader development and new value creation by connecting with senior management beyond business and regional boundaries

Roundtables with Top Management

Sony provides opportunities for direct dialogue between top management and employees working in various businesses and areas of expertise throughout Sony Group. Roundtables provided an opportunity to share individual thoughts and ideas regarding shared topics. This open discussion led to inspiration and lessons regarding potential future developments in each business and area of expertise. This also contributed to the building of connections and networks among participants.
Understanding the talent active in each business segment and providing lateral group-wide opportunities for wide-ranging professional growth serves to maximize knowledge of other business segments, expand personal networks and support synergies between business segments. Having a robust talent pipeline also helps Sony to formulate systematic business succession plans.

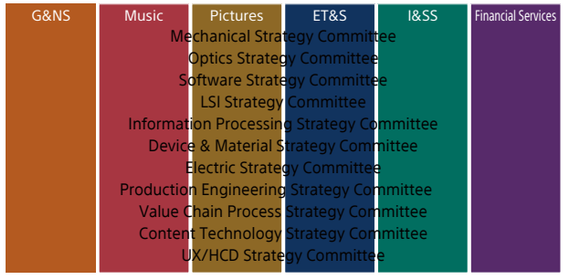
Engineering Talent

To fulfill its purpose of "Fill the world with emotion, through the power of creativity and technology." Sony must engage in innovation to win new customers. Technology underpins the value creation that drives all Sony Group businesses, so Sony constantly seeks to get even closer to people, to understand their motivations, and to pursue "technology that inspires emotion."

Using Field-Specific Technology Strategy Committees to Achieve Intra-Group Collaboration

Sony aims to create long-term social value, in addition to generating sustainable, strong revenues. In order to create sustainable value and continue growing, Sony must leverage the diversity of its businesses and employees to further evolve. Lively interaction among employees from different backgrounds who hold diverse values leads to their own continual growth and ultimately drives the growth of Sony. The Technology Strategy Committee is given the role of sharing knowledge from various fields across organizations, systematically advancing technologies, and promoting the growth of human resources. The committees are highly significant in Sony's efforts to create sustainable value and secure ongoing growth. Sony formed field-specific technology strategy committees in fiscal year 2015, and they involve approximately 1,800 employees both in Japan and abroad. A technology strategy committee is established for each field. Each one consists of specialists who are selected from across Sony Group companies. These committees work to achieve technical innovation and roll out organization-specific technologies across the group. Technology is developed by people, so technology strategy committees implement related human resource measures. Sony offers talent development programs such as core technology training courses as well as personnel recruitment; this approach accounts for the special features of different technologies, and transcends the boundaries between different Sony Group companies.

Field-Specific Technology Strategy Committees



Technology Strategy Committee

Technology Training Courses

Measures to develop technical skills, mainly for engineers, are implemented group-wide, with initiatives for specific technical skills spearheaded by the relevant company or business.
Core technology training is conducted across the group, ensuring employees obtain cross-organizational skills and knowledge. Approximately 450 Sony engineers with frontline expertise in key technological fields serve as instructors, developing curricula and textbooks and contributing to the enhancement of technical skills of group employees. These courses, which serve as the foundation for gaining further technical skills, have been in continuous development since the 1980s. Employees with a high level of expertise in a specific technical field serve as leaders who plan courses with selected themes that are in demand based on the latest conditions in specific

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fields and Sony goals. The courses are used by employees to expand their knowledge of specialized subjects, brush up on their knowledge for application in other areas, or re-learn subjects. In fiscal year 2024, new courses were established through partnership with the Technology Strategy Committee to promote the use of content that improves skill in every role, such as explanation of the Japanese music business. Fourteen technical courses in approximately 400 subjects were offered to approximately 20,000 participants, most of whom were from group companies in Japan.
Such opportunities are provided in a variety of formats, including online through our content platform, through endowed courses, lectures and training sessions run by external experts and open houses, all to ensure the ideal environment for growth.

Sony Outstanding Engineer Award

Created to further inspire engineers to take on new challenges, the Sony Outstanding Engineer Award is the highest form of individual recognition for group engineers, both in Japan and abroad. In order to develop products and services that appeal to customers' sensibilities, there is a wide range of technologies that Sony will have to work on. In addition to elemental technologies, there is also a need to integrate creative new technologies, and to optimize complex systems. Intended to increase the motivation of engineers, such awards have encouraged employees to be proactive in addressing challenges and have also promoted a corporate culture that emphasizes value creation.

Sony Outstanding Engineer Award

Sony Outstanding Engineer Award Reception

Corporate Distinguished Engineer Program

Based on Sony's Purpose, the Corporate Distinguished Engineer program is designed to accelerate formulation and implementation of technology strategies that support sustainable growth and the development of talent. The term Distinguished Engineer (DE) designates those engineers group-wide, both in Japan and abroad, who possess outstanding expertise and technical knowledge in key technological fields and are capable of carrying out the DE mission, shown below. The program highlights the important role that the DEs play as "the faces of Sony technology" who take the lead in formulating technology strategies and supporting talent development. Publicizing this program within the company and in society at large demonstrates this awareness and legacy at a group-wide level.

The Distinguished Engineer's Mission

The DE is to formulate and execute technology strategies while identifying signals of change, and support the development of talent in order to ensure Sony's sustainable growth. The DE:

- Formulates the technological strategies that underpin Sony's corporate strategy beyond the existing frameworks
- Supports the execution of corporate strategies through technology by building global networks and identifying signs of change
- Discovers engineers with high potential and supports their development

Distinguished Engineer

Corporate Distinguished Engineer Reception

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Sony Technology Exchange Fair

The annual Sony Technology Exchange Fair (STEF) provides an opportunity for Sony Group engineers to present their R&D work to colleagues and create new value by sharing information and ideas among employees in Japan and overseas. This annual event has served as a launchpad for numerous research and development projects since it was first organized in 1973. Fiscal year 2024 marked the 52nd time the event was held, with over 20,000 people from Sony Group companies in Japan and overseas attending exhibitions online and in person. The event sparked discussion across the group, showcasing cutting-edge technology by engineers from a variety of segments, while also featuring conferences and seminars from internal and external lecturers, a panel discussion chaired by a DE, meetups to promote exchange across organizational boundaries, bottom-up activities within the group and poster sessions led by new recruits. Sony is a creative entertainment company with a solid foundation of technology, and STEF is a key corporate event that brings employees together to spark innovation throughout the Sony Group. STEF is intended to generate technologies that inspire emotion.

Incentive Remuneration for Inventions

Sony's remuneration system is in place to reward employee inventions and designs innovation. We strive to operate this system fairly and appropriately to encourage employee ingenuity that results in outstanding patents and designs that propel further business development.

We also actively recommend outstanding inventions or designs for external awards, thereby promoting our technological capabilities and design prowess both inside and outside the company, which further helps motivate inventors and designers. At the Japan National Invention Awards (sponsored by the Japan Institute of Invention and Innovation) in 2024, our patented Cu-Cu bonding technology for the semiconductor lamination process won the Prime Minister's Award, and our design for ring-type wireless earphones won the Invention Award.

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Main Initiatives to Train Employees and Develop Skills Worldwide in Sony Group Companies

Music

Companies within the music group continue to invest in a broad range of initiatives aimed at developing talent across global markets. A key milestone in this effort was the launch of the Global People Promise, which reinforces a culture to deliver exceptional experiences for both creators and employees and reflects the group's shared values and commitment to fostering a dynamic and inclusive workplace.
To support international collaboration and mobility, personnel exchange programs are actively promoted. In fiscal year 2024, Sony Music Entertainment (SME) introduced a global internal career platform, enabling employees worldwide to explore various job opportunities. The platform was developed with inclusivity and mobility as a core principle and is available in eight languages.
In parallel, Sony Music Entertainment Japan (SMEJ) implemented the Global Trainee Exchange Program, facilitating talent exchanges with SME and other group entities. These efforts are designed to strengthen global human resource development and unlock new business opportunities through cross-border collaboration.
Around the world, Sony Music Group internship programs (i.e. A&R Academy, SMG Impact Fellows) and mentoring programs (Resonance, Global Scholars, ELEVATE, Data Strategy & Analytics Rotation Training) continue to find and develop the next generation of music industry talent.

Pictures

Sony Pictures Entertainment (SPE) is committed to supporting employee growth through a wide range of professional development opportunities. We offer global initiatives such as new employee orientation programs across multiple locations to help build connections and foster knowledge sharing. High-potential employees are invited to participate in our global Leadership Academy, held in locations such as Culver City, Miami, and London, where they focus on developing core leadership skills. In the U.S., Canada, and Latin America, our Business of Entertainment programs enable our employees to build their business acumen - covering topics like SPE strategy, financial literacy, strategic thinking, market data analysis, and competitive/consumer insights. Additional offerings include quarterly skill-building workshops, team development resources, executive coaching and succession planning to support long-term career growth.

Game & Network Services

Sony Interactive Entertainment is committed to providing clear and timely internal communication, developing the unique capabilities of employees, and cultivating its managers and leaders.
Goal setting, career conversations, and achievement check-ins are programmed throughout the year and facilitated through Workday. The People Leader Lab series focuses on leader development at various levels of seniority, from ICs to Senior Leaders. This year, a new all-employee program, Leading Self, was released and focused on honing influencing skills, increasing emotional intelligence, and managing one's career.
Engagement initiatives include internal campaigns designed to celebrate the release of new products and educate employees on their features, as well as community events such as Halloween, an annual internal gaming tournament, and `retro' demo days, designed to connect employees to each other and foster a sense of belonging.

Entertainment, Technology & Services

Sony Corporation (SEC) is committed to strengthening human resource development through a two-pronged management policy that prioritizes a business structure balancing maintained profitability with growth strategies, placing great value on the various talent of their employees, and working to maximize their unique abilities.
Ongoing programs at all levels are available to everyone, from candidates for the next generation of management to key talent still in their late 20s. This ensures the company is constantly working to develop leaders who encourage differing views while also focusing on supplying a variety of communication opportunities and encouraging new challenges that drive a better corporate culture including open and transparent communication, respect for differing views and challenging ourselves without fear of failing.
In fiscal year 2024, SEC implemented new training for middle management, such as workshops on leadership to disseminate our vision and task management to improve operational capabilities. We also launched the cross-departmental Cross Career Mentoring Program, which aims to develop key personnel in one-on-one and group mentorships. Expanding systems further support employee education and career development, encouraging all employees to improve their levels of expertise, learn the latest technologies and obtain qualifications.
In addition to these top-down measures, we support bottom-up employee-led initiatives to further the creation of an inclusive workplace.

Imaging & Sensing Solutions

In Imaging & Sensing Solutions, Sony Semiconductor Solutions (SSS) and Sony Semiconductor Manufacturing (SCK) partnered to implement measures to strengthen integrated operations within the SSS Group. New employees are provided with opportunities to learn about Sony history and the SSS Group management philosophy and value chain, including several courses previously offered at middle management of SSS being made available to SCK in fiscal year 2024. A new intra-group Career Plus system was implemented in SSS and SCK as a way to provide cross-company opportunity.
Part of stratified initiatives at SSS included measures to improve middle management leadership, programs to revitalize the organization, as well as training and group coaching for potential future management talent. Across the company, mechanisms were introduced to promote employee career development and reskilling, including a website where employees can search for individual organization business activities and initiatives, educational content and career information, all to create an environment where all employees can thrive.

Financial Services

The Sony Financial Group (Sony FG) established a human resources strategy based on the concept of "partnership between employees and the company" in order to realize Our Vision from a human resources perspective that leads to sustainable group-wide growth. Rather than simply asking employees to work harder or implementing unilateral measures, Sony FG aims to realize Our Vision, "Pursuing lives filled with emotion, together," through a partnership between employees and the company that leads to mutual growth. With this partnership based on Our Values, measures are in place to

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connect employees and the company. Part of Our Values is “Keeping in sync with you,” so Sony FG is promoting active participation of all employees and establishing systems related to well-being. Another of Our Values is “Cultivating our own identity,” so Sony FG has implemented a group-wide internal job posting system, the group-wide Sony FG2030! training system to develop leaders, and the Cross-Mentoring Program. The final part of Our Values is “Taking a step forward,” so Sony FG holds the Sony Financial Group CHALLENGE AWARD in recognition of individuals and teams who have taken on new challenges through creativity and ingenuity. Each initiative provides an opportunity for employees and the company to communicate and consider Our Vision and Our Values together, leading to a stronger partnership.

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Creating an Environment where Individuality is Maximized

Sony believes that employee engagement is the culmination of wide-ranging measures to support employees' growth. Sony implements various structural, environmental, and cultural initiatives to ensure an inclusive and conducive working environment so that each unique employee can constantly challenge themselves to create value.

Organizational Culture and Communication

Communication

Sony values communication among employees across workplaces and departments fostered by a culture of freedom and openness that has been passed down since the founding of the company. The exchange of diverse opinions generates new ideas that lead to value creation.

Communication Between Top Management and Employees

Sony treats communication between top management, including the CEO, and employees as a priority. Regular updates on progress made in the Group's businesses are provided through in-house websites, and communications are exchanged via e-mail and other media. Sony also works to create many other opportunities for direct dialogue between top management and employees. For example, Sony management holds regular informal gatherings and town hall meetings with employees, which cover a wide variety of themes, from technology to management. By sharing opinions from both perspectives, not only do employees gain a closer affinity with management, but the views of employees can also be used to enhance the quality of management.

Employee Engagement Surveys

Sony implements a single employee engagement survey across all of its businesses worldwide to collect information that is used to increase the engagement of each employee and energize the organizations. The survey gathers and analyzes information on key factors for continuously improving employee engagement, such as employees' trust in the company and attitudes about value creation, work efficiency and effectiveness, the work environment, careers, growth, employee wellbeing indices, and diverse perspectives. The survey results are used to identify areas for further improvement and effective action.

An increasing number of people in the Sony Group feel that cross-organizational collaboration and decision-making have become more efficient, and also feel that the feedback they receive is beneficial to their personal growth. Furthermore, the engagement index remained favorable for the second year running. These results are used as the basis for detailed analyses of each organization followed by discussions on organizational improvements primarily among senior management. The improvement initiatives are also shared with employees via the corporate intranet and general meetings, with periodic review of results to monitor progress. Survey results and comments received are harnessed by managers at each organization to address specific issues and facilitate discussions with employees on improvements that can be made. Sony makes the most of these employee surveys to shed light on employee engagement and promptly incorporates results into ongoing discussion and action at every organizational layer.

Employee Engagement Survey Results

	2022	2023	2024
Survey Response Rate	93%	93%	92%
Employee Engagement Index*	90%	90%	89%

* Percentage of employees who did not give an unfavorable response to four questions regarding employee engagement
* Some of the four questions in the employee engagement index were replaced in 2023, so the 2022 index is also listed in the same group of questions.

Communication Among Employees

Free and open corporate culture allows communication between employees both inside and outside the workplace. To promote communication, Sony Group companies in the pictures business and the entertainment, technology & services business operating in North America, Europe, and the Asia-Pacific region have adopted a system that allows employees to recognize and give accolades to peers for their contributions.

Sony employees are voluntarily creating various communities across business and organizational boundaries, which serve as platforms for information exchange, learning, and idea creation. Sony Corporation is utilizing We Project, a bottom-up initiative designed to ferment corporate culture, to hold opinion polls about corporate culture and build communities through the in-house social media. Sony actively supports these communities by providing venues and platforms, and asking management to be involved in planning various activities.

Labor Unions

Sony maintains excellent labor-management relations. Approximately 7% of the overall workforce (at consolidated sites) is unionized.

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Work in Life

Sony believes that strong revenues are sustained by providing a worker-friendly environment where all employees can perform to their full potential. Under this vision, Sony considers employee health and work-life balance as essential to creating innovation and sustaining strong revenues as a company. Based on the belief that both work and private life are important in shaping the lives of our employees, Sony offers flexible working provisions and work conditions while adhering to the customs and laws in the countries and regions where we operate.

Each employee of the Sony Group plays a part in the sustainable growth of the company. Sony has an important responsibility to create inclusive workplaces with attractive working conditions, and to encourage ways of working that enable employees to make the most of their talents while balancing their work responsibilities with events in their personal lives, including parenting, nursing care, and medical treatment. Sony recognizes the need to accommodate different ways of working to secure the health and motivation of employees.

Based on this approach, Sony has employed a flex-time system and a discretionary working system in Japan since the early 1990s, which enable employees to have versatile work options. Group companies in Japan began implementing a work style reform project in 2017, working to ensure employee awareness of existing systems put in place to avoid overtime and promote taking annual paid leave. Through this project we foster a work environment that is both physically and mentally supportive of our employees. In addition, as telework has become more established during COVID-19, efforts such as improving the efficiency of individual work and the use of online tools enabled Sony Group Corporation to reduce its average monthly overtime hours to 22.2 hours in fiscal 2024, a fourth consecutive decrease. Last year, Sony Group Corporation employees used an average of 14.2 days of paid leave, and employees of the Sony Group in Japan used an average of 14.0 days surpassing the average usage of 11.5 days among corporations based in Japan.

Flexible Work Options for Varied Lifestyles

The Sony Group in Japan offers human resource programs that enable employees to make the most of their talents within their preferred lifestyles.

Sony Group Corporation and certain Sony Group companies have a flexible career leave program, which has been in place since 2015 and is designed to open up a wider range of career paths. It enables employees to take up to five years off to pursue studies or work on upgrading their language or communication skills, or to accompany a spouse who has been assigned abroad or embarks on international studies, or to take up to two years off to pursue studies at their own expense to further develop their expertise.

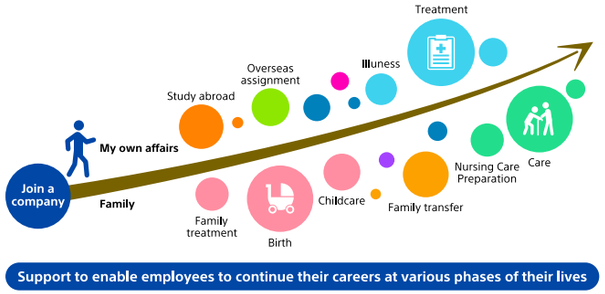
The company has a flexible work policy, which broadened the scope of its former telework policy in 2018 by making all employees eligible and expanding the number of telecommuting days available to employees. In 2020, we abolished the core hours that were part of the flextime policy to create an environment that allows for more flexible and efficient work styles. We continue to expand programs to provide employees with flexible and efficient work options, including the introduction of workations in 2025, with the aims of enhancing the business efficiency of its organizations, fostering an organizational culture that generates ideas, and increasing the productivity and output of each employee.

Supporting Employees Balancing Work with Childcare, Nursing Care, and/or Medical Treatment

The Sony Group in Japan promotes the Symphony Plan, a system to support the work-life balance of employees that is focused on the three areas of childcare, nursing care, and medical treatment. The plan is designed to help Sony employees achieve work-life balance by creating an environment in which they can make the most of their skills at all stages of their career and throughout the various events in their lives. Under the Symphony Plan, the Sony Group in Japan has various support programs including childcare paid leave (up to 20 days), which can be used in conjunction with childcare leave and maternity or paternity leave, and "life vacations" and "accumulated leave," which can be used for the purposes of childcare, fertility treatment, nursing care, and cancer treatment. Employees are also able to take advantage of reduced working hours. There are also systems in place to ease the financial burden of life events, such as our childcare and nursing care leave grant, which enables employees to take leave without having to worry about finances, and partial subsidies for the costs of babysitting or infertility treatment. In 2025, we plan to expand these leave and financial assistance programs to include egg freezing.

Our Career Plus Leave Program creates a more flexible environment to support career development during parenting or nursing leave by facilitating work from home or by subsidizing language courses and other programs, allowing employees to use their leave more effectively, both personally and professionally.

Sony Group Portal Website | Symphony Plan: Sony's Work-Life Balance Support System



Sony Group Portal Website | Diversity Step by Step: Certifications and Awards (in Japanese)

Major Work-Life Balance Policies (Sony Group Corporation)

- All employees eligible for a workation, or to work from home, a satellite office or elsewhere remotely
- Use of paid annual leave by all employees
- Life vacations (leave covering the time required for hospital appointments)
- Accumulated leave

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- Support for continued career development by employees during childcare leave, nursing care leave or flexible career leave to accompany a spouse (subsidies for education expenses while on leave)

Childcare

- Childcare leave (up until April 15 of the year following the date on which the child reaches 1 year of age)
- Maternity and paternity leave (4 weeks in total, up until 8 weeks after childbirth)
- Childcare leave grant (50,000 yen/month during the period of childcare leave)
- Reduced working hours for childcare (until the end of March of sixth grade of elementary school)
- Parental leave (provides for 20 days' paid leave)
- Babysitter/childcare subsidy (until end of March of third grade of elementary school)

Care

- Care leave (for one year, to care for a specific family member)
- Care leave grant (50% of standard monthly remuneration, up to 200,000 yen per month, during the period of care leave)
- Reduced working hours to provide care (for a specific family member and specific reason, until that reason no longer applies)

Treatment

- Fertility treatment scheme (up to one year's leave, reduced working hours, funding)
- Scheme for designated medical treatment (cancer treatment) (reduced working hours)

Promoting Work-Life Balance

In addition to establishing programs that promote work-life balance, the Sony Group in Japan strives to create a corporate culture in which employees seeking to balance the demands of childcare (or nursing care) and work can build a career that suits them. We hold a seminar to consider work and childcare from a variety of perspectives, updating the concept of childcare in terms of taking leave, as well as considerations for the parent's partner, boss and coworkers. We further want to encourage male employees to take childcare leave, so we hold the Childcare Experience Workshop. Here, a guest instructor helps replicate the physical changes women experience during pregnancy and prepares male employees for care of a newborn by using a robot that imitates a child's movement. We also distributed the Fathers on Childcare Leave video series, which features interviews with male employees about their personal experiences when taking leave, and also launched the Dad Community network in which male employees can volunteer to participate. As of the end of fiscal year 2024, the ratio of male employees taking childcare leave at Sony Group Corporation was 79.7%, demonstrating both rising awareness among male employees themselves and greater understanding among their managers and colleagues. In addition to enabling male employees to take childcare leave, Sony will continue to support their ongoing participation in childcare and promote the medium- and long-term career development of all employees, regardless of gender.

Sony established a partnership with a daycare provider to assist employees of Sony Group companies in Japan who find it difficult to secure daycare for their children and return to work. This enables the use of corporate-led daycare facilities* throughout Japan and facilitates greater choice. To meet the needs of the growing number of family caregivers, Sony also conducted seminars and lectures on strategies for balancing nursing and work, while providing essential information about nursing through initiatives such as training programs promoting understanding of this issue among the caregivers themselves as well as their colleagues and managers. We are also a part of the Excellent Care Company Club, a cross-industry research group that addresses the issue of balancing work and care, and are discussing measures with participating companies in order to resolve the issues presented by a rapidly aging society. Through these initiatives, Sony provides various types of support to meet each individual's needs, helping employees to continue developing their careers while balancing it with parenting and nursing.

* Under amendments to Japan's Child and Child Care Support Act, which came into effect in April 2016, the Cabinet Office of Japan introduced provisions to allow for corporate-led daycare facilities in an effort to enable parents to work by addressing shortages of places and long waiting lists for daycare facilities. The provisions enable corporations to organize the establishment of daycare facilities

The Childcare Experience Workshop replicates the physical changes experienced during pregnancy

Main Initiatives at Sony Group Locations Around the World

Japan

In Japan, Sony is building a corporate culture in which employees can continue to build their careers throughout the events in their lives. This is supported by domestic initiatives such as the Symphony Plan (a system to support employee work-life balance), childcare seminars and social events, distribution of interviews with men at Sony who have taken parental leave, partnership with daycare providers, seminars and training for nursing care, regularly held community meetings run by employee volunteers and provision of financial planning consultations. We also conduct training for management to help them understand and support employees who are balancing childcare, nursing care or medical treatment.

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Global

Sony Corporation of America provides subsidies for the Back-Up Care program, which offers a network of high-quality childcare centers and homecare providers for children and adults. The Company also partners with external organizations to ensure that employees and their families have access to mental health support at any time.
Sony Pictures Entertainment has introduced a new program to help women manage their overall health with comprehensive perimenopause, menopause, and midlife care to remove barriers to treatment and improve health outcomes with timely virtual access to expert medical providers, coaching and personalized education.
Sony Music Entertainment remains committed to fostering a more balanced and flexible work-life experience for employees worldwide. Recent initiatives include subsidized childcare and paid carers leave in the UK, enhanced paid time off, and expanded insurance coverage for family members across many regions in Asia, as well as paid pre-natal leave in the US. Additionally, the company continues to assist employees in managing unforeseen caregiving responsibilities by offering subsidized back-up childcare or eldercare services in both the US and UK. These efforts underscore Sony Music's unwavering dedication to supporting employees and their families at every stage of life. Sony Music Publishing (UK) launched its childcare contribution system, a workplace childcare benefit, and equal parental leave for employees regardless of gender. Sony Europe supports employee well-being through over 100 trained Mental Health First Aiders, manager training, and webinars on mindfulness and personal development. 1,380 employees participated in Sony Summer Challenge fitness fundraising for important charities. Menopause training was provided for managers in UK and Sweden.

Workplace

Sony creates appealing workplaces that foster Sony's corporate culture and make it possible for people to have different work styles, while encouraging employees to take on new challenges and pursuing greater employee engagement.

Fostering Sony's Corporate Culture

Sony strives to create appealing workplaces that foster a corporate culture that will lead the company into the future. At its Sony City headquarters, Sony's corporate culture is enhanced via a range of "Sony experiences," such as events involving employee collaboration that transcends business boundaries. Sony has created a history wall outlining its corporate history, with quotes from the founders and a lounge in the ground floor entrance hall of the headquarters building to communicate Sony's principles and corporate culture. Sony Group companies are also creating workplaces with their own unique identities.

Entrance hall of Sony City

PORT: A Collaborative Platform for Employee Development

Sony recognizes the importance of supporting diversity to create new value and fostering a culture where our diverse businesses and the employees who drive them continue to learn from each other and grow. With PORT, we aim to stimulate group employees' unique aspirations to create the future of Sony through combinations that spark exciting reactions and spur growth.
Sony City and Sony City Minato Mirai are hubs for employee training, workshops and online distribution. There are also virtual spaces for online gatherings, which our approximately 110,000 Sony Group employees can access from anywhere, enabling employees of various backgrounds to organically connect across businesses and geographic boundaries.

PORT embodies this concept of connection through a large number of spontaneous employee-led lectures, study sessions, workshops, and lecture series. In fiscal year 2024, more than 1,800 events, mainly online, were held, bringing in more than 40,000 participants over the year. Events ranged from employee-run lectures providing detailed insight into Sony's diverse businesses and study groups and workshops on technologies common across the group, to lecture series on personal and skill development, some even featuring overseas group company employees. We also provide opportunities for further growth including regular study sessions, reading groups for lectures and practicums. Actively supporting the creation of spaces for employees to take the lead on their own development, PORT is home to over 50 communities, all places to connect and share knowledge in order to further bolster community spirit, learn and encourage engagement in both work and private life.

PORT supports voluntary activities for employees to learn

Encouraging Employees to Take on New Challenges

Sony endeavors to create spaces that encourage employees to take on new challenges, guided by its vision of creativity and spirit of taking on challenges. The Creative Lounge at the Sony City headquarters building, BRIDGE TERMINAL at Sony City Osaki, and Comi-chika at the Atsugi Technology Center serve as creative collaboration spaces for open communication and idea generation, supporting employees as they take on new challenges.

BRIDGE TERMINAL at Sony City Osaki

Enabling Flexible Work Styles

Wherever possible, Sony has adopted measures to boost the flexibility of its work styles and provided working environments where employees can enjoy work-life balance. As part of these measures, it has created the STATIONS satellite offices at Sony City Minato Mirai. These can be used by employees from all business segments of the Sony Group and provide an additional option to working from home or commuting to their usual work location.

Photo: ©Nacása & Partners

Activity-Based Working

Sony's offices utilize open floor plans that encourage collaboration and foster the creativity and productivity of employees.

The Sony City Minato Mirai office, designed to create a collaborative environment

Sony embraces the concept of activity-based working to create functional workplaces that flexibly adapt to different styles of working and environments according to the work objectives and situation for our diverse workforce.

Creating Comfortable Working Environments

Sony has seen more widespread adoption of "hybrid work," which combines home and office work. As the functions required of offices change, Sony is promoting innovations such as non-territorial offices and booths for online meetings.
Sony has also built systems aimed at providing workplaces to fit different work styles by accelerating employee communication and improving convenience. These systems enhance convenience through features such as enabling employees to share their attendance status and register their desk use at their workplace.

Family Value Initiatives

We believe that deepening interest and understanding of Sony and its businesses is vital for employees, as well as their families. In Japan, some group companies provide opportunities for families to interact with the company through special events.

Family Day

Family Day is a "bring your family to work day" that allows the families our employees hold dear to see where our employees actually work and meet their bosses and coworkers, fostering a deeper understanding between the families and workplaces that support our employees. We also improve employee engagement by holding other events where employees, their families and coworkers can have fun while experiencing Sony business and technology.

School Satchel Presentation Ceremony

Starting in 1959 at the suggestion of founder Masaru Ibuka, Sony presents school satchels and stationery sets to children of employees who are starting elementary school. The event is held to convey Sony's commitment to employees and their families, nurturing future generations, and remaining a meaningful part of society. In fiscal year 2024, we presented gifts to a total of 1,745 incoming first graders across 39 Sony Group companies in Japan. These gifts are given to children at presentation ceremonies that celebrate both the growing child and their family, conveying the importance of continuing to pursue dreams and take on challenges.

Chief People Officer (CPO) Yasuhiro Ito presenting school satchels to first graders

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Maintaining and Promoting Health

Health and Productivity Management Initiatives

Sony believes that the number one driving force behind inspiring excitement is the health of our employees. A variety of information must be provided to ensure people and organizations develop level of health literacy high enough to ensure employees can work actively in their own ways, so we must promote a corporate culture that values employee physical and mental well-being. We promote health and productivity management from a variety of angles, always focusing on the fact that improving employee well-being is essential for sustainable growth of the group.
As work styles change, Sony is using data from health checkups and stress checks to address issues involving employees' mental health, balancing medical treatment and work, and lifestyle diseases and is taking various steps to resolve these issues, from provision of carefully considered support to each of our employees and education and training for management, to disseminating information and other initiatives to raise awareness.

Promoting Mental Health

Sony implements comprehensive mental health support measures focused particularly on preventing health problems and motivating employees and organizations.

Stress Checks

A stress check and health management survey conducted with approximately 40,000 employees across 44 group companies in Japan revealed the importance of work-life balance and the ability to work utilizing one's strengths as ways to increase engagement. We also found that a workplace environment where people felt psychologically safe and cared for contributes to engagement. Support for individual employees and organizational support are both key to a vibrant organization.
Results of stress checks (92% response rate) are used to provide individual self-care support, as well as to conduct group analysis aimed at improving the work environment. Results are used to provide feedback to management of each working group, and review meetings are held with teams of medical professionals including occupational physicians, public health nurses, and clinical psychologists. Through this and other efforts, Sony is working to build vibrant workplaces that feel rewarding to work at. In addition, Sony goes beyond aggregating data by workplace to also perform analysis based on attributes such as job title, age group and the work styles at each workplace, including the number of days spent at the office. Information is provided to personnel in charge and workplace managers as appropriate as a basis for discussing issues and countermeasures with medical teams.
Upon provision of feedback to workplaces, we also speak with management to collect best practice examples of particularly innovative or effective workplace initiatives. Such examples are compiled into a guidebook for improving the workplace environment which the medical team shares with management. In fiscal year 2024, we also worked with HR and other relevant departments to analyze the cause of mental health issues, and having identified risk factors, are providing support and assistance for high-risk workplaces.

Individual Employee Support

Increasing every person's mental health literacy is vital to providing individual support, so we broadly disseminate information via means such as new recruit training, health and safety committees, and the company website. Through these, we provide useful information on how to work in a healthy manner, including self-care methods, maintaining work-life balance and when to seek professional advice. In cooperation with HR and other relevant departments, we also hold mindfulness workshops and trial sessions for employees, and in addition we planned and provided opportunities for employees' families to take part too.

Mindfulness workshop at PORT Shinagawa

Organizational and Managerial Support

We believe managerial support is a vital part of overall organizational support, so we provide training to help management improve their skill in handling mental health issues among their employees, as well as managerial workshops that incorporate content tailored to the needs and challenges of individual companies. Workshops are planned and implemented by a team of occupational physicians, public health nurses and clinical psychologists who provide information based on circumstances unique to the individual company or organization, ensuring it is easy for employees to seek professional advice. We also hold forums to encourage communication between management and help them establish lateral connections.

Managerial Workshops

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Building a Consultation System

Sony is committed to creating an organizational structure that facilitates consultation. Sony offers access to counseling from occupational physicians, public health nurses and clinical psychologists via in-person or online sessions. In addition to holding consultations in response to applications and requests from employees, medical professionals proactively approach and provide information to employees so that support can be offered from an early stage. Sony also works with outside professional organizations to implement a program under which employees returning to work after taking mental health leave receive help readjusting to the workplace via Sony's employee assistance program (EAP). Sony has a mental health support program in place to provide employees with psychological care in the event of natural disasters and other incidents.

Health Management for Employees Who Work Long Hours

We actively work to keep up with changing working styles to create a workplace environment where long hours do not negatively impact employee health, engagement or the overall health of the organization. We provide education and training to help management improve employee literacy regarding work and health management.
Employees who work long hours are provided consultations with occupational physicians and public health nurses, as well as opportunities for consultation and discussion with management and HR to ensure an equitable distribution of burden.
The number of employees requiring this counseling has decreased for four consecutive years.

Helping Employees Receive Treatment while Working

Sony actively seeks to provide support that enables employees to strike a proper balance between cancer treatment and work, and to feel fulfilled and motivated in their work.
We are actively working to raise awareness of cancer treatment-work balance consultation services, providing professional support so that employees who continue to work while undergoing treatment can choose from a variety of flexible work styles. This support includes consultations with public health nurses who are qualified as work-life support coordinators.
We also hold seminars for all employees to raise awareness of cancer prevention and early detection, encourage those requiring further examination during checkups to follow through, and conduct cervical cancer screening for young people.

Women's Health

It is important to address issues specific to women and ensure coworkers understand diversity in terms of health and health issues in order to create an environment where women can thrive.
In fiscal year 2024, we conducted training for all employees to raise awareness of health issues that occur during the course of their careers, including menstruation, preconception care*, menopause for men and women and cancer, as well as basics of workplace communication. For new female recruits, we conduct fact-finding surveys and health consultations that focus on health issues specific to women and balancing work and family life. We held events to celebrate women's health, including Pink Ribbon Month and World Menopause Day in October, as well as International Women's Day in March, all in order to provide opportunities for people of all genders to learn about women's health.
Sony's support hotline for women's health issues is always open, providing individualized support for health issues specific to women, from occupational physicians, public health nurses and midwives.

* Preconception Care (definition courtesy of WHO):
Provision of biomedical, behavioral and social health interventions to women and couples before conception occurs.

Women's event

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Preventing Lifestyle Diseases

Preventing lifestyle diseases caused by lack of exercise and/or sleep, irregular eating habits, and other aspects of an imbalanced lifestyle is a major challenge for corporate employees. Sony makes sure that employees undergo comprehensive medical checkups and examinations and then receive personal health advice from occupational physicians and public health nurses, as well as support for follow-up examinations at medical institutions if needed. Sony also focuses on counseling and advice dealing specifically with managing metabolic syndrome. Additionally, Sony implements various initiatives to set employees up for better lifestyle habits and increase health literacy. These initiatives take into account analysis of data on employee health issues compiled by organization, based on data from employee medical checkups. Sony has placed particular focus on measures to tackle a lack of exercise, which has become an issue as hybrid work becomes more common. We run events that provide opportunities for physical activity and encourage exercise, including seminars aimed at forming exercise habits and building communities to support regular exercise, as well as to check posture and body composition.

A posture check event

Helping Employees Quit Smoking and Preventing Passive Smoking

Sony actively encourages employees to quit smoking and works to prevent secondhand smoke from affecting non-smokers. In order to eliminate unwanted secondhand smoke, Sony is moving forward with steps to eliminate cigarettes and smoking areas from working environments, and implemented a general ban on smoking inside its buildings in Japan in April 2022. occupational physicians and public health nurses work closely with employees who are smokers to provide one-on-one counseling and support to ensure that they correctly understand the health risks to themselves and, through secondhand smoke, to those around them, and to motivate them to quit smoking. These efforts are gradually reducing the percentage of smokers in the Sony workforce. However, new smoking-related issues have emerged, including smoking at home and passive smoking, and heated tobacco products and other new methods of smoking are also issues. In fiscal year 2022, Sony provided e-learning on preventing secondhand smoke and encouraging people to quit smoking in addition to an on-demand course to raise awareness of the risks associated with heated tobacco products.

Health Management for Employees Transferred Overseas

At present, employees of the Sony Group and their family members from Japan are stationed in 30 countries worldwide. This is why Sony has established a health management system that ensures that staff stationed overseas and their families can live and work in safety and good health. Before departing for an overseas post, in addition to receiving healthcare information, medical checkups, and vaccinations, employees are provided with information on the medical, health, hygiene conditions and medical facilities in the country where they will be stationed.
Sony is also focusing on improving the workplace environment and supporting the mental health of employees assigned to new posts through measures such as stress checks and training for management. In addition, Sony works to prevent disease and mitigate risk, with occupational physicians visiting sites and medical facilities overseas to observe actual conditions and provide the support that employees working overseas need in order to feel secure.

Infectious Disease Measures

In addition to protecting employees who are active globally from the threat of infectious diseases by bearing the cost of necessary vaccinations for employees who work in or travel on business to countries at risk and their families, Sony also provides information on safety and infectious diseases in specific countries before employees travel to their post. Sony also issues alerts regarding infectious disease in specific countries, and implements safety measures such as restrictions on business travel under certain circumstances.
In Japan, Sony responds to instances of infectious diseases such as COVID-19, novel influenza, tuberculosis, rubella, and measles by collaborating with government bodies and taking action in line with the BCP. It also takes infectious disease prevention measures to protect employees performing certain duties, including providing infectious disease prevention training and recommending vaccinations to employees who enter medical facilities as part of their work.

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Occupational Health & Safety

Overview

Basic Approach

Sony has implemented occupational health and safety since its founding, including prior to the passing of Japan's Industrial Safety and Health Act in 1972. It established the Sony Group Global Policy on Occupational Health & Safety in the late 1990s. While occupational health and safety activities were previously carried out by individual manufacturing sites, Sony integrated the occupational health and safety (OHS) management systems for its manufacturing sites in Japan in the early 2000s, then carried out a similar integration on a global scale in the 2010s.
With the ultimate objective of ensuring zero injuries and zero illness, Sony sets out a Sony Group Global OHS Medium-Term Plan every three years and continues its activities on a global basis.

Organizational Structure

Sony is implementing and continually improving its globally integrated occupational health and safety function management system with the aim of realizing the Sony Group OHS Vision, achieving the targets of the Sony Group Global OHS Medium-Term Plan and complying fully with legal requirements, regulatory demands and internal policies established for the Group.
In addition, Sony has set up specialized functions to handle individual areas of activity within its headquarters' occupational health and safety functions. Corporate Executive Officers oversee these functions in their role as Sony Group Corporation top management.

Looking to the Future

Sony will build on the Sony Group Global OHS Medium-Term Plan for fiscal year 2024 to fiscal year 2026 as it strives to achieve the goal of zero injuries and zero illness, continuing to build safe, healthy working environments for everyone working at Sony.
Sony Group, which engages in diverse businesses, will strengthen coordination with various business domains to address wide-ranging challenges relating to occupational health and safety and will implement initiatives in an even more active and sustainable manner. Integrated group-wide ISO 45001 certification is a key pillar of these activities, with 57 sites having already obtained certification. These sites are principally production, logistics and R&D-related sites worldwide, and Sony plans to expand the number of certified sites to 61. (Certification acquisition rate as of fiscal year 2024: 93%)

■ Milestones

1974:	Established Sony Corporation Occupational Health & Safety Management Guidelines
1998:	Established unified group-wide Sony Group Global Policy on Occupational Health & Safety
1999:	Began to acquire OHSAS 18001 certification at manufacturing sites worldwide
2003:	Integrated occupational health and safety management systems at all manufacturing sites in Japan
2010:	Established Global OHS Organization
2013:	Established OHS "Vision Zero"
	Established group-wide occupational health and safety management system
2019:	Established Sony Group Global OHS Medium-Term Plan
	Began switching manufacturing sites with OHSAS 18001 certification over to ISO 45001 certification
2021:	Began to obtain integrated group-wide ISO 45001 certification at production, logistics and R&D-related sites worldwide
2024:	Formulated Sony Group Global OHS Medium-Term Plan for FY2024-FY2026

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Occupational Health & Safety

Global OHS Initiatives

Sony Group Global Policy on Occupational Health & Safety: Philosophy and Vision

Sony has established the Sony Group Global Policy on Occupational Health & Safety for Sony Group companies worldwide. This policy states, "The Sony Group regards securing the health and safety of workers as a key challenge. The Sony Group is committed to reaching ZERO injury and ZERO illness, and to securing a safe and engaging workplace environment for all the workers in any business activity." To fulfill this commitment, Sony works hard to build safe, healthy working environments for everyone working at Sony. Sony has also formulated the Sony Group OHS "Vision Zero" with the ultimate objective of ensuring ZERO injury and ZERO illness.

Sony Group Global Policy on Occupational Health & Safety Philosophy

Sony Group regards it as one of the critical values to secure health and safety of workers. Sony Group is committed to reaching ZERO injury and ZERO illness, and to securing safe and engaging environment of workplace for all the workers in any business activity.

↓

Sony Group OHS "Vision Zero"
Sony does not tolerate occupational accidents and has set an ultimate goal of ZERO injury and ZERO illness.

VISION ZERO

Sony Group Global OHS Medium-Term Plan

To achieve its Vision Zero objectives, Sony is working to meet its OHS Medium-Term Plan, which is a globally shared plan.
It is currently working to meet the targets for the period from fiscal year 2024 to fiscal year 2026.

Sony Group Global OHS Medium-Term Plan
(Fiscal Years 2024 to 2026)

Focal Points	Targets	Subjected Sites
Sustainable OHS activities through promotion of group synergies	Promotion of Sony OHSMS activities and maintaining integrated ISO 45001 certification	All sites
	Promote occupational health	
Ensure "improvement" through "performance evaluation"	Define "Opportunities for Improvement" and implement actions to achieve improvement	All sites
	Reduce injuries due to slips, trips and falls	
	Reduce injuries due to chemical substances and machinery (including management of the 9 RBA-listed process chemical substances)	Manufacturing, logistics and R&D sites
Addressing of new risks	Ensure response to "Management of Change"	All sites

Promotion of OHSMS Activities and Maintaining Integrated ISO 45001 Certification

Sony operates an OHS management system based on the ISO 45001 international standard, covering all people working in the Sony Group worldwide. It has also been working to obtain integrated ISO 45001 certification, beginning with manufacturing, logistics and R&D sites around the world and then proceeding on to other sites. Of the 61 relevant sites, 57 (1 site in the HQ OHS Office, 27 sites in Japan/East Asia, 11 sites in China, 8 sites in Pan Asia, 2 sites in North America, 5 sites in Europe, and 2 sites in the Pictures Segment and 1 site in the Game Segment) have already obtained integrated certification, an increase of 3 between fiscal year 2023 and 2024. (As of August 2025)

ISO 45001 certification

Promotion of Occupational Health

Awareness of the importance of water and hygiene (WASH)*1 has risen in recent years. As part of its occupational health promotion activities to achieve its global OHS Medium-Term Plan targets, Sony has set a target of ensuring sustainable and safe water for employees. In 2024, it carried out surveys at applicable sites*2 to ascertain the current situation regarding water and hygiene, and confirm that sufficient safe water is being provided to employees at all sites.

*1 According to the World Health Organization (WHO), WASH is an acronym of water, sanitation and hygiene and refers to the fact that access to safe drinking water, sanitation facilities (such as toilets) and hygiene practices are all extremely important to human health and wellbeing.
*2 Sites with ISO 45001 certification

Reduction of Accidents Caused by Unsafe Behavior

Global occurrences of OHS incidents have been trending downward each year in terms of both numbers of incidents and lost workdays, but Sony is still working to further reduce risks. An analysis of OHS incidents in all regions has prompted Sony to identify collisions, slips, trips and falls due to unsafe behavior as a global priority due to the fact that the number of such incidents remains especially high. Accordingly, action to further reduce the number of slips, trips and falls is being promoted globally in the OHS Medium-Term Plan for fiscal years 2024 to 2026.

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Reducing Accidents Caused by Chemical Substances and Machinery

Sony's R&D facilities and manufacturing sites use a wide variety of chemical substances and machinery, and reducing the risks associated with that use is an important determinant of the level of occupational safety and health. Sony is establishing a risk assessment system that will not just identify hazards relating to chemical substances, machinery, and work modes, but will also check that legal requirements are met. In particular, it is strengthening management of chemical substances in line with revisions to the Industrial Safety and Health Act in Japan moving toward independent management of chemical substances. At Sony, internal site audits and corporate audits are also carried out by Headquarters and Regional Safety Offices to ascertain the state of chemical substance management at its manufacturing sites. As one initiative to reduce accidents caused by chemical substances, substances identified as hazardous process chemicals in the Industry Focus Process Chemical List* have been included in the list of substances that require management with the aim of promoting thorough risk assessment.

* The Industry Focus Process Chemical List is a list of process chemicals for which risk management is considered necessary. It is compiled by the Responsible Business Alliance (RBA), a coalition that aims to create responsible supply chains (including procurement and production). Sony is a member of the RBA.

Global OHS Organization

To ensure that all group companies operate under a single management structure, Sony has established a global OHS system led by top management and comprised of nine Safety Offices (in Japan/East Asia, China, Pan Asia, Latin America, North America, Europe, and in the Music, Pictures and Game segments), and appointed Safety Officers who are responsible for implementing programs. To staff the management of this system, Sony established an HQ OHS Office at Sony Group Corporation headquarters to serve as the OHS headquarters at the Sony Group. This office does practical work to ensure compliance with laws and regulations related to health and safety, as well as to set Sony Group OHS targets and ensure that the targets are met.

Top Management

- Establish Sony Group basic OHS policies and targets
- Establish and supervise an organization for promoting the OHS management system
- Appoint, remove and direct Safety Officers, including Sony Group Safety Officers

HQ OHS Office

- Carry out Sony Group's OHS-related headquarters functions (governance functions)
- Ensure compliance with OHS laws and regulations, and sets and seeks to accomplish the corporate target

Safety Officers

- Set and implement regional targets and plans for their regions and business entities
- Establish and direct Safety Offices
- Direct compliance with OHS-related legislation and Group regulations, and instruct corrective action when violations occur

Safety Offices

- Staffed by Safety Officers
- Ensure that the Sony Group complies with OHS laws and regulations and accomplishes the corporate targets in their regions and business entities

57 sites worldwide acquired integrated ISO 45001 certification

*1 Japan, South Korea and Taiwan Region
*2 Mainland China and Hong Kong Region
*3 Mongolia, Asian countries other than the above, the Middle East, Oceania, Africa, Azerbaijan, Tajikistan, Turkmenistan, Uzbekistan, Ukraine and Georgia
*4 Europe, Turkey, Israel, and former Soviet Union countries (except for Azerbaijan, Tajikistan, Turkmenistan, Uzbekistan, Ukraine and Georgia)
*5 Sites affiliated with Sony Music Entertainment
*6 Sites affiliated with Sony Pictures Entertainment
*7 Sites affiliated with Sony Interactive Entertainment

Activities of the Sony HQ OHS Office

Monitoring

To achieve the Vision Zero goals, the HQ OHS Office regularly collects information on the occurrence of occupational accidents and illnesses at Sony Group companies and sites, and information on the OHS activities carried out there. To collect information, Sony holds regular meetings with Safety Officers to share examples of good practices and events in the region, and this information is used in problem solving. Regional conferences are hosted by safety officers and attended by representatives from sites in the region to gather opinions from individual workplaces and share about any issues. In addition to regularly including information on good practices collected by the HQ OHS Office in in-house newsletters, each time a significant incident occurs or information on an accident comes to light, the office also instructs that actions be taken to prevent a recurrence.

Global Audit System

At Sony's sites, internal audits, corporate audits and external audits are employed to examine the effectiveness of OHS management systems. Internal audits are conducted for sites to examine the effectiveness of their own OHS management system in order to continuously improve the system and ensure that occupational accidents are prevented. The HQ OHS Office and Safety Offices carry out corporate audits to examine compliance with corporate rules. A third-party certification body conducts external audits to provide confirmation of the effectiveness of the OHS management system. These three types of audits combine to determine the effectiveness of the Sony Group OHS management system as a whole.
The HQ OHS Office is responsible for training corporate auditors and examining the effectiveness of audits carried out at the regional level. Once it has established an in-house auditor system and determined auditor qualification requirements, it conducts periodic auditor training to enhance auditing skills.

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Management Review

The HQ OHS Office facilitates annual management reviews conducted by the Top Management in charge of Human Resources and General Affairs based on each region's reports to evaluate OHS activities; the occurrence of occupational accidents and illnesses in each region; the level of achievement of activity goals; and adherence to laws and regulations. It was also confirmed that no violations of laws and regulations took place in fiscal year 2024. Management comments set out in management reviews are reflected in the OHS Medium-Term Plan, and are fed back to each Regional Safety Office and to sites within each region.

OHS Education

Sony provides regional education tailored to its businesses in each region. In addition, the HQ OHS Office holds training sessions for internal auditors to improve the skills of auditors in each region. In Japan/East Asia, the Japan/East Asia Regional Safety Office provides group training to ensure that OHS managers and employees of business sites have the required skills.

Fiscal Year 2024 OHS Training

Region	Training program	Target group	No. of trainees
Headquarters	Global Auditors Training	Regional safety officers and managers	30
Japan/East Asia	OHS Managers Basic Training	Newly appointed site OHS managers	30
	Laser Safety Management Training	Site employees responsible for handling equipment	153
	Handling Machinery/ Equipment, and Risk Assessment Training	Site employees responsible for handling equipment	74
	Internal Auditors Training	Site OHS managers	34
North America	Workplace Violence Prevention Training	Site employees	1,418
	CPR/AED Training	Site employees	24
	Ladder Safety Training	Site employees	70
China	Training Related to Slips, Trips and Falls	Site employees	4,425

Occupational Health and Safety Initiatives by Region/Business

Occupational Health and Safety Initiatives in Japan/East Asia

In fiscal year 2024, 13 out of the 20 accidents caused by unsafe behavior that led to absence from work were due to slips and falls. The length of absences from work is increasing, particularly among employees aged 50 and older, and this trend continues to be an issue that must be addressed. Sony is working to further reduce industrial accidents through efforts such as raising awareness of accidents caused by slips and falls, measures to prevent recurrence, the horizontal sharing of examples of good practices, and by requesting that external contractors cooperate in ongoing safety activities.
In addition, information on case studies demonstrating good practice at manufacturing sites is shared at the annual Japan/East Asia Regional OH&S Conference, including ways to address health risks and reduce accidents, such as preventing slips, trips and falls.
Content related to revised legislation moving toward independent management of chemical substances was included among corporate audit key measures for fiscal year 2024, and the status of work to enhance diligent chemical substances management at manufacturing sites was assessed.
Sony works to further enhance emergency preparedness by implementing online training covering initial responses and other measures in the event of an earthquake, safety confirmation training, and on-site drills for evacuating all people on site in the event of a fire.

Occupational Health and Safety Initiatives in China

In China, Sony has successfully established comprehensive safety and health management systems nationwide, encompassing both manufacturing and non-manufacturing sites. Sony has obtained and consistently maintained ISO 45001- Occupational health and safety management systems certifications, driving continuous improvement through the PDCA cycle since 2020.

From reducing injuries to proactively addressing new risks, Sony remains steadfast in protecting the health and safety of Sony's employees as Sony works towards achieving its Vision Zero target in China.
As part of these efforts, Sony has launched a variety of training programs and multiple initiatives across various areas in fiscal year 2024, including risk assessment, reporting of near-misses, road traffic safety, emergency response, and first aid. These initiatives are aimed at enhancing employees' awareness of safety and their ability to respond to risks effectively.

Summer Safety Campaign & Safety Month

Every June marks China's Work Safety Month. Throughout the summer from June, a series of diverse activities and training sessions are conducted across the China region, including safety video creation, trainings on injury prevention and heatwave prevention, fire safety trainings, near-miss reporting activities. A total of 22,338 employees participated these activities and trainings in fiscal year 2024.
In addition, as part of the summer safety campaign, a road safety knowledge contest has been conducted throughout the China region to protect staff from harm and minimize the risk of accidents on roadways, all companies in the region came together and invited employees to take part, achieving a participation rate of 98% in fiscal year 2024.

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This series of activities have led to a 38% reduction in accidents in fiscal year 2024 in the China region compare with fiscal year 2023.

Emergency response

To better prepare for emergencies, Sony conducted comprehensive emergency drills, including realistic fire escape training. In addition, to enhance emergency response capabilities, Sony also implemented first aid training, which covered wound care, the Heimlich Maneuver, cardiopulmonary resuscitation (CPR), and the use of automated external defibrillators (AEDs). A total of 176 members joined the First Aid CPR AED course and acquired certifications awarded by professional institutions.

Realistic fire escape training (SDPW)

First aid training (SSVE)

Occupational Health and Safety Initiatives in North America

Sony operations in North America consist of a diverse group of companies across many fields. Operations include corporate office functions, sales and marketing, warehouse and distribution, game and network services, music and film business, biotechnology R&D, and a limited amount of manufacturing. Site headcounts range from fewer than 10 to more than 1,000 employees. The Sony Group Global Policy on Occupational Health and Safety (OHS) serves as the underlying guidance documentation. Operations strive for a well-balanced program of safety, health and wellness initiatives, in keeping with the type and size of operation. Sony DADC Terre Haute, a manufacturing and distribution facility recertified their ISO 45001 certification in May 2024. Sony Pictures Slauson warehouse and Sony Interactive Entertainment San Mateo have attained their ISO45001 certification in Oct 2024.

Advancing Safety, Health and Well-Being

The tagline "Advancing Safety, Health and Well-Being" is used to communicate the objectives of Vision Zero and workplace safety. Sony Group Global Policy on Occupational Health and Safety (OHS) provides the underlying guidance for those efforts.
In the Sony DADC Terre Haute, an extensive pinch point analysis was completed to ensure employee safety. New machinery incorporated into the operation in fiscal year 2024 went through a risk and hazard assessment before being placed into production. A Hazard Registry for the site was created which contains associated risk ratings and control measures.

VISION ZERO

Advancing Safety, Health and Well-Being

OHS Activities and Training

Sony operations in North America are committed to ensuring the safety of our employees and reducing the risk of injuries and accidents through training. In 2023, each company planned a series of safety training sessions and events to promote a culture of safety in the workplace. Sony Electronics (SEL) and Sony Corporation of America (SCA) employees were offered Workplace Violence and Abusive Conduct training with close to 1,500 employees completed the training. Employees whose work require additional safety trainings have completed other specialized trainings this year, including Ladder Training. All employees also had the opportunity to take part in a series of wellness webinars, held throughout the year, with the aim to raise awareness and reduce health risks in different work environments. These webinars helped employees connect with the various Sony benefits offered and topics included Mental Health Awareness, Managing Staff Through Stressful Situations, Introduction to Exercise, Personal and Professional Boundaries, and Tools to Handle Stress, and Inclusivity in the Workplace. SCA continue to host their annual month long Safe@Sony campaign offering a series of in person and virtual events providing employees with emergency and disaster preparedness trainings, information, advice, and educational sessions on personal safety.
Sony DADC held a "Healthier You !" campaign in Summer '24 promoting physical and mental health.

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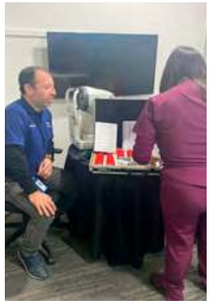
Sony DADC Terre Haute "Healthier You !" campaign

Occupational Health and Safety Initiatives in Latin America

Sony Latin America has carried out the following activities during fiscal year 2024 to support the Region's Health and Safety program initiatives:

- Continued ongoing earthquake and fire evacuation drills.
- Relaunch EAP (Employee Assistance Program).
- Monthly meetings of the safety and health committee at work.
- Continued activities to promote employee health and well-being with: Health Week, support for occupational medical consultations for employees.
- Updated workplace risk prevention programs with courses and exercises on fire extinguisher use, evacuation, and emergency response.
- Monitoring and compliance with government regulations related to occupational health and safety.
- Occupational hygiene monitoring (lighting, ergonomics, and psychosocial) with an occupational doctor.
- Annual vaccinations (influenza and COVID-19).
- Healthy food workshops.
- Promoting physical activity for employees outside the office, such as running, padel tennis, etc.



Chile Health Week

Fire extinguisher training in Peru

Trainings/drills for emergency preparedness

CPR (Cardiopulmonary Resuscitation) and AED use, basic first aid training, annual evacuation drills and emergency brigade training are conducted at each location.

Active Breaks

Active breaks are carried out in some locations once a day with five-minute stretches to further promote ergonomics and good exercise-based habits during working hours.

Occupational Health and Safety Initiatives in Europe

In Europe, Sony's focus was on internal capacity building through trainings, consultations and growth of fire and safety trained employees. In addition to this continued tracking of performance, increasing emphasis was given to supporting the mental health of employees, better food & sleeping habits and psychological counseling. This approach was consistent with meeting the OHS targets, reducing risks of occupational incidents occurring and supporting the health and wellbeing of our employees.

Sony DADC Europe GmbH

In addition to regular Occupational Health & Safety trainings on workplace specific risks, Sony DADC Europe GmbH has expanded their cross-functional team of now 20 safety representatives, and (re-)qualified approx. 70 first aiders and fire safety officers. As part of the site's "OneFit" initiative numerous in-person trainings and courses were offered with topics ranging from sports to mental health and nutrition. Sony DADC was awarded the BGF seal of approval for workplace health promotion for the third time in 2024 by the Austrian Health Insurance Fund (ÖGK).

OneFit initiative

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BGF seal of approval for workplace health promotion

Sony UK Technology Centre has continued to drive a positive safety culture by providing an extensive list of health and safety courses, both in person as well as via their online platform SafetyHub. The courses covered a wide range of topics, from safety trainings provided by external organizations (e.g., Carbon accountancy, legionella control, mask fit testing), to online learnings about PPE, spill prevention, fire safety, driver safety and waste management. Moreover, Sony UK Technology Centre has 56 First Aiders, 41 Fire Wardens, and 21 Spill Responders on site. Over the course of fiscal year 2024, 161 team players completed in-person EHS refresher training. Additionally, 670 online courses were completed by 370 team players in areas such as waste management, fire safety and safe driving.

Sony Deutschland GmbH, Stuttgart Technology Center

Sony Stuttgart Technology Center carried out a general risk assessment for the entire site to identify potential hazards and realize the potential for improvement, this was carried out with around 55 employees. All employees (approximately 125) participated in the mandatory safety training to stay informed about the safety protocols and best practices. STC introduced soundproof boxes to help employees work in a quieter space, reducing noise and improving focus. Regular Occupational Safety meetings with a committee (8 employees and 1 external doctor) are still in place and conducted regularly. Participation with the external doctor was increased, to focus on mental health with the EAP (Employee Assistance Program). A wellness week and collaboration games were also held, with 75 employees participating in the latter.

Occupational Health and Safety Initiatives in Pan Asia

Sony's Global Occupational Health and Safety Management System (ISO 45001) has been continually improved by all ISO 45001 certified sites in the Pan Asia region, especially the manufacturing sites in Thailand and Malaysia. The process of extending this OHSMS to non-manufacturing sites in India is also underway.

Ongoing OHS initiatives

The reduction of injury cases was considered a continual improvement in all sites, with a focus on preventing injuries from machines, equipment, and tools as the first priority. This approach is aligned with the Pan Asia Region and Sony Group Corporation targets. Safety management inspections and patrols were performed at sites in Thailand and Malaysia, with strong support from site top management participating in this initiative.

Mental health is another initiative in the Pan Asia Region. For example, the Sony Technology Thailand (STT) & Sony Device Technology (SDT) site in Thailand is developing and setting up an assessment program to check employees' mental health status. The assessment results will be used to continually improve operations, including implementing a caring program for our employees.

The Safety Buy-Off project at the Sony EMCS (Malaysia) site in Malaysia is a notable example of OHSMS in action for Pan Asia Region. This project involves a series of rigorous safety evaluations and approvals to ensure that all safety standards are met before the project is deemed complete. The process includes:

1. Initial Safety Assessments: Conducting thorough safety inspections at the beginning of the project by Regional Safety Officer and Site Safety Response Person.
2. Assessments Improvement and Ongoing Monitoring: The improvement was considered to improve together with regular safety audits throughout
3. Final Safety Approval: A comprehensive review and approval process to confirm that all safety requirements have been satisfied before approval to use the machine, equipment and tool.

Safety Buy-Off project (SOEM, Malaysia)

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External Recognition for OHS Initiatives (Fiscal Year 2024)

Site	Name of Award
Sony DADC Europe Ltd. Thalgau Site	BGF (Betriebliche Gesundheitsförderung) Seal (3rd time)
Shanghai Suoguang Visual Products Co., Ltd.	1. RBA Silver Medal Certificate 2. Shanghai Safety Culture Construction Demonstration Enterprise
Sony Device Technology(Thailand) Co.,Ltd.	1. National "Platinum Level" for excellent practices establishment on occupational safety and health (15th consecutive year) 2. Zero Accident Award 2024 (Gold Award, 3rd consecutive year)
Sony Technology (Thailand) Co.,Ltd. (Chonburi site)	1. Fiscal Year 2024 Occupational Health & Safety Excellence Project 2. Zero Accident Award 2024 (Platinum level)
Sony Technology (Thailand) Co.,Ltd. (Bangkadi site)	1. Fiscal Year 2024 Occupational Health & Safety Excellence Project 2. Zero Accident Award 2024 (Gold level, 3rd consecutive year)

OHS Performance

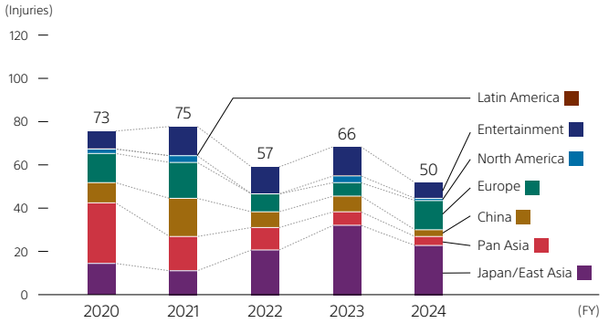
Sony employs a global data collection system to gather occupational health and safety data on a quarterly basis in the countries and regions in which it has operations. Sony analyzes these statistics to gain an understanding of circumstances and trends in terms of country/region and accident type, in order to help prevent recurrences.

Sony Group Global OHS Performance*1

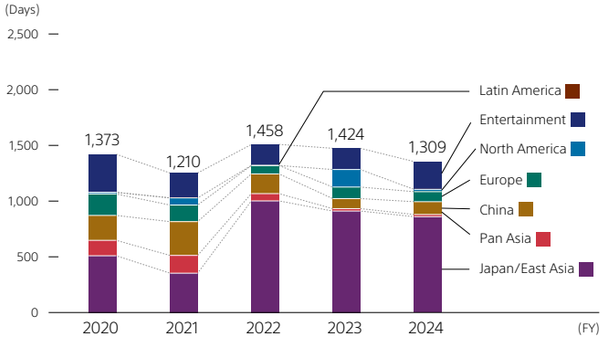
FY	2020	2021	2022	2023	2024
Number of lost-work injuries (external contractors)	73*2 (19)*2	75 (6)	57 (10)	66 (12)	50 (3)
Number of lost workdays (external contractors)	1,373*2 (618)*2	1,210 (191)	1,458*3 (638)*3	1,424*2 (224)	1,309 (119)
Frequency rate	0.35*2	0.39	0.27*3	0.31	0.23
Severity rate	0.0054*2	0.0052	0.0057*3	0.0056	0.0050
Number of deaths	0	0	0	0	0

Scope of data for fiscal year 2024: 186 sites (manufacturing and logistics sites, non-manufacturing sites including sales & marketing companies)
(Definition)
Frequency rate: Number of accidents causing one or more lost workdays ÷ total number of man-hours worked × 1,000,000
Severity rate: Number of lost workdays ÷ total number of man-hours worked × 1,000
*1 Statistics include external contractors. Figures in parenthesis indicate accident data for non-Sony employees.
*2 Figures were corrected from those published in the previous year's report reflecting additional reporting.

Sony Global Trends in the Number of Injuries



Sony Global Trends in Lost Workdays



Major Causes of Injuries in Fiscal Year 2024

1. Slips, trips and falls: 16 (7 fewer than the previous year)
2. Collisions and stepping on sharp objects : 9 accidents (3 more than the previous year)
3. Overexertion : 7 accidents (2 fewer than the previous year)

These were the top three categories of unsafe behavior causing accidents in fiscal year 2024, accounting for roughly 60% of all accidents causing absence from work. Among these accidents, Sony has set a medium-term target of reducing slips, trips, falls and collisions, and is making global efforts aimed at improvement.

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Respect for Human Rights

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Basic Approach

Sony manages diverse businesses with people at the core, in line with its Purpose to "fill the world with emotion, through the power of creativity and technology," and its Corporate Direction of "getting closer to people." Sony believes that to connect people to each other through emotion, it is necessary to create a society in which everyone can live with peace of mind in a healthy global environment.

Sony also believes that all human beings should be treated with dignity and respect. Sony is committed to upholding fundamental human rights principles such as the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, and to respecting internationally recognized human rights of people potentially affected by Sony's business operations throughout Sony's value chain. This commitment is established by the Sony Group Code of Conduct. Sony will also use reasonable efforts to avoid causing or contributing to adverse human rights impacts that may arise from our operations, products, services and/or business relationships and will take reasonably necessary actions to help remediate any impacts that may occur.

Structure

The Sustainability Department at Sony Group Corporation supports Sony's group-wide human rights initiatives under the supervision of the Senior Executive in charge of Sustainability of Sony Group Corporation. This support includes maintaining the human rights due diligence framework described below, and oversight of the human rights initiatives implemented by the responsible personnel of each Sony Group company in their respective business operations in accordance with the Sony Group Human Rights Policy. The Department and subsidiaries engaged in key business within Sony Group assess human rights impact. The Department collaborates with relevant departments at headquarters, such as those responsible for human resources, procurement, and compliance, as well as with related departments in each business, to address actual adverse impact on human rights, prevent or mitigate the potential adverse impact on human rights. Sony also established the Diversity Promotion Council, chaired by the Senior Executive in charge of Human Resources and General Affairs, with members drawn from related departments at Headquarters. The Council provides support for group-wide initiatives to raise awareness of human rights and promote diversity.

Looking to the Future

Sony aims to conduct human rights due diligence on an ongoing basis under the Sony Group Human Rights Policy. For issues where significant adverse human rights impacts are identified or of concern, Sony actively promotes initiatives to prevent or mitigate those issues, monitors the initiatives' effectiveness and considers enhancements to these initiatives, as appropriate.

Milestones

1987:	Human Rights Office established
1991:	Human rights lectures for employees launched
1995:	Sony Group Human Rights Committee established
1998:	Counseling services on human rights and equal opportunities for employees initiated
2000:	Philosophy and basic approach to human rights established
2003:	Sony Group Code of Conduct established
2011:	Human Rights Committee changed name to Diversity Committee
2012:	Human rights risk impact assessments
2018:	Sony Group Code of Conduct revised Sony Group AI Ethics Guidelines established Human rights risk impact assessments updated
2019:	Sony Group AI Ethics Committee established
2020:	Human rights risk impact assessments updated
2021:	Working group to implement human rights due diligence established
2023:	Human rights risk impact assessments updated
2024:	Sony Group Human Rights Policy established Each business segment conducted the human rights risk impact assessment Sony Global AI Governance Policy established

Sony Group Portal Site:

- Sony Group Code of Conduct (Revised as of April 1, 2024) [PDF: 2.85MB]
- Sony Group Human Rights Policy (Established as of March 29, 2024) [PDF: 181KB]
- Sony Group AI Ethics Guidelines [PDF: 103 KB]
- Statement on Modern Slavery Act

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Human Rights Due Diligence

Under the Sony Group Human Rights Policy, Sony conducts human rights risk impact assessments and engages in initiatives to prevent or mitigate any potential negative impact on human rights in line with the framework set out in the United Nations Guiding Principles on Business and Human Rights (UNGP) issued by the United Nations Human Rights Council and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct.
Specifically, Sony promotes human rights efforts in the following ways: (1) conducting human rights risk impact assessments, (2) identifying areas of human rights highly relevant to Sony's business operations and for group-wide initiatives (Priority Areas) , (3) conducting activities to address Priority Areas, (4) providing grievance mechanisms (hotlines), and (5) communicating with stakeholders.

Human Rights Risk Impact Assessments

Sony has conducted group-wide human rights risk impact assessments since 2012 in partnership with BSR*1 to identify relevant risks and to work to mitigate them. In 2024, human rights risk impact assessments related to each business segment were conducted following the steps outlined below.

- Sony draws up a list of human rights issues from international standards such as the Universal Declaration of Human Rights, the ILO International Labour Standards, and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. We also reference source materials from human rights experts, academics, governments, NGOs and other experts to identify potential human rights risks. This information is compared to Sony's areas of business to identify risks that are highly relevant to Sony's business activities.
- Each business unit has conducted a value chain analysis and identified stakeholders relevant to its key business activities.
- Based on the above list of human rights topics and the results of the value chain analysis, each business unit evaluated the impact of human rights risks related to each business by considering two perspectives: severity and likelihood of occurrence, as well as the degree of involvement in human rights topics, the extent of influence that can be exerted on potential adverse impacts on human rights, and the status of the internal risk management system. Each business unit then identified key areas of focus.

*1 BSR is an independent, global, non-profit organization devoted to building a just and sustainable world.

Human Rights Risk Impact Assessment History

2012	Initial assessment conducted
2018	Refresh assessment conducted
2020	In partnership with BSR, Sony has identified following potential human rights risk areas that are highly relevant to Sony's business activities: • Human rights risks relating to workers in the electronics industry supply chain, including procurement of raw materials • Potential human rights risks associated with new technologies such as AI • Potential risks that customers with whom Sony has direct or indirect business relationships may engage in human rights abuse
2023	Sony once again conducted a human rights risk impact assessment in partnership with BSR, including multiple external stakeholder engagements and confirmed that the three areas of potential human rights risk that were previously identified as most relevant to Sony's business activities remained the same.
2024	Conducted a human rights risk impact assessment at the business entity level*2

*2 Engaged with both external and internal stakeholders during the human rights risk assessment.

Identifying Priority Areas and Relevant Initiatives

Sony has reclassified various human rights issues in potential human rights risk areas that are highly relevant to its business activities. Currently, Sony has identified three Priority Areas: responsible supply chains, respect for diversity, and the responsible development and use of technology. The chart on the next page outlines the approach to these priority areas.
In each area, Sony promotes initiatives, reviews them, and revises measures and plans as necessary. Sony will continue to conduct human rights due diligence on an ongoing basis.

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Sony Group Priority Areas (as of the end of FY2024)

	Responsible Supply Chain	Respect for Diversity	Responsible Development and Use of Technologies
Approach	Sony recognizes the increasing importance of global companies' responsibility to manage their supply chains responsibly as diligent members of society. This extends beyond our manufacturing sites, including those of parts suppliers and contract manufacturers. Sony works with its suppliers to address issues such as human rights, labor conditions, health and safety, and environmental protection throughout its supply chain in order to ensure a responsible supply chain.	Sony is committed to creating a workplace that respects human rights and provides equal employment opportunities and strives to create a place where everyone belongs and demonstrates their individuality, inspiring an inclusive society. Sony also helps to ensure that workers' rights are safeguarded by adhering to worker protection laws, regulations, and standards in all regions where it operates.	Sony recognizes that our stakeholders have expectations regarding our ability to both grow our business and solve social and environmental issues through technology. Sony believes that it is an important mission of Sony to lead and contribute to the resolution of sustainability issues, not only by increasing business revenue through the technologies and products it develops, but also by having a positive impact on society and the environment.
Internal Policies	• Sony Supply Chain Code of Conduct • Sony Group Policy for Responsible Supply Chain of Minerals	• Diversity Statement	• Sony Group AI Ethics Guidelines • Sony Global AI Governance Policy
Relevant efforts	• Responding to human rights risks at own manufacturing sites and suppliers through the implementation of the Sony Supply Chain Code of Conduct and other relevant practices	• Creating a workplace where everyone belongs and demonstrates their individuality • Promoting the accessibility and inclusion of the products, services and entertainment • Supporting initiatives that promote belonging and help build strong, supportive communities through the Global Social Justice Fund • Consideration of various cultures and regional characteristics in advertising creativity and content services, for example, advertising personnel from Sony Group companies in Japan regularly meet to exchange information on and study human rights issues with respect to advertising, SIE applies age-based recommendations of ratings organizations in Japan, the United States, and Europe, respectively, and SPE collaborates with global organizations across various diverse disciplines related to its studio produced content and social impact strategies.	• Addressing AI ethics risks through the implementation of the Sony Group AI Ethics Guidelines.
Key business segment	• Game & Network Services • Entertainment, Technology & Services • Imaging & Sensing Solutions	• All business segments	• Entertainment, Technology & Services • Imaging & Sensing Solutions
Links	→ Responsible Supply Chain	→ Employees → Community Engagement	→ Responsible AI

Grievance Mechanisms (Hotlines)

Sony has established the following hotlines for employees and stakeholders to report and seek advice concerning any potential violation of laws, regulations, the Sony Group Code of Conduct, the Sony Supply Chain Code of Conduct or other internal rules. Sony also has a contact point that offers consultation on equal opportunity-related issues and support for work-life balance even in cases where no regulation or law has been violated. These hotlines equip Sony to respond quickly and appropriately, while giving full consideration to personal privacy. Sony strictly enforces confidentiality and ensures that reporters are not subject to reprisal for reporting or using these services.

Sony's Ethics and Compliance Program

Sony established the Sony Ethics & Compliance Hotline as a mechanism for all Sony Group employees to raise concerns and to seek guidance about possible violations of laws or internal policies, including violations of the Sony Group Code of Conduct.

→ Reporting Concerns

Supplier Hotline

Sony has established a supplier hotline as a mechanism for suppliers to report misconduct by a Sony Group company executive or employee that violates laws, regulations, the Sony Group Code of Conduct, the Sony Supply Chain Code of Conduct or the company's agreements with suppliers.

→ Responsible Supply Chain
Sony Group Portal Site: Supplier Hotline (in Japanese)

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Grievance System for Sony Group Electronics Supply Chain

Sony has established a grievance system for relevant stakeholders in the electronics supply chain, including manufacturers and suppliers of parts, raw materials, manufacturing equipment, etc., their employees, and other related parties.

→ Responsible Supply Chain
Sony Group Portal Site: Grievance System for Sony Group Electronics Supply Chain

EEO (Equal Employee Opportunity) Hotlines

Sony Group companies in Japan have established a hotline for equal opportunity. The hotline is available for all Sony Group employees in Japan to discuss a wide range of equal opportunity-related issues, such as harassment and support for work-life balance. In addition, Sony Group companies in Japan have also established a hotline specializing in cases to provide employee counseling by third parties with expertise on issues that employees are reluctant to raise within the company.

Stakeholder Dialogue

Sony maintains local and international dialogue with investors and partners such as NGOs in addition to publicizing its efforts through its Sustainability Report and Sustainability Small Meeting. This dialogue helps Sony to understand stakeholders' expectations and leads to better human rights initiatives.

Education and Training

Human rights issues that corporations face today are increasingly complex and wide-ranging. Sony considers it essential to boost awareness of human rights, an awareness that underpins respect for diversity.

Employee Training

All Sony employees receive training on respecting human rights and preventing harassment in the workplace upon hire. Refresher training is also provided at least every four years thereafter. In Japan, we regularly implement various programs, such as focusing on domestic issues for all employees and using more practical content for newly appointed managers. In addition, an e-learning course focusing on the protection of human rights is provided to all employees of Sony Group Corporation as well as many Sony Group companies. In fiscal year 2024, 73% of eligible employees took the e-learning course.

Raising Employee Awareness of Human Rights

Sony Group Companies in Japan

Each company has its diversity promotion officer and personnel in charge and implements initiatives related to human rights, diversity, and related matters. Based on the information obtained from those initiatives, the companies collaborate laterally via a diversity liaison to share best practices and study the latest information. Serious cases of harassment and communication issues related to human rights are discussed within the overall system and appropriate responses considered. Additionally, Sony works with the Industrial Federation for Human Rights, Tokyo to compile information on various aspects of the subject and improve human rights literacy in Japan. Every December, in support of Human Rights Week, Sony presents awards for outstanding diversity messages (human rights awareness slogans) composed by employees of Sony Group companies. In addition, Sony also holds a forum for learning about themes related to human rights. Sony Group companies outside of Japan have similar programs in place to ensure respect for human rights in the workplace.

Sony Interactive Entertainment (SIE)

SIE provides training on its policies related to topics such as health and safety, equal opportunity employment, and harassment prevention in the workplace. In addition, employees have access to resources and guidance materials that help foster a diverse and collaborative working environment across the company.

Sony Music Group (SMG)

Always respecting local legislation and cultures, SMG provides and supports trainings, policies, education, and facilitation that advances fairness and inclusion in the workplace wherever possible. SMG maintains a safe workplace by offering anti-harassment training, anti-violence in the workplace, and other programs which elevate our inclusive culture, including psychological safety training, neurodiversity policies and training, mental health and wellbeing training and accessibility education. These resources support key pillars of MILES - SMG's strategic framework that underscores the company's inclusivity efforts and serves as a guide for developing and implementing such initiatives, policies, experiences, and programs - promoting respect for human rights at SMG.

Sony Pictures Entertainment (SPE):

SPE provides its personnel with training on preventing harassment in the workplace. The SPE Office of Diversity & Inclusion hosts a variety of live sessions globally and has created an e-learning pathway that provides employees with access to a curated set of articles, videos and resources that promote respect for human rights at SPE.

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Responsible AI

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Basic Approach

In line with the Sony Group Code of Conduct, Sony promotes the responsible use of AI. Sony has introduced policies such as the Sony Group AI Ethics Guidelines and has put appropriate AI governance frameworks in place to ensure thorough compliance with relevant laws and regulations alongside adherence to these internal policies. Sony also engages in dialogue with diverse stakeholders in its active pursuit of accountability and transparency.

Organizational Structure

Sony has been building and strengthening systems in support of responsible AI use since 2018. Notable milestones in this area are shown below.

Milestones

2018:	Established Sony Group AI Ethics Guidelines
2019:	Established Sony Group AI Ethics Committee
2021:	Established AI Ethics Office (currently the AI Governance Office) within Sony Group Corporation
2023: – 2024:	Established internal guidelines governing use of generative AI tools at major Sony Group companies
2025:	Established Sony Global AI Governance Policy to ensure thorough compliance with relevant laws, regulations, and internal policies

Sony Group AI Ethics Guidelines [PDF:103KB]
Sony Group's Initiatives for Responsible AI

Promoting Responsible AI

Response to AI Ethics Risks

Through the utilization of artificial intelligence (AI), Sony aims to contribute to the development of a peaceful and sustainable society while delivering *kando*—a sense of excitement, wonder and emotion—to the world. At the same time, Sony understands that the influence of AI on society is multi-faceted and can have unintended consequences.

In line with this understanding, the Sony Group Code of Conduct, which guides Sony's day-to-day operations, sets out Sony's commitment to ethical development and use of technology, together with compliance with relevant laws and regulations and internal policies. Sony also advances wide-ranging dialogue with stakeholders in the active pursuit of accountability and transparency regarding the development and utilization of AI technology.

This stance is clearly demonstrated by the Sony Group AI Ethics Guidelines, which Sony established in September 2018 and set forth policies for how all Sony officers and employees should utilize AI and conduct AI-related R&D in order to ensure harmony with wider society. The guidelines comprise the following items:

Sony Group AI Ethics Guidelines

1. Supporting Creative Life Styles and Building a Better Society
2. Stakeholder Engagement
3. Provision of Trusted Products and Services
4. Privacy Protection
5. Respect for Fairness
6. Pursuit of Transparency
7. The Evolution of AI and Ongoing Education

One initiative rooted in these guidelines covers electronics and other products equipped with AI. From early in the commercialization process, elements such as fairness and transparency are evaluated based on pre-defined requirements to confirm that appropriate measures are being implemented.

Major Sony Group companies have also established and applied internal guidelines covering generative AI tools as they advance the responsible use of this technology.

The autonomous entertainment robot "aibo"

AI Governance

Sony continues to build and develop frameworks to ensure the appropriate application of policies and guidelines.

For example, the Sony Group AI Ethics Committee, which comprises Sony Group executives with diverse backgrounds, checks and reviews Sony's use of AI and related research and development from a variety of viewpoints to ensure that activities are conducted appropriately from societal and ethical perspectives, in accordance with the Sony Group AI Ethics Guidelines.

In recent years, Sony has introduced AI governance policies that ensure strict adherence to laws, regulations and internal policies governing the development, use, and provision of AI, and Sony has created as well as operates and improves structures to safeguard AI governance across the entire Sony Group. These frameworks also contribute to the integration of such policies and guidelines within each Sony Group company.

In addition, while the AI Governance Office (formerly the AI Ethics Office) was established as an organization mainly intended to provide all Sony Group businesses with specialist knowledge regarding AI ethics, its role has expanded alongside the introduction of AI governance policies. The office currently advances the creation, operation and improvement of AI governance structures across Sony Group while also raising awareness of responsible AI use within Sony Group and supports the promotion of AI governance in each of Sony Group's businesses. Through these activities, it reinforces the frameworks described earlier in this section.

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Accessibility

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Basic Approach

With the purpose of "Fill the world with emotion, through the power of creativity and technology," Sony continues to promote accessibility throughout the Group in order to contribute to a future where everyone can share *kando* (emotion). It is said that one in six people, more than 1.3 billion people, in the world have some kind of disability. Sony understands the needs of diverse users and aims to contribute to the creation of an inclusive society through the Sony Group's diverse businesses so that people can enjoy the products, services, and entertainment that Sony provides, regardless of each individual's characteristics such as age and disability, capability or circumstances. Sony has also joined The Valuable 500, an international initiative to help promote participation by individuals with disabilities so that they can demonstrate their latent potential to bring value to business, society, and the economy. Sony was selected from among the 500 signatories as one of the Iconic Partners, which are driving forces in their respective countries, regions, and industries.

Structure

Sony considers accessibility to be an aspect of sustainability and promotes it throughout the Group. Under the Senior Executive in charge of Sustainability, a team that promotes accessibility and inclusive design*1 across the group stands at the core of efforts involving cooperation with the people responsible for promoting accessibility in each Group company. Having established a globally consistent set of standards and systems, we are using them as the basis for continuous improvements.

*1 Inclusive design is an approach that obtains new insights into designs for all by ensuring that the needs of a wide range of users are understood and included.

Products and Services Designed with Accessibility in Mind

Sony is driving initiatives to improve accessibility so that more people can enjoy our products and services. The Sony Group portal site provides information on specific accessibility initiatives from Sony, through which we use the power of technology to make things easier to see, hear, and operate.

Looking to the Future

Through its accessibility and inclusion initiatives, Sony will continue contributing to the building of a social infrastructure that enables various people and values to interact, circulate and flourish, and will continue to bring new experiences and *kando* to creators and users with diverse needs around the world.

■ Milestones

2018:	Started exhibiting at the CSUN Assistive Technology Conference (CSUN)
2019:	Started exhibiting at TechShare Pro
	Systematic operation of teams responsible for promoting accessibility implemented
	Became a member of The Valuable 500
2021:	Selected as an Iconic Partner of The Valuable 500
2025:	Inclusive design introduced in product and service commercialization processes

Sony Group Portal Website | Sony Group Portal Site: Accessibility

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Ensuring Enjoyment for More Customers

Employee Education

Sony Group holds forums and seminars led by experts to increase employee understanding of accessibility. The principal Sony Group companies offer e-learning training that fosters a deeper understanding of accessibility. Approximately 105,000 employees had taken the course as of the end of fiscal year 2024. Sony also works to develop new talent who can implement inclusive design. A total of more than 2,000*1 employees, of all positions and backgrounds, have taken part in Sony's inclusive design workshops. During these workshops, employees formed teams together with people with disabilities to conduct fieldwork, identify issues, and come up with ideas. Sony also aims to expand its workshops beyond the boundaries of its business operations globally. This workshop program was developed in collaboration with an overseas non-profit organization that promotes disability inclusion with the input of co-creators with disabilities.*2

A Sony inclusive design workshop in London

Every year, on Global Accessibility Awareness Day (GAAD)*3, Sony Group companies hold lectures and events to enhance employee understanding of accessibility. For example, Sony Music Group (SMG) invited four musicians with disabilities to hold an in-house concert. The concert featured live performances with sign language interpreting for people with hearing disabilities. The employees who took part enjoyed powerful vocal and instrumental performances from musicians with disabilities, reaffirming the importance of accessibility and inclusion through the power of music.

*1 Number of participants in Japan.
*2 People with lived experience of a disability who collaborates with your team to create or advise on your product, service, or experience.
*3 Global Accessibility Awareness Day is a day to talk, think and learn about accessibility and the people who need it.

Inclusive Design

In order to understand the needs of diverse users, the entire Sony Group considers products and services together with people requiring accessibility, and promotes inclusive design that reflects this input. For cameras in the ET&S segment, for example, Sony engaged in repeated dialogue and testing with employees with visual disabilities to develop a Screen Reader function that assists with operation by reading out the menus and messages on the screen aloud. This function has been fitted to part of Sony's digital camera lineup. In the Mobile segment, we are also engaged in fieldwork and dialogue with employees with disabilities at Sony/Taiyo Corporation to develop a function that uses sound to inform the user of the horizontal measurement information of the photography screen when taking photos. In addition, in the field of games, the Access™ controller for PS5® is another example of products and services created together with employees and users with disabilities, and its design reflects their input.
Sony is introducing inclusive design into its commercialization processes for all products and services with the aim of expanding the application of these initiatives beyond select areas to encompass Sony as a whole. The accessibility needs of customers are applied in Sony's product development from the early product planning process.

Access™ controller for the PlayStation®5

Independent Employee Initiatives

Groups of employees (Employee Resource Groups) at Sony are taking the lead in improving accessibility. At Sony North America and Sony Interactive Entertainment, employee networks are leading the way in supporting employees with disabilities and regularly disseminating information to raise awareness of accessibility within the company. For example, the diverse range of perspectives brought by Sony Interactive Entertainment's employee network in Europe and America played a central role in the development of language guides. This guide helps to resolve mutual misunderstandings, improve communication, and boost awareness. It has also been made available for external use to support inclusivity for all outside of Sony. Sony Europe has also held Accessibility Empathy Lab experience events at various workplaces. Through the use of simulation tools, participants' mobility or vision are artificially reduced to allow a deeper understanding of the challenges faced, with demonstrations to show how technology can support people living with disabilities.

ABLE - Inclusive Language Guide [PDF: 389KB]

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Making the Most of Diverse Customer Feedback

Sony exhibits at accessibility-related events in Japan and overseas in order to gather consumer feedback and use it to continuously improve products and services. It has exhibited at events such as the TechShare Pro Conference for accessibility experts and Sight World, which is an all-encompassing event in Japan for people with visual disabilities and the CSUN Assistive Technology Conference (CSUN), which is one of the world's largest international conferences on accessibility. At these events, Sony exhibited products designed with accessibility in mind, including 4K LCD and OLED BRAVIA™ televisions, BRAVIA Theatre soundbars, LinkBuds Open truly wireless earbuds, over-the-counter (OTC) hearing aids, α™ (Alpha™) full-frame interchangeable-lens cameras, and Access™ controllers for the PlayStation®5. Sony also works to implement other awareness-conscious innovations, including distributing pamphlets featuring tactile indicators that enable users to identify the position of QR codes and supporting access to product information using smartphone screen reader functions.
To respond to inquiries from a wide variety of customers, Sony Europe and Sony North America have introduced services using Be My Eyes, which enables customers with visual disabilities to communicate their inquiry to an operator who can give sighted assistance via video call. Currently, seven languages are supported at Sony Europe. Sony is also participating in beta testing of the Be My AI™ app, which makes use of AI.
It also collaborates with organizations of people with disabilities in Japan, America and Europe as part of its continuous work to further enhance products, services and experiences through dialogue. These partnerships include collaborating with the UK-based Royal National Institute of Blind People (RNIB) to implement inclusive design and creating a series of radio features to raise awareness about the accessibility features of Sony products, with the series being broadcast several times through an RNIB podcast.

The Sony booth at CSUN

Standardization for Accessibility Improvements

Sony has established its own evaluation standards for accessibility, based on industry standards and designed to improve the quality of accessibility in its products and services. These standards are implemented company-wide. Periodic product assessments are carried out using the standards, with a particular focus on products such as BRAVIA™ and Xperia™. The results of those assessments are then leveraged in ongoing efforts to improve products and services.
Sony is also proactively involved in standardization activities aimed at driving improvements in accessibility throughout the industry.
Sony Europe serves as the chair of the Human Factor Committee, a committee under the ETSI*4 European standards body and guides the creation of standards related to the usability and accessibility of products and services that utilize ICT technology. As chair of TC 100, a technical committee (TC) under the IEC*5, Sony Europe also leads the development of accessibility standards related to audio-visual products and services and multimedia.

*4 ETSI: The European Telecommunications Standards Institute, a European standards body dealing with telecommunications, broadcasting and other electronic communications networks and services

*5 IEC: The International Electrotechnical Commission, an organization that prepares and publishes international standards for electrical and electronic technologies, made up of representatives from national committees in participating countries

Working to Enhance Sony Website Accessibility

Sony has established the Sony Group Web Accessibility Policy which sets forth the accessibility standards and compliance requirements for all Sony Group companies' websites, and actively works to realize digital environments that are accessible to all, including members of the disabled community and the elderly. Sony Group's web accessibility standards are based on achieving level AA conformance with the Web Content Accessibility Guidelines (WCAG) 2.2 published by the World Wide Web Consortium (W3C), which is the standard that Sony websites aim to conform to.
Sony has been collaborating with all Sony Group companies to implement our web accessibility policy and has been conducting compliance checks to ensure that our websites adhere to established accessibility standards. Sony also regularly conducts a range of web accessibility training targeting different roles in the organization.
Sony also actively works to deliver accessible digital content, including still images, audio, video and multimedia to deliver richer, more moving experiences for everyone, including people with hearing- and vision-related disabilities.
Sony will continue to contribute to the realization of an inclusive digital society through its efforts to further enhance online accessibility.

Initiatives by Segment

Game & Network Services

Sony Interactive Entertainment (SIE) aims to create gaming experiences everyone can enjoy by evolving its PlayStation consoles, games, peripherals and other products. One example is the Access™ controller, which was developed in close collaboration with accessibility experts and organizations such as Stack-Up and SpecialEffect before being released in 2023. The Access™ controller features an expansive array of hardware and software customization options, enabling players with disabilities to create personalized control configurations for longer and more comfortable gaming sessions.

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SIE also collaborated with organizations that promote accessibility by co-hosting an accessibility booth at the 2024 Evolution Championship Series (EVO), the world's largest video game tournament, in Las Vegas.

Pictures

Sony Pictures Entertainment (SPE) has sponsored the Easterseals Disability Film Challenge for eight years. The film challenge gives aspiring filmmakers the opportunity to showcase their talents through writing, directing, editing and acting in short films. Awards are presented to the most outstanding works. The awards ceremony took place at the Sony Pictures studio lot in Culver City in May. The Easterseals Disability Film Challenge also created the industry's first-ever disability loop group* in 2024. Sony Pictures hosted a voiceover workshop for the members of the loop group. The workshop included coaching from Sony Pictures Animation executives. Actors who voiced the roles of Lego Spider-Man and Sun-Spider, the first wheelchair-using Spider-Person in Spider-Man™: Across the Spider-Verse, are part of this group.

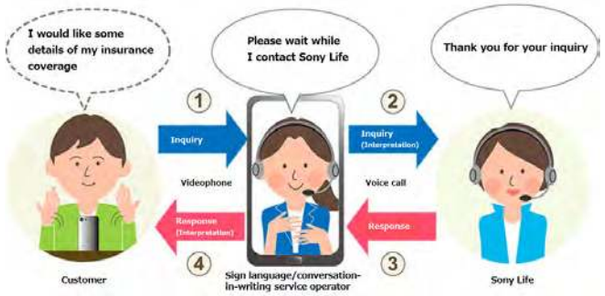
* A loop group is a group of voiceover actors who record audio—such as dialogue for extras and general background noise—in post-production

Music

Sony Music Entertainment (Japan) Inc. (SMEJ) partnered with musicians with disabilities and with an organization that produces musical instruments for people with disabilities to hold an assistive musical instrument hackathon in Bristol, UK in September 2024. Teams comprising musicians with disabilities worked and experts including Sony technologists, designers and innovators worked to develop and design new musical instruments aligned with each musician's needs and any challenges that they face when performing.

Financial Services

Sony Life Insurance, Sony Assurance and Sony Bank provide sign language and written communication services to facilitate inquiries from customers with hearing disabilities or who is non speaking. In addition, Sony Assurance carries out experience-based training that enables customer service staff to hear how their own voice sounds to older people. The Sony Lifecare Group, which operates facilities such as senior nursing homes, is aiming to further improve quality of life for residents by enhancing the efficiency of staff's work through digital transformation (DX) measures such as bedroom sensors. During the time after residents' evening meal, which is spent getting ready for bed in many standard nursing homes, wide-ranging activities are held in the homes, including classical music concerts.



Processing inquiries using sign language and written communication

Entertainment, Technology & Services

With its 4K LCD and OLED BRAVIA™ televisions Sony has features, including color inversion and grayscale modes for people with low vision or visual sensitivities and functions enabling users to adjust the volume of headphones connected through Bluetooth® separately from the TV built in speaker/speakers connected via HDMI, which could be a support for users who want to enjoy audio at louder volume without disturbing others nearby. In addition, through the BRAVIA Connect smartphone app, users can operate compatible televisions and soundbars using a smartphone's screen reader function. For some audio products, including LinkBuds Open, LinkBuds Fit, LinkBuds Speaker, BRAVIA Theatre QUAD, BRAVIA Theatre Bar 9, BRAVIA Theatre Bar 8 and Bravia Theatre U, Sony has implemented "Guide for QR," a set of tactile indicators around QR codes that enable users to identify their location through touch. Sony is also expanding its non-product accessibility initiatives. In the United States, it collaborated with the Braille Institute, a non-profit organization that supports the lives of people with visual disabilitie to develop product display stands with braille and audio product description capabilities. These displays have been introduced at 925 electronics stores in the United States. In Europe, Sony carries out programs that create opportunities for young people to engage with photography as an art form. In 2024 and 2025, it worked with a Down's syndrome-related foundation to hold photography and art therapy workshops for young people with Down's syndrome.

* The word "QR code" is a registered trademark of DENSO WAVE INCORPORATED.
* The Bluetooth® word mark and logos are registered trademarks owned by Bluetooth SIG, Inc.

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Quality and Customer Service

Overview

Basic Approach

In recent years, customers and other stakeholders have become increasingly concerned about the protection of consumer rights. Product safety, security, and accessibility are vital in this respect. True to its philosophy and policy for product quality and customer service, Sony is wholeheartedly committed to improving product and service quality from its customers' viewpoints in order to maintain and enhance satisfaction, confidence, and trust. In particular, Sony is working to ensure product safety and security while also improving customer experiences, in the conviction that its most important goal is to remain a highly trusted partner to all customers.

Philosophy and Policy

Since the start of its operations, Sony has been firmly committed across all of its businesses to providing customer-oriented, high-quality products and services. This philosophy is also set forth in the Founding Prospectus drafted in 1946 by Sony's co-founder, Masaru Ibuka.

As set out in the Sony Group Code of Conduct, Sony delivers life-enhancing products, services and entertainment. The Code of Conduct also states that Sony meets or exceeds legally mandated standards for quality, safety, security and accessibility, and sets out Sony's commitment to providing customers with information that is accurate, and easy to read and understand.
Sony has established the Sony Pledge of Quality, which lays out its basic policy on product and customer service quality. This is aimed at reinforcing awareness of Sony's commitment to ensuring that the quality of its products and customer services exceeds the expectations of its customers around the world.

Looking to the Future

Sony remains committed to a fundamental policy of ensuring product safety, security, and accessibility, taking its customers' viewpoints into consideration in order to deliver product quality and customer service that exceed expectations. It will continue leveraging its worldwide network to collect and analyze information, which can then be reflected in the next releases of products and customer services.

■ Milestones

2001:	Sony CS Charter established
2004:	Corporate quality standards established based on customers perspectives
2006:	Corporate executive in charge of product quality and safety appointed, and rules for rapid reporting of product incidents to management enhanced
2007:	Sony Pledge of Quality established (revised in 2012), and Quality officers appointed for each electronics affiliate and region
2009:	Product security system enhanced, and Quality Reliability Lab opened
2014:	Secure@Sony program established, allowing anyone to report security issues relating to Sony products, network services, or websites
2017:	Sony Product Security Incident Response Team (PSIRT) launched and external initiatives enhanced
2020:	Hiring and training of employees with human-centered design (HCD) skills enhanced
	AI ethics requirements incorporated into the electronics business commercialization process
2021:	HCD expert certification system launched
2023:	Rules for HCD product commercialization processes for implementing inclusive design established

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Product Quality and Quality Management

The Sony Pledge of Quality declares that "Sony employees will always respect our customers' viewpoints in striving to deliver product quality and customer service that exceed their expectations." To this end, Sony makes continuous, decisive efforts to enhance product quality and to reinforce its quality management system.

Sony's Quality Management System Framework

Sony has configured its quality management system by defining quality management mechanisms across all processes, from product planning, development, design and manufacturing to sales and customer service. This has included defining the roles, responsibilities and authority of those responsible for product and customer service quality and establishing guidelines.
Based on this quality management system, Sony is implementing measures on an ongoing basis to improve the quality of its products and services. This section describes some examples of such measures.

SONY

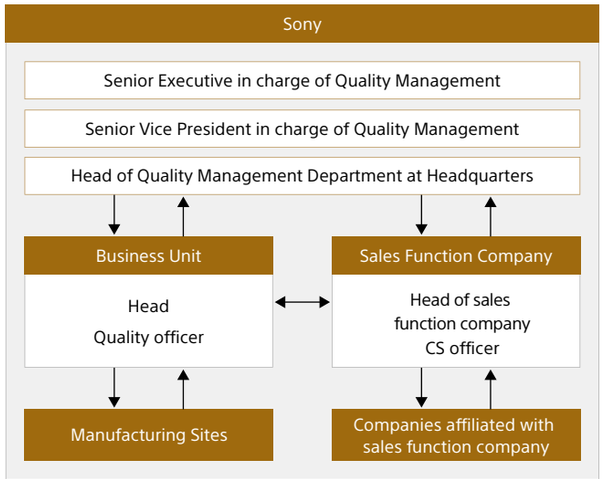
The Sony Pledge of Quality

One Sony For All Customers

Sony employees will always respect
our customers' viewpoints
in striving to deliver product quality and
customer service that exceed their expectations.

Hiroki Totoki President and CEO

Sony's Quality Management System Framework



The Role of Senior Vice President in Charge of Quality Management

The Senior Vice President in charge of Quality Management is appointed with the task of coordinating efforts to improve product and customer service quality and ensuring timely responses to problems.
Rules worldwide have been strengthened to ensure prompt reporting to the Senior Vice President in charge of Quality Management when Sony receives information about an incident involving a Sony product that affects or may affect customer safety, and information about security issues relating to products and network services or the potential for such occurrences. Based on the reports received, the Senior Vice President in charge of Quality Management provides the necessary follow-up and instructs the relevant divisions to investigate the incidents and respond appropriately to the customer.

The Role of Quality Officers and CS Officers

Sony has appointed Quality officers within each business unit and tasked them with promoting activities to improve product quality and spearheading initiatives to enhance the quality of products and services in specific business areas under the direction and supervision of the Senior Vice President in charge of Quality Management and the head of the relevant business unit. Regular Quality officer meetings are also held to evaluate the progress of quality-oriented business plans, promote initiatives aimed at achieving targets, and debate specific activities and responses to quality-related issues and common challenges. Sony has also appointed CS officers responsible for improving the quality of customer service in markets around the world where Sony products are sold and has tasked them with spearheading a network of global-level initiatives under the supervision of the Senior Vice President in charge of Quality Management and the heads of sales function companies. Meetings of business unit Quality officers and regional CS officers are held to evaluate the progress of quality and customer service business plans and promote initiatives aimed at achieving targets, and to share information on customer service and product quality activities and common challenges, thereby contributing to global efforts to improve product quality and customer service.
In addition, Sony has also created frameworks specific to each business unit and region in order to ensure its products comply with pertinent laws and regulations.

Quality Management

With the aim of fulfilling the Sony Pledge of Quality, Sony has formulated mid-term and fiscal year targets for product quality and customer service initiatives and has also established key quality-related indicators for business plans. Business units and sales function companies subsequently devise their own quality and customer service targets and business plans for the fiscal year, in line with which they continue to promote quality improvement initiatives. Sony holds meetings of top managers of the electronics business to deliberate and decide on key strategies related to product quality and customer service.
It also formulates and administers quality standards applicable to Sony's electronics products and related customer service, focusing on criteria such as product safety and performance, labeling, customer service, usability and accessibility. These standards are updated continuously to reflect technological advances, changes in applicable legal and regulatory requirements, and social changes,

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with the aim of ensuring Sony's ability to deliver quality and services that exceed the expectations of customers.
Sony has also obtained certification under ISO 9001 for all sites manufacturing electronics products.

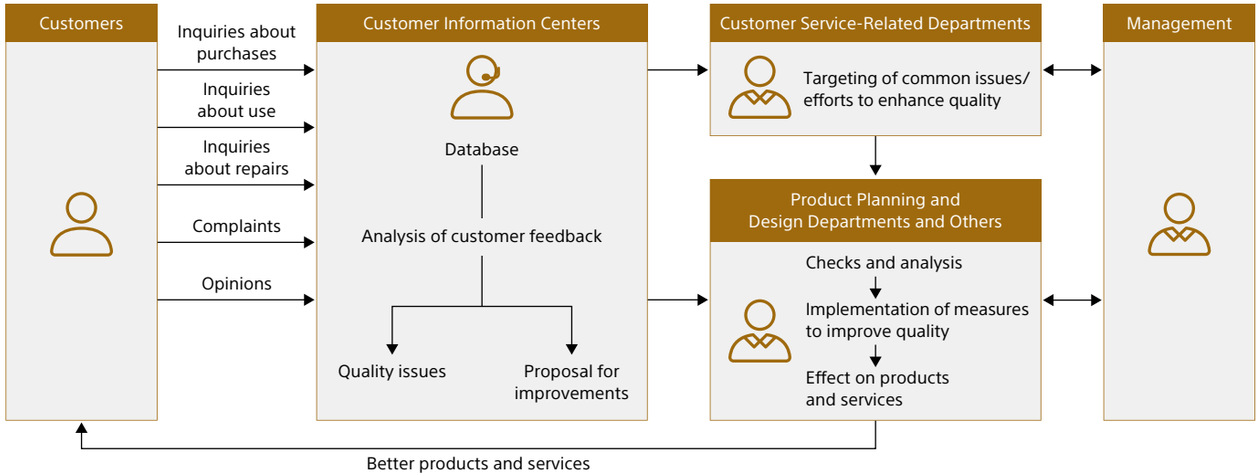
Responding to the Customer

Sony makes active use of customer feedback to improve its products and customer service. Sony customer information centers promptly and accurately collate customer opinions, reports of malfunctions after purchase, questions regarding use, and other feedback. This feedback is aggregated into a database for the planning, design and product quality groups to work together to improve product quality and strengthen product performance, reporting progress to top management on an as-needed basis. Sony is also committed to ensuring responding to security vulnerabilities in a timely manner. To this end, it has established Secure@Sony, a public hotline for customers and security researchers to submit vulnerabilities found in Sony products and network services.
The communication tools used by customers are becoming more diverse. In order to meet these broader customer expectations, Sony also analyzes customer feedback on social media.

Quality Hotline

It is vital to detect product quality-related problems at the earliest stage possible. To that end, Sony has established the Quality Hotline to gather product quality-related information, including reports of problems, as well as opinions from Sony Group employees. Group employees can use the Quality Hotline, an in-house website, to send messages regarding matters that are too difficult to handle at their workplace, such as certain product or service quality issues. They can also share findings identified during customer use of products and any problems with the quality of product-related customer service as perceived by customers who have made use of those services.
In addition, reporting rules have been established to ensure prompt, appropriate action in the event that Group employees become aware of an incident involving a Sony product that affects or may affect customer safety and information about security issues relating to products and network services or the potential for such occurrences. These rules specify applicable reporting channels and time frames, providing a system for consistent reporting without delay. Dedicated internal hotlines have been established for specialized teams, enabling them to resolve issues rapidly.
Upon investigating a problem to ascertain the veracity of the information received, the Quality Hotline office proposes and introduces measures to prevent previous problems from recurring and potential new problems from emerging.

Utilizing Customer Feedback



Market Quality Improvements

Sony has established dedicated quality management organizations in each of its business areas that are responsible for improving the quality of pertinent products in each market. At Sony headquarters, information related to quality issues arising in the marketplace is gathered in a timely manner from a broad range of sources in Japan and overseas, and is reported weekly to headquarters' quality management and technical specialists. Based on the reported information, Sony ascertains whether or not issues in the marketplace have been addressed appropriately. In addition to ensuring that such issues are thoroughly addressed, Sony is accelerating its quality improvement performance by promoting measures to prevent recurrence and proactive measures in relation to quality issues.

Responses to Quality Issues

Sony recognizes that ensuring its customers' satisfaction, confidence and trust is one of its most important management tasks, and strives to prevent quality-related problems through the systems and efforts described earlier in this document.
Sony responds swiftly in the event of a quality-related issue, with the relevant departments working together to investigate facts and take appropriate action on a global scale. When such an issue arises, Sony decides upon the need for public announcements and market action for customers, and implements any needed steps after undertaking various studies of the issue, following a process common to all Sony products.
This process starts with the gathering of information from customer service centers worldwide and collaboration with concerned local

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parties to ensure an accurate grasp of the issue. Based on information collected, Sony then works to determine the correct response by identifying the cause of the issue, implementing countermeasures and promptly verifying the effectiveness thereof, and reviewing the issue from the customer's perspective. Sony also cooperates with CS officers at sites in each region to ensure the same level of service is provided to customers the world over.
With regard to methods and media for issuing public announcements of product quality-related issues, Sony examines the effectiveness of the various means at its disposal, including websites, e-mail, notification via apps, or other media.

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Product Quality, Safety and Long-Term Reliability

Improving the Quality of Products

Sony strives to maximize product quality by improving design, manufacturing, and parts.

Design Quality

In the initial stages of the design process, the individual in charge of a particular business unit verifies new technologies and new parts and, from the user's perspective, determines how a product is to be used. At the conclusion of the design process, the individual in charge confirms the degree to which the intended levels of product quality and reliability have been realized. In addition, in order to give customers who place their trust in the Sony brand the smoothest possible experience, Sony requires relevant departments, including original equipment manufacturer (OEM)* and original design manufacturer (ODM)* companies, to comply with group-wide quality standards. Compliance with these standards is also tested at the end of the design process. Such approaches prevent the occurrence of problems caused by products, while also ensuring that product designs incorporate consideration of user convenience.

* OEM refers to manufacturers contracted to perform manufacturing, ODM refers to manufacturers contracted to perform design and manufacturing.

Production Quality

In the effort to ensure that Sony does not receive, manufacture or ship anything with quality-related problems, Sony adheres to a policy of workmanship at all of its manufacturing sites that ensures customers can use Sony products with confidence. Initiatives include setting important targets at each manufacturing site and implementing PDCA processes to facilitate the achievement of such targets and the continuous improvement of production quality. Sony has also established standard production quality rules to ensure Sony products manufactured by OEM/ODM companies are of the same high quality as those manufactured at Sony production sites.

Component Quality

Recognizing the importance of parts and determined to manufacture products built for long-term use, Sony carefully selects key parts independently for each of its major product categories and is pursuing focused efforts aimed at increasing the reliability of the parts it uses through cooperation among relevant departments and the development of new reliability evaluation technology.

Improving Product Safety

Providing reliable products that customers can use safely is a top priority for Sony. Accordingly, at every stage of its business activities, including product planning, development, design, manufacturing, marketing, and after-sales service for all products and services, Sony takes steps to comply with safety standards based on laws and regulations while constantly striving to surpass those standards in order to maintain the safety of its products. As part of these efforts, Sony has established a team in charge of product safety assessment from a medical perspective. When developing products employing new technologies and using new technologies at events, Sony also seeks to ensure products do not affect customer health through its technology assessment, product development, design and engineering efforts.

Improving the Long-Term Reliability of Products

Sony has established a Quality Reliability Lab supporting Sony's commitment to deliver safe, durable and reliable products to customers. The Quality Reliability Lab has assigned specialists to work full time on improving technologies essential to product reliability and continues working to ensure the long-term reliability of products by developing elemental technologies for preventing age-related deterioration and corrosion of materials and parts, as well as technologies necessary to ensure the reliability of new technologies and functions required for new products and to analyze and evaluate such technologies and functions. These technologies and the information obtained through these activities are utilized to improve design and parts selection processes and increase reliability of products. Sony also presents some of its own knowledge of evaluation technologies at academic meetings and industry conferences and gatherings, seeking to go beyond its own walls and contribute to the industry.

Product Security

With more products connecting to networks, there is a heightened danger of personal information leaks, tampering or destruction of data, product hijacking and other such security issues. As a consequence, it is vital to improve the quality of the security of products and network services.
Sony has a function for collecting security risk-related information from outside experts, researchers and other individuals. Sony assigns managers responsible for the software security of products and has a dedicated department for this purpose. The department coordinates with business units to address issues with the security of products. Based on the information received, the department assesses the impact of risk on customers from a software security perspective and implements appropriate measures.
Sony also implements security design and response systems in order to deliver products that customers can use with confidence. In 2012,

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the Sony Security Development Lifecycle was formulated as measures and rules to enhance security quality throughout each phase, from product development and network service planning right up to the time the product is discarded or the network service is terminated. As part of this process, it subjects products and network services to pre-shipping and pre-release inspections, including security risk assessments and the use of product security vulnerability detection tools. These measures and rules are in place for all Sony products and network services, and regular inspections and audits are performed to ensure that they are being adhered to. Sony has also established internal guidelines pertaining to the security of products. It regularly reviews and updates these guidelines, and continues to implement employee training programs to enhance product security.

Sony Security Development Lifecycle

(Development processes in product development focused on improving the security quality of products and network services)

Product Development Phases	Product planning	Design	Implementation	Testing	Production	Operation and maintenance	Disposal
Security Measures	Systematic adoption of security measures	Security by design	Secure implementation	Security tests	Compliant with security quality	Safe operations and maintenance	Deletion of data
	Training						

Due to growing concern over security issues relating to the Internet of Things (IoT), regulators in various countries/regions are developing new laws and regulations concerning IoT security. Sony has included requirements for conformance to IoT security regulations in the Sony Security Development Lifecycle. It is also establishing internal frameworks for collating and ensuring compliance with regulatory requirements in individual countries and regions.

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Customer Service

In addition to continuously improving product quality, Sony is taking various steps to improve its responsiveness and its customer service capabilities, in line with the commitment set forth in the Sony Pledge of Quality: "Sony employees will always respect our customers' viewpoints in striving to deliver product quality and customer service that exceed their expectations." In customer service, this includes responding to changing customer needs, and in repair services this includes, building organizations designed to ensure the best possible repair service quality.

Organizational Structure

Sony has assigned CS officers in markets around the world where Sony products are sold. Under the guidance and supervision of the Senior Vice President in charge of Quality Management and heads of sales function companies, Sony has also introduced a set of key performance indicators to enhance customer service quality on a global level and has established a network of bases through which it provides services tailored to the needs of customers in each region.

Training for Customer Support Staff

Sony is committed to providing high-quality services to customers around the world. To achieve this, it provides ongoing training for both its own employees and those of service partners. In addition to focusing on the acquisition of new service technologies and the sharing of solutions to ensure issues are addressed swiftly and effectively, Sony is also making efforts to improve customer service and implement new tools. Staff also receive comprehensive ongoing training to help customers get the greatest possible enjoyment from their Sony products.

Customer Information Centers and Customer Service Improvements

Sony established its first customer information center in 1963 in Japan to respond to customer inquiries. Today, Sony has customer information centers worldwide, enabling it to provide prompt responses to customer needs that reflect customers' perspectives, thereby helping Sony to improve the quality of its customer service. Sony currently has 24 contact centers worldwide, providing service to customers in 127 countries.

In addition to support via telephone and e-mail, in several regions, Sony provides customer support via such means as live Internet chat sessions, support using social media and messaging apps, and online community forums where customers can share information to help each other find solutions. In these ways, Sony tailors its support to meet the increasingly diverse needs of its customers in every region of the world.

In addition, Sony conducts surveys to determine customer satisfaction at various touchpoints, and makes improvements based on the results in its efforts to continually improve customer satisfaction.

More Convenient, Eco-Friendly Instruction Manuals

To provide better explanations on how to use its products, Sony is bolstering its online support and providing online instruction manuals for improved searchability and greater convenience so that users are able to quickly find what they are looking for.

The Sony website has a support section that offers not only information on the products themselves but also additional support information on software upgrades and network service updates. This is designed to help users better understand Sony products, software, and services, as well as to enable them, when needed, to troubleshoot as quickly as possible. To accommodate a variety of user environments, Sony also provides support information compatible with mobile devices for greater customer convenience. Sony currently offers services through its website in about 40 languages.

In terms of printed product manuals, Sony provides brief "startup guides" that focus on the information needed to begin using a product, such as how to connect and set up, and how to use the basic functions.

For some products sold globally, Sony has developed instruction manuals with minimal text and more extensive visuals, making it possible to include multiple languages in a single manual, which is expected to contribute to environmental protection by reducing paper consumption.

Repair and Service Network

Currently, there are 3,193 Sony repair service locations worldwide. To enhance customer satisfaction, Sony is working to meet customer needs by performing immediate problem diagnosis at the repair reception desk, improving repair quality and reducing the number of days required for repairs, among other efforts. In addition, Sony is continuously enhancing its service network to ensure that it can respond appropriately to repair requests in each region for each product. By strengthening the feedback mechanism for product quality based on repair information, Sony also aims to keep enhancing quality.

Consumer AV Product Service Locations (Fiscal Year 2024)

Region	Repair Service Locations
Japan	395
United States/Canada	570
Europe	699
Mainland China and Hong Kong Region	562
Asia Pacific*1	531
Other Areas*2	436

*1 Southeast Asia, Oceania, India, South Korea and Taiwan Region
*2 Middle East, Latin America and Africa

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Improving the User Experience

User experience is an essential aspect of quality at Sony.
In order to gain an accurate understanding of the increasingly diverse needs of customers and to deliver user experiences that meet those needs, Sony has adopted Human-Centered Design (HCD) processes and ensures that its design efforts are always based on customers' perspectives.

System

Sony is promoting HCD via collaboration between relevant departments, such as business groups. This initiative is driven by a team that promotes activities across the Group and is overseen by the Senior Vice President in charge of Quality Management. Products and services are becoming more multi-functional all the time, and their user interfaces also tend to become more complex as technology advances. Sony employs intradepartmental cooperation on development to deliver products and services that people can use with ease and comfort.

Using Human-Centered Design in Product and Service Development

Sony is working to improve product usability and create experiences that meet the core needs of customers. It conducts worldwide user research, including home visits and user interviews, to explore and evaluate the value of the experiences that its products provide. These efforts are part of a continuing cycle of issue identification and product improvement, which includes prototyping and usability testing in the upstream stage of design.
Employees also conduct long-term usage surveys, including interviews with customers, both before and after product release. In addition, Sony analyzes how customers feel and behave when they use a service, and then works to improve the user experience by sharing customer feedback with relevant personnel.
Through these HCD-related efforts, the BRAVIA Theatre Quad (HT-A9M2) home theater system was designed to provide an extremely easy experience that allows customers to set up the mobile app without reading the manual. To enable customers to proceed through initial setup with confidence and without hesitation, even when preforming unfamiliar actions, HCD experts, planners, system developers, and design staff worked together from an early stage to create prototypes for repeated verification and iteration. As a result, the operations required to achieve a sound field suited to each customer's viewing environment have been made smooth and stress free.
With the Tokyo Matrix attraction in the Tokyu Kabukicho Tower in Shinjuku, Tokyo, Sony focused on the user's point of view from the planning stage and continued to pursue the ultimate in strategy experiences. Before the attraction's opening, repeated verification and improvements were carried out with users' perspectives in mind, successfully reducing waiting times and ensuring the game's difficulty was appropriate.

Sony Group Portal Website | BRAVIA Theatre Quad (HT-A9M2)
Sony Group Portal Website | The Tokyo Matrix

Systems for User Research and Testing

Sony has built an environment and established systems that ensure user research and testing can be carried out quickly and efficiently via group-wide collaboration spanning sites in Japan and overseas and the use of online tools. There is also an internal monitor program through which employees and their families participate in questionnaire surveys, interviews, and usability tests. Employees with disabilities also play an active role in this program, enabling the collection of input from a diverse range of users. These systems and programs enable Sony to deliver a superior user experience and keep creating products that are easy to use.

Usability testing

Formulating Internal Standards and Applying Acquired Expertise

Product and service designers from across the Sony Group meet to formulate guidelines for elements such as interactions, use of words and icons on screens. Some of these aspects are also included in Sony Group's quality standards, which are quality requirements that products and services must comply with. As such, they are continuously managed and implemented through the quality management system.
Sony has also established rules for product commercialization processes incorporating HCD and has introduced inclusive design.
The knowledge gained through user research and testing, the expertise of the Product Development departments, and case studies of the application of user experience (UX) design are shared across the Group as well.
Documentation containing the relevant guidelines and expertise, including commercialization processes, is posted on Sony's internal portal site to ensure that everyone at the Sony Group has access to them. This information is used in product and service development as Sony continues to work to enhance usability for customers.

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Human Resource Development and Awareness-raising Activities on HCD

In order to further deepen employee understanding of HCD, Sony also holds lectures featuring experts open to all employees and provides an e-learning course for all employees covering HCD.
It is also working to hire and train employees with HCD-related skills. Sony is continuously implementing programs to develop employees who are ready to lead customer-focused initiatives, including training to learn techniques for creating experiences that reflect customers' needs and systematic study of HCD processes and methods over the course of approximately six months. Through these activities, employees involved in various aspects of product and service creation are working to acquire the knowledge and skills necessary to master HCD.
In 2021, Sony launched a system to certify employees with a high level of expertise and experience as HCD experts. These experts will play a leading role in the workplace. Two HCD experts were newly certified in fiscal year 2024, and all 17 HCD experts are working to ensure that it becomes further entrenched in development departments in Japan and overseas.

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Responsible Supply Chain

Overview

Basic Approach

In recent years, stakeholders have grown increasingly aware of how crucial it is that companies fulfill their overall responsibilities throughout their supply chains. Sony takes these stakeholder concerns seriously and is working closely with its suppliers on initiatives in fields such as human rights, labor conditions, health and safety, and environment. These initiatives cover not only Sony's own sites, but sites throughout the supply chain from suppliers, to mineral mining operations, to production sites operated both by Sony and by contract manufacturers.
Each and every executive and employee complies with the Sony Group Code of Conduct and conducts ethical business practices. Based on this approach, Sony works with suppliers and contract manufacturers to establish a responsible supply chain in our electronics business that ensures compliance with the Sony Supply Chain Code of Conduct and the Sony Group Policy for Responsible Supply Chain of Minerals. These efforts are undertaken in collaboration with relevant industry organizations and other stakeholders.

Structure

Under the Senior Executive in charge of Sustainability, the Sustainability Section at the headquarters plays central roles in promoting actions aimed toward creating a more responsible supply chain, cooperating with procurement and other related departments in our businesses, as well as management departments at manufacturing sites.

Looking to the Future

In order to further strengthen efforts to establish a responsible supply chain, Sony will expand assessments of its own sites and its suppliers, for example by having primary suppliers request secondary suppliers to comply with the Sony Supply Chain Code of Conduct. Sony remains committed to ongoing efforts to raise awareness, educate, and provide training not only to employees, but also across the supply chain, communicating with suppliers to raise awareness and the capacity to respond effectively to responsible supply chain issues. Sony will work with a variety of stakeholders as it continues to strengthen its countermeasures for high-risk minerals in its procurement.

■ Milestones

2004:	Became a founding member of the EICC (now the Responsible Business Alliance)
2005:	Sony Supplier Code of Conduct established
2006:	EICC self-assessment started at electronics manufacturing sites
2012:	Sony Supplier Code of Conduct revised to create second edition
2014:	Sony Group Conflict Minerals Policy established and a survey on use of conflict minerals started
2016:	Sony Supply Chain Code of Conduct established and cobalt supply chain assessment started
2017:	Sony Group Policy for Responsible Supply Chain of Minerals established
2021:	Sony Pictures Entertainment Supplier Code of Conduct established
2022:	Sony Music Supplier Code of Conduct established
2023:	Sony Interactive Business Principles established
2024:	Sony Supply Chain Code of Conduct revised to create 4.0 edition

Sony Supply Chain Code of Conduct [PDF:485KB]
Sony Group Policy for Responsible Supply Chain of Minerals [PDF:282KB]
Sony Group Portal Website | Grievance System for Sony Group Electronics Supply Chain

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Supply Chain Management

We are engaged in supply chain management that includes the production sites of our suppliers and contract manufacturers in addition to our own electronics manufacturing sites.

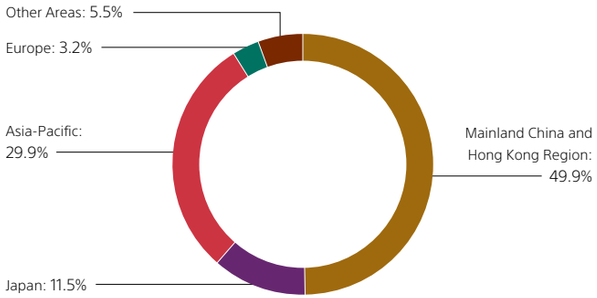
Supply Chain for Electronics Products

Sony develops, designs, manufactures and sells a wide range of electronics and other devices, utilizing an electronics supply chain that stretches across the entire globe. As of August 2025, we have 11 electronics manufacturing sites in Japan, China, South Korea, Thailand, Malaysia, and the UK. Further, we procure materials and parts for Sony electronics from suppliers worldwide.
In fiscal year 2024, the value of transactions with raw materials/parts suppliers and contract manufacturers (OEM/ODM suppliers) by geographic area was as follows: Mainland China and Hong Kong Region (49.9%), Japan (11.5%), Asia-Pacific (29.9%), Europe (3.2%), and other areas (5.5%).

Electronics manufacturing sites at Sony (as of August 2025)

Location	Site
Japan	Sony Global Manufacturing & Operations Corporation Sony Semiconductor Manufacturing Corporation Sony Storage Media Corporation Sony / Taiyo Corporation
China	Shanghai Suoguang Visual Products Co., Ltd. Sony Digital Products (Wuxi) Co., Ltd.
South Korea	Sony Electronics of Korea Corp.
Thailand	Sony Technology (Thailand) Co., Ltd. Sony Device Technology (Thailand) Co., Ltd.
Malaysia	Sony EMCS (Malaysia) Sdn. Bhd.
UK	Sony UK Technology Centre Ltd.

Raw Materials/Parts and OEM/ODM supplier ratio by geographic area (transaction value basis in FY2024)



Note: Major countries and regions that belong to each category
• Asia-Pacific: Southeast Asia, India, Oceania, Taiwan Region and South Korea
• Other Areas: Middle East, Latin America, Africa, United States and Canada
The amount is calculated based on the location of the company registration of supplier

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Establishing and Promoting the Sony Supply Chain Code of Conduct

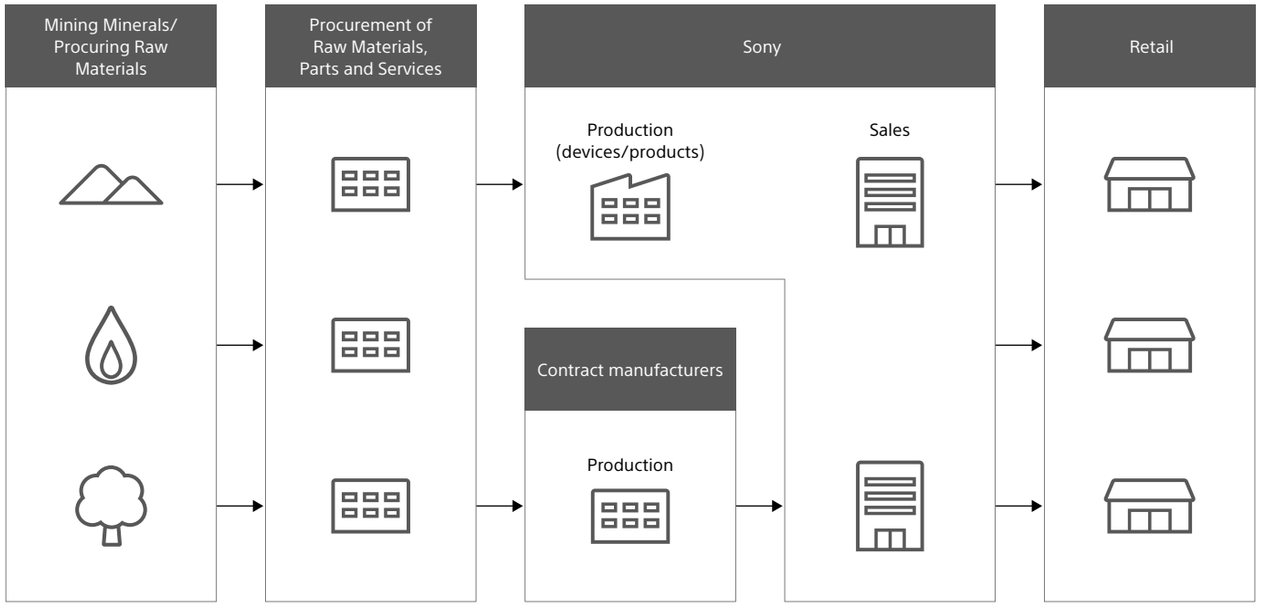
Sony recognizes the increasing importance of global companies' responsibility to manage their supply chains responsibly as diligent members of society. This extends beyond our manufacturing sites, including those of parts suppliers and contract manufacturers. Sony works with its suppliers to address issues such as human rights, labor conditions, health and safety, and environmental protection throughout its supply chain in order to ensure a responsible supply chain.

Sony Supply Chain Code of Conduct

Sony was involved in establishing the RBA Code of Conduct, which indicates electronics industry best practice, and adopted that code to establish the Sony Supply Chain Code of Conduct. Sony actively implements efforts to comply with the code for our manufacturing sites, service suppliers providing services to those sites, contract manufacturers and materials/parts suppliers. The RBA Code of Conduct has been translated into 28 languages including English, Chinese, Japanese, Thai, and Malay. The fourth edition of the Sony Supply Chain Code of Conduct has been revised to ensure it is in line with the eighth edition of the RBA Code of Conduct, released January 2024. Compliance with the Sony Supply Chain Code of Conduct is included in contracts signed when Sony begins doing business. As a part of the customer requirements under this Code of Conduct, contract manufacturers and raw materials/parts suppliers must comply with the Green Partner Environmental Quality Approval Program and the Sony Group Policy for Responsible Supply Chain of Minerals. Suppliers are also requested to distribute and comply with the Sony Supply Chain Code of Conduct within their own supply chain.
In addition, as a founding member of the RBA, Sony also works to strengthen its supplier assessments, ongoing monitoring, and other initiatives.

→ Sony's Sustainability (Partnership and Participation in Multi-Stakeholder Frameworks)
→ Participation in the Responsible Business Alliance (RBA)
Sony Supply Chain Code of Conduct [PDF:485KB]
Responsible Business Alliance

Basic Structure of the Supply Chain



Sony Supply Chain Code of Conduct Items

A. Labor	B. Health and Safety	C. Environment	D. Ethics	E. Management Systems
1) Prohibition of Forced Labor 2) Young Workers 3) Working Hours 4) Wages and Benefits 5) Non-Discrimination/ Non-Harassment/ Humane Treatment 6) Freedom of Association and Collective Bargaining	1) Occupational Health and Safety 2) Emergency Preparedness 3) Occupational Injury and Illness 4) Industrial Hygiene 5) Physically Demanding Work 6) Machine Safeguarding 7) Sanitation, Food, and Housing 8) Health and Safety Communication	1) Environmental Permits and Reporting 2) Pollution Prevention and Resource Conservation 3) Hazardous Substances 4) Solid Waste 5) Air Emissions 6) Materials Restrictions 7) Water Management 8) Energy Consumption and Greenhouse Gas Emissions	1) Business Integrity 2) No Improper Advantage 3) Disclosure of Information 4) Intellectual Property 5) Fair Business, Advertising and Competition 6) Protection of Identity and Non-Retaliation 7) Responsible Sourcing of Minerals 8) Privacy	1) Company Commitment 2) Management Accountability and Responsibility 3) Legal and Customer Requirements 4) Risk Assessment and Risk Management 5) Improvement Objectives 6) Training 7) Communication 8) Worker/Stakeholder Engagement and Access to Remedy 9) Audits and Assessments 10) Corrective Action Process 11) Documentation and Records 12) Supplier Responsibility

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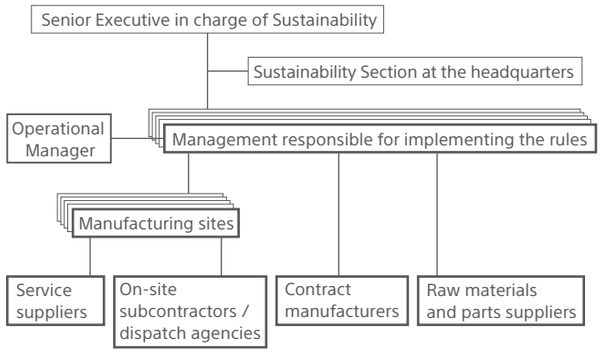
Organizational Structure

At Sony, the Sustainability Section at the headquarters takes the lead in promoting efforts toward a responsible supply chain in cooperation with other related divisions (sustainability, procurement, production, etc.) and management departments at manufacturing sites.
Under the supervision of the Senior Executive in charge of Sustainability, the Sustainability Section at the headquarters assesses external trends and communicates with stakeholders, drawing on both to formulate basic company-wide supply chain management policy.
The Senior Executive in charge of Sustainability appoints the management responsible in each relevant business unit. They are then responsible for overall operational compliance for the area in their charge, including compliance with the Sony Supply Chain Code of Conduct, as well as risk assessment, regular monitoring and remedial measures.
In cases where assessments or external sources indicate any possibility of violations of the Sony Supply Chain Code of Conduct or a material legal violation, or in cases where the supplier does not provide adequate cooperation with assessments and audits, the management responsible for implementing the rules work together with the Sustainability Section and Compliance Section at the headquarters to determine the facts and take action deemed necessary, and the situation is reported to the Senior Executive in charge of Sustainability.

Implementation Framework of
the Sony Supply Chain Code of Conduct



Initiatives at Sony Manufacturing Sites

Sony Supply Chain Code of Conduct Notification

Sony has notified all of its manufacturing sites and their service suppliers regarding the fourth edition of the Sony Supply Chain Code of Conduct. Sony additionally distributes, provides notification and obtains a declaration of compliance when entering into new contracts or revising the Code of Conduct.

Conducting Regular Assessments

As part of its efforts to ascertain Sony manufacturing sites' compliance with the Sony Supply Chain Code of Conduct, Sony uses standard tools provided by the RBA to check compliance, assess improvements, and implement other monitoring activities.
Specifically, Sony utilizes the RBA questionnaire as an annual self-assessment survey at all of its electronics manufacturing sites to evaluate compliance designated by the Sony Supply Chain Code of Conduct in terms of labor, health and safety, ethics, environment, and management systems. At manufacturing sites where self-assessment surveys indicate issues with compliance and further evaluation and improvement in these areas are deemed necessary, appropriate measures to improve compliance are developed and implemented. Additionally, we regularly conduct RBA or other equivalent audit at some manufacturing sites.
In fiscal year 2024, 12 manufacturing sites (as of August 2024) in Japan, China, Korea, Thailand, Malaysia and the UK completed self-assessment surveys. The results showed no manufacturing sites were considered high risk according to RBA criteria. Additionally, some of our manufacturing sites in Japan and China have undergone third-party RBA audits, and have all received Silver Status.
In addition, Sony conducted a written risk assessment survey of 168 identified service suppliers that provide services to its manufacturing sites to ascertain their level of compliance with the Sony Supply Chain Code of Conduct. If any compliance issues are revealed, we review the plan for improvement and follow up to confirm progress.

Employment and Working Conditions of Foreign Workers

In recent years, forced labor among foreign and immigrant workers at factories that manufacture electronic products and components has become an issue both in Japan and around the world.
In response, Sony conducts self-assessments regarding employment status of its foreign workforce via the RBA questionnaire. The assessments check whether the site has any foreign workers or not (in either direct or indirect employment) and confirm the hiring processes and labor conditions. Since 2020, Sony has continued to conduct document assessments of a number of domestic on-site contract manufacturers to verify their hiring processes for technical intern trainees in Japan and the countries in which they were hired, as well as the labor conditions of trainees. The results showed that steps are continually being taken to ensure compliance with the labor standards set out in the Sony Supply Chain Code of Conduct overall. This includes the establishment of a new policy on freely chosen employment and recruitment fees for on-site subcontractors who did not previously have such policies in place, or other improvements. In order to prevent technical intern trainees from paying fees, we request that on-site contract manufacturers comply with the Sony Supply Chain Code of Conduct, obtaining a declaration of compliance.

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Sony's Approach to Supplier Relations

Requesting Compliance and Monitoring Compliance Status with the Sony Supply Chain Code of Conduct

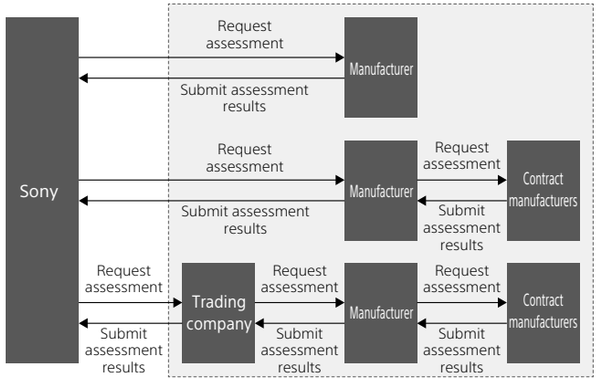
Requesting Compliance

Compliance with the Sony Supply Chain Code of Conduct is included in contracts signed when Sony begins doing business with raw materials and parts suppliers. All suppliers are provided this Code of Conduct upon signing a new contract, and are kept informed of changes through updated documents. Further, Sony regularly reminds suppliers of their responsibilities and obtains a declaration of compliance from them. In fiscal year 2024, Sony announced the revised Sony Supply Chain Code of Conduct to its raw materials and parts suppliers, obtaining a declaration of compliance from them.
When starting new business dealings with suppliers, Sony requests compliance with the Sony Supply Chain Code of Conduct not only from the primary supplier, but also from plants supplying materials and parts. Furthermore, if a primary supplier is a trading company, Sony acquires a declaration of compliance from the parts manufacturer and manufacturing sites through the trading company and confirms that compliance is implemented.
Sony also distributes the Sony Supply Chain Code of Conduct to our own supply chain, requesting through primary suppliers that it is observed by secondary and further suppliers.

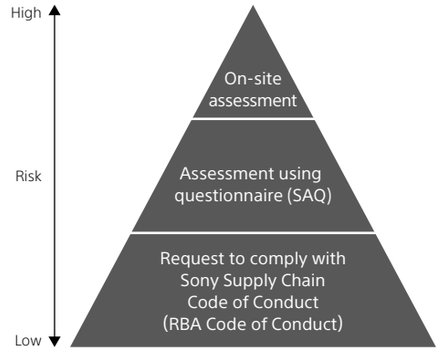
Supplier Assessment

To ascertain supplier compliance with the Sony Supply Chain Code of Conduct, Sony conducts assessments based on the supplier's risk level for all raw materials/parts suppliers and their manufacturing facilities. If Sony does not deal directly with the manufacturing facility, the assessments are conducted through the trading company or manufacturer that is the primary supplier.
If a manufacturer is suspected to be in violation of the Sony Supply Chain Code of Conduct, instructions for improvement are issued, on-site assessments and third-party audits are conducted and employees and managers are interviewed in person to verify the actual management situation, based on the identified potential risk. Assessments are similar to those indicated in RBA standards, and include contracts and other documentation, working hours, policies, procedures and health and safety verification. If issues are found, guidance for improvement is provided, and we continue to verify and evaluate subsequent actions taken. Sony's policy is to review its business relationship with a supplier if a serious violation (such as forced labor, child labor, inhumane working conditions, unlawful discrimination, lack of an emergency and disaster action plan, presence of risks that cause a serious life-threatening accident to a worker, significant environmental pollution issues) of the Sony Supply Chain Code of Conduct is confirmed or if the supplier fails to cooperate fully in an investigation or audit.

Scope of Supplier Assessment



Risk-Based Supplier Assessment



New Suppliers

Sony conducts assessments based on the supplier's risk level for all new OEM/ODM suppliers and raw materials/parts suppliers and their manufacturing facilities. All direct suppliers and their plants are requested to comply with the Sony Supply Chain Code of Conduct. Suppliers and their plants are categorized by risk level, based on such factors as the country and region in which they are located, size of business, industry, and type of business. Suppliers and their plants conduct an assessment using RBA questionnaires or the questionnaire on labor, health and safety, environment, and ethics based on the RBA Code.
In assessment, questionnaires evaluate compliance with the Sony Supply Chain Code of Conduct specifically in items related to forced labor among foreign, migrant and immigrant workers, which has become a serious issue worldwide. Supplier response is analyzed to identify potential risks for individual manufacturing plants.
We also utilize third-party screening tools to check for human rights violation risks (human trafficking, child labor, forced labor, etc.) at target supplier sites.

Existing Suppliers

Major OEM/ODM suppliers that do sizable business with Sony continue to conduct annual assessments using questionnaires from the RBA. If an assessment indicates a high risk, the OEM/ODM supplier is subject to an on-site audit, which may include an audit by a third-party.
Furthermore, with growing stakeholder interest in the issue of forced labor in the electronics industry supply chain overall, Sony has been strengthening activities related to periodic assessment of existing raw materials and parts suppliers for compliance with the Sony Supply Chain Code of Conduct since 2020. Just as for new suppliers, existing suppliers and their plants are categorized by risk level, based on such factors as the country and region in which they are located, size of business, industry, and type of business to determine if they fit criteria for assessment. Assessment using RBA questionnaires or the questionnaire on labor, health and safety, environment, and ethics based on the RBA Code is conducted for applicable existing suppliers, and supplier response is analyzed to identify potential risks for individual manufacturing plants.

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Assessment Results for Fiscal Year 2024

New Suppliers

Assessments using questionnaires were conducted for 43 plants. We provided written instructions for improvement to 4 supplier plants deemed to be in minor violation. We conducted on-site assessments and third-party audits at 1 supplier plant suspected to be in violation, pointing out issues and issuing instructions for improvement. In either case, suppliers are asked to make a plan for improvement, manage progress and show evidence-based results.

Existing Suppliers

Assessments using questionnaires were conducted for 324 plants. We provided written instructions for improvement to 17 supplier plants deemed to be in minor violation. We conducted on-site assessments and third-party audits at 18 supplier plants suspected to be in violation pointing out issues and issuing instructions for improvement, either remotely or in-person. In either case, suppliers are asked to make a plan for improvement, manage progress and show evidence-based results.

Assessments of New and Existing Suppliers

(Figures indicate the number of plants)

Content	FY2022	FY2023	FY2024
Assessment using questionnaire	406	235	367
Written improvement instructions	75	9	21
Remote assessment / on-site assessment	64	12	19

Top 5 violations identified through on-site assessment (FY2024)

Over 60 hrs. work/week	4.1%
Unable to take a day off in 7 days	3.8%
Insufficient management processes due to poor implementation of code of conduct	3.8%
Code of conduct not communicated to Supplier's partners	3.3%
Insufficient management of legal requirements	2.5%
No written contract in understandable language / contract details not communicated before leaving the country	2.5%

* Violation ratios confirmed via on-site evaluation vs. total number of assessments using the questionnaire. Includes cases where multiple violations were identified at the same supplier during on-site assessments.

Examples of Instructions for Improvement

■Working hours

Observation: Overtime hours at a supplier (over 60 hours/week)

Improvement instructions: Requested a plan for improvement of working hours, continuously monitored until improvements are completed

■Evacuation exit access

Observation: Locked evacuation exit

Improvement instructions: Requested to unlock entryways that might obstruct emergency evacuation and confirmation of results.

■Requests for compliance from suppliers to their partners

Observation: Code of conduct not communicated and compliance not requested

Improvement instructions: Requested communication and compliance of the code of conduct to their partners, and confirmation of implementation.

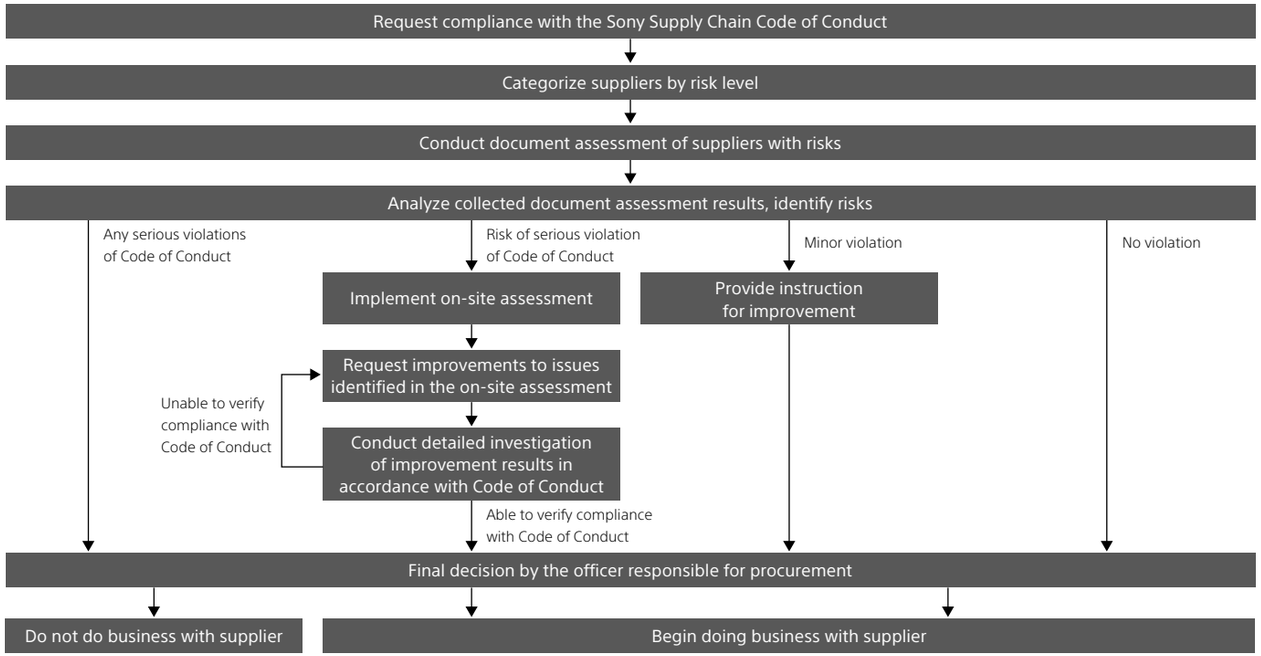
Conducting additional assessments through on-site visit

In addition to regular assessments, procurement staff from a local manufacturing site conduct on-site assessments for suppliers in areas considered high risk based on previous assessment results. In fiscal year 2024, we conducted assessments that included worker interviews for facilities employing foreign migrant workers.

Example of remedy for affected workers

Sony confirmed that a third-party Malaysian supplier has violated the Supply Chain Code of Conduct regarding employment and labor. As there has not been significant progress implementing corrective measures requested by Sony, Sony has discontinued sourcing from the supplier. Sony has worked with the RBA to provide financial support to affected workers.

Assessment Flow at Start of New Transactions with Suppliers



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Communicating with Suppliers

Sony is deeply committed to communicating with suppliers and is involved in a variety of measures to this effect.

Distributing Videos and Providing Education for Raw Materials and Parts Suppliers

We conduct educational and awareness-raising activities to help people better understand the responsible supply chain and other Sony sustainability initiatives. In fiscal year 2023, we distributed a video explaining Sony sustainability and procurement policies to suppliers with who we engage beyond a certain level. The video detailed the content of the Sony Supply Chain Code of Conduct, responsible sourcing of minerals and climate change initiatives, and further requested supplier cooperation in these endeavors.
In fiscal 2024, we once again explained Code of Conduct requirements when procurement staff conducted on-site assessments, and also once again requested compliance at a conference in China, actively communicating with suppliers on a regular basis to ensure understanding of our sustainable procurement endeavors.

Visualizing Supplier Sustainability Efforts

We check for supplier compliance with the Sony Supply Chain Code of Conduct, which includes their efforts for human rights, ethics, environmental and health and safety initiatives, and this oversight is vital to our supplier selection process. In consideration of the fact that supplier sustainability activities will continue to grow more important, we built and began implementing a system to visually identify and centrally manage supplier sustainability achievement (including compliance with the Sony Supply Chain Code of Conduct, reducing the effect on the environment). We communicate the meaning and social significance of these efforts, providing direct feedback to our suppliers to motivate them toward sustainable endeavors and maintain their compliance with the Sony Supply Chain Code of Conduct.

Purchasing Practices

Presenting suppliers with procurement plans and outlooks helps to mitigate negative impact on recruiting and working conditions. Therefore, we provide a six-month procurement forecast with our primary suppliers in order to secure capacity well in advance, the content of which is reviewed weekly from the start of mass production. The lead time agreed to between the supplier and Sony is registered in the system and a purchase order is issued according to that lead time. Any major changes to the order are discussed with the supplier in compliance with applicable laws and regulations.

Establishing Contact Points for Suppliers and Stakeholders

Sony has made two contact points available for supply chain issues. Both accept reports via dedicated inquiry forms on their websites. Anonymous reports are also accepted, and we clearly state that reporters will suffer no repercussions for making a report. Sony once again introduced these to all suppliers with whom we do above a certain amount of business with via a video distributed in fiscal year 2023, requesting that all employees and upstream suppliers also be informed. In fiscal year 2024, we notified suppliers regarding these contact points once again when Sony announced the Supply Chain Code of Conduct and requested a declaration of compliance.

Supplier Hotline

Sony has established a Supplier Hotline which suppliers may use to report conduct by a Sony Group company executive or employee that violates laws, regulations, the Sony Group Code of Conduct, or the Sony Supply Chain Code of Conduct, as well as conduct that violates the company's agreements with suppliers as a framework to facilitate sharing of concrete information.

Sony Group Portal Website | Supplier Hotline (in Japanese)

Grievance System for Sony Group Electronics Supply Chain for Reporting from a Broad Range of Stakeholders

Sony established the Grievance System for the Sony Group Electronics Supply Chain for relevant stakeholders in the electronics supply chain, including manufacturers and suppliers of parts, raw materials, manufacturing equipment, etc., their employees, and other related parties in March 2024. A dedicated online inquiry form is provided to report any actions across the electronics supply chain that violate or may violate the Sony Supply Chain Code of Conduct or the Sony Group Policy for Responsible Supply Chain of Minerals.
We received 23 reports, including a case concerning employment and labor at suppliers in Asia in fiscal year 2024.
If corrective actions are necessary as a result of investigation, we take reasonable corrective action as appropriate.

Sony Group Portal Website | Grievance System for Sony Group Electronics Supply Chain

Capacity Building for Procurement Personnel

Training and Raising Awareness in Internal Procurement Personnel

We implement training for employees who are involved in procurement for socially responsible procurement and the Sony Supply Chain Code of Conduct.
In fiscal year 2023, managers from the Sustainability Section held discussion-focused training sessions to deepen understanding on human rights issues in the supply chain and the need for initiatives to curb climate change to managers in departments involved in procurement of raw materials and parts. All raw materials and parts procurement personnel also received additional training regarding Sony sustainability and procurement policy and initiatives, including basic information on efforts to curb climate change, such as greenhouse gas emissions reduction targets and measures to achieve them. We further detailed risks related to human rights violations identified in supplier assessments to the person in charge of contact with suppliers, and conducted training to reaffirm that processes and measures necessary for improvement are taken when risks are discovered.
In fiscal year 2024, we continued to provide training to raw materials and parts procurement personnel regarding human rights, climate

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change and Sony sustainability initiatives in the supply chain. These efforts included training to ensure understanding of risks related to human rights violations and health and safety identified in supplier assessments, as well as to facilitate the use of checklists to identify risks at supplier sites and provide guidance for improvement when visiting these sites. We conducted training regarding how to promote basic climate change measures on site, including social trends related to climate change, GHG emission calculation methods, and examples of how we have incorporated renewable energy at our manufacturing sites. Content of training videos is further available online to ensure procurement personnel have access to them whenever they are needed.
We also held a Global Procurement Meeting which brought together regional managers for an intensive discussion on how to address human rights issues in the supply chain.
We continue to work to provide training and forums for discussion on building a responsible supply chain that includes managers and employees.

Responding to External Reports

In cases where any possibility of violations of the Sony Supply Chain Code of Conduct is reported via external sources, such as NGOs or media reports, we work expeditiously and objectively to confirm facts regarding the report, including an RBA audit by a third-party auditor. If this determination confirms the reported violations at our manufacturing sites, Sony ensures that corrective action is immediately taken. At supplier plants, we promptly request to make an improvement plan. We request progress reports for implementation of these plans and check further by conducting follow-up audits as needed. In cases where any possibility of violations is reported at a secondary supplier, Sony works with the primary supplier to ensure that remedial action is carried out. Sony's policy is to review its business relationship with a supplier if a serious violation of the Sony Supply Chain Code of Conduct is confirmed or if the supplier fails to cooperate fully in an investigation or audit.

Participation in the Responsible Business Alliance (RBA)

Supply chains overlap considerably in the electronics industry, with multiple manufacturers of finished products sharing the same subcontractors and parts suppliers. Accordingly, there are fears that the introduction of independent, company specific standards for socially responsible management will cause confusion and constitute a significant burden on companies in the supply chain.
With the aim of improving processes in the electronics industry supply chain, in 2004 Sony and other companies established the Electronic Industry Citizenship Coalition (EICC, currently the RBA). The alliance then developed the RBA Code of Conduct (formerly the EICC Code of Conduct) incorporating best industry practices.
The RBA is working with its member companies to develop tools that help to establish and manage codes of conduct, Web-based systems, and skills development programs for suppliers. As of June 2025, the RBA consisted of more than 250 participating companies from Europe, the Americas and Asia, and members included manufacturers and OEM companies. The RBA has membership categories for different levels of engagement and has granted Full Member status to Sony, its highest membership category. Additionally, Sony has worked as a member of the RBA Board of Directors from 2020 to 2024.
The RBA promotes corporate social responsibility (CSR) in supply chains through the Responsible Minerals Initiative (RMI), which addresses issues with minerals procurement, the Responsible Labor Initiative (RLI), which addresses human rights issues such as forced labor, and other programs.

→ Sony's Sustainability (Partnership and Participation in Multi-Stakeholder Frameworks)
Responsible Business Alliance

Supplier Code of Conduct in Entertainment Business

Sony is committed to enhancing Sony Group's responsible supply chain activities in the entertainment industry in order to strengthen its supplier programs related to standards for human rights, ethical business practices, safety and environment.
In March 2021, Sony Pictures Entertainment established the Sony Pictures Entertainment Supplier Code of Conduct. A link to the Supplier Code of Conduct is provided to relevant global suppliers as part of SPE's vendor onboarding and due diligence process covering topics such as ethics, integrity, and sustainability. Then, in March 2022, Sony Music Entertainment established the Sony Music Entertainment Supplier Code of Conduct. These codes of conduct are based on principles similar to those of the Sony Supply Chain Code of Conduct, and we are working to raise awareness of both.
Sony Interactive Entertainment (SIE) is committed to complying with all applicable laws and regulations and to conducting business in an honest, ethical, and responsible manner. SIE expects its business partners to do the same. SIE launched its Business Principles in March 2024, which set out SIE's expectations, standards and guidelines for doing business with SIE and on SIE's behalf. The Business Principles are published on the SIE website and included in SIE's contracts with all high-risk business partners not subject to the Sony Supply Chain Code of Conduct.

Sony Pictures Entertainment Supplier Code of Conduct
Sony Music Supplier Code of Conduct
Sony Interactive Business Principles

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Responsible Sourcing of Minerals

In recent years, stakeholders have become increasingly concerned about violations of the human rights of workers and environmental issues in the sourcing of mineral resources essential for the manufacture of electronic products. Sony is working with its suppliers to address issues related to human rights, labor conditions, health and safety, and environmental protection at production sites, as well as in its procurement of minerals.

Establishing the Sony Group Policy for Responsible Supply Chain of Minerals

Some minerals that are used in Sony products carry human rights and environmental risks in the extraction process.
In the Sony Group Code of Conduct, Sony set forth basic policies including prohibition of using any form of forced labor, specifically, child labor. Sony has established the Sony Supply Chain Code of Conduct to be complied with throughout the electronics product supply chain.
In addition, in October 2017, Sony established the Sony Group Policy for Responsible Supply Chain of Minerals, replacing the Sony Group Conflict Minerals Policy that was established in 2014.

Basic Policy

In the policy, Sony pledges that, in order to avoid contributing to conflicts or serious human rights abuses through its sourcing practices, Sony identifies certain minerals that are sourced in conflict-affected and high-risk areas and that are high-risk for Sony from the perspective of corporate social responsibility ("High-Risk Minerals"). Sony's policy is to refrain from knowingly purchasing any products, components or materials that contain High-Risk Minerals that contribute to conflicts or serious human rights abuses in the chain of custody.

High-Risk Minerals

Sony conducts risk assessments to determine if high-risk minerals could be contained in our products. These assessments are carried out from four main perspectives: legal and regulatory requirements, the importance of particular business activities, requests from stakeholders and social and environmental corporate responsibility (such as child labor, forced labor, indigenous rights, conflicts, etc.). Changes to high-risk minerals are considered based on the results of regular assessments.
Tantalum, tin, gold, tungsten and cobalt were identified as high risk.

Expectations for Suppliers

Sony requires its suppliers to source High-Risk Minerals from smelters determined to be compliant with the Responsible Minerals Assurance Process (the "RMAP") * protocols established by the Responsible Minerals Initiative (the "RMI"), or other smelters that have been determined not to be contributing to conflicts or serious human rights abuses under other trusted traceability projects.

* Responsible Minerals Assurance Process (RMAP) : A program in which a third party certifies that the minerals handled by the smelter are from sources that do not fund armed conflict or engage in human rights violations.

OECD Due Diligence Guidance Initiatives

Sony exercises due diligence on the source and chain of custody of High-Risk Minerals in our supply chain to determine supplier compliance with our policy. We follow the Organization for Economic Cooperation and Development (the "OECD") Due Diligence Guidance for Responsible Supply Chains of Minerals from conflict affected and high-risk areas (the "OECD Guidance") or other internationally recognized framework when conducting such due diligence.

Sony Group Policy for Responsible Supply Chain of Minerals [PDF:282KB]
→ Participation in the Responsible Business Alliance (RBA)

Addressing Issues with Tantalum, Tin, Gold and Tungsten (Four Minerals)
Survey and Results on Use of the Four Minerals

The four minerals are commonly found in many products, ranging from jewelry to electronics and airplane components, and enter global supply chains from numerous countries. Determining the mine of origin for these minerals requires the cooperation of many levels of suppliers and intermediaries in the supply chain. Sony is committed to working with suppliers to continuously improve supply chain transparency and reduce risk.
Investigation on the origin of the four minerals used by the Sony Group overall is conducted as follows.

1. Every survey year, Sony checks each business group to see if there is any possibility for the four minerals being used in its products
2. Sony further looks for the presence of the four minerals in the products of the identified business group that are manufactured or outsourced for manufacturing by Sony in the survey year and identifies target products
3. The survey is conducted using the RMI Conflict Minerals Response Template (CMRT), the industry standard, and target suppliers are asked to participate by filling out a survey response for each product concerned in order to identify the smelters or countries of origin for the procured minerals concerned
4. The smelters indicated in the survey responses are then carefully compared to the RMI smelters list

In the 2024 survey, Sony identified a total of 339 smelters and refiners as potential sources of the four minerals and, of those, 229 smelters and refiners were compliant with RMAP* or were contained in the London Bullion Market Association Good Delivery List or certified by the Responsible Jewellery Council (RMAP compliant).

* Includes smelters under RMAP assessment.

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Response for Sony Suppliers of the Four Minerals

If it is determined that any of the four minerals are used in the manufacture of products, Sony requires relevant suppliers to comply with the Sony Group Policy for Responsible Supply Chain of Minerals and to fully cooperate with its due diligence efforts regarding sourcing the four minerals in accordance with the terms of this policy. In addition, Sony expects suppliers to have pertinent policies, a due diligence framework and a management system consistent with the OECD guidance in place for products, components and materials delivered to Sony. As a part of these measures, Sony is working to propel action from suppliers who have yet to establish mineral supply chain policy.

Mitigating Risk in the Supply Chain

In the event that Sony confirms that any of its products, components or materials may contain minerals in violation of Sony Group Policy for Responsible Supply Chain of Minerals, Sony, in collaboration with relevant suppliers, shall take actions reasonably necessary to eliminate such minerals from such products, components or materials and shall request that the supplier makes necessary improvement to its sourcing practices.

This includes adoption of a mineral supply chain policy, increased responsiveness and accuracy for surveys on the use of the four minerals, and use of the four minerals sourced from smelters or refiners participating in the RMAP program, or who are otherwise recognized as not contributing to conflict or human rights violations through other trusted mineral traceability projects. Further, in the event that Sony confirms that a supplier has failed to cooperate sufficiently with a due diligence investigation, fails to follow Sony's requests for remediation or has otherwise violated this policy, Sony shall take necessary actions, including without limitation, termination of business with such supplier by stopping new orders. As part of its efforts to promote RMAP-conformance among smelters, Sony works to encourage smelters identified in its own investigations that are not in compliance with the RMAP to come into compliance.

In 2024, 41 suppliers specified in their CMRT that they source from smelters that were not listed as conformant or were unwilling to undergo an RMAP assessment or similar assessment from a trusted traceability project. As a result of an improvement request by Sony, 14 suppliers conducted investigations and responded that the non-compliant smelters were not in fact in their supply chains, while we continue to request improvement from the remaining 27 suppliers.

Sony established the Grievance System for Sony Group Electronics Supply Chain for relevant stakeholders in the electronics supply chain, including manufacturers and suppliers of parts, raw materials, manufacturing equipment, etc., their employees, and other related parties. This point of contact allows reporting of any actions across the electronics supply chain that violate or may violate the Sony Supply Chain Code of Conduct or the Sony Group Policy for Responsible Supply Chain of Minerals. Actions taken include those connected to the environment of mining, trading, handling and export of minerals in conflict and high-risk areas. If corrective actions are necessary as a result of the investigation, we will take reasonable corrective action as appropriate.

→ Establishing Contact Points for Suppliers and Stakeholders
Sony Group Portal Website | Grievance System for Sony Group Electronics Supply Chain

Addressing US Law on Conflict Minerals

The Democratic Republic of the Congo (DRC) and adjacent countries have been mired in conflict with armed groups perpetuating human rights abuses in that region. These armed groups have been trading in certain minerals commonly found in that region to finance their activities. Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act in the United States, which first became effective in January 2013, defines the four minerals that are determined to be financing conflict in the DRC as "conflict minerals". This law seeks to ensure transparency and reporting related to conflict minerals and requires companies whose stock is listed on a US stock exchange, as Sony's is, to conduct an inquiry into the origin of the four minerals in their supply chains. We have made annual disclosure mandatory since 2014. On May 27, 2025, Sony submitted its 2024 report on supply chain activities to the U.S. Securities and Exchange Commission (SEC). Of the 229 smelters that comply with RMAP and other standards identified in a survey conducted in 2024, 151 source from the DRC. While it was not possible to confirm the country of origin for all of the four minerals in products, for those which could be identified in supplier reports, none sourced from the DRC could be considered to be contributing to conflict.*

* Refer to Sony's report to the SEC, which includes the smelters list confirmed through Sony's traceability program.

Sony's report filed with the SEC (Form SD & Conflict Minerals Report) [PDF: 599KB]

Managing the Cobalt Supply Chain

Cobalt is an important mineral used in lithium-ion batteries for a wide range of products including electric vehicles and smart phones. There have been concerns about child labor and working conditions at sites where it is extracted in the DRC, a country known to have the largest reserves of cobalt in the world.

In 2016, a supplier reported that some lithium-ion battery parts procured by Sony contained cobalt produced in the DRC. In response, Sony established the Sony Group Policy for Responsible Supply Chain of Minerals in October 2017. This policy is a revision of the Sony Group Conflict Minerals Policy, which targeted the four minerals. In addition to the four minerals, Sony has recognized cobalt as another high-risk mineral and launched efforts to build a responsible cobalt supply chain. Since then, Sony has continued to manage its cobalt supply chain using industry standard tools, such as the Extended Mineral Reporting Template (EMRT) developed by RMI, and by carrying out further third-party RMAP audits of cobalt refineries.

In fiscal year 2023, Sony conducted EMRT based surveys of 9 lithium-ion battery suppliers. Within these, we identified 23 cobalt refineries in the supply chain, and confirmed that all were RMAP-compliant.

In fiscal year 2024, Sony conducted EMRT based surveys of seven lithium-ion battery suppliers, identifying 38 cobalt refiners in their supply chains. Of these, 37 were confirmed to be in compliance with RMAP or Cooper Mark's joint due diligence standards. We approached one refinery to encourage compliance not yet achieved (as of March 2025).

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Multi-Stakeholder Collaboration

Sony recognizes that multi-stakeholder collaboration is the key to identifying and mitigating the adverse human rights impact that can be associated with mineral extraction in high-risk areas. Specifically, Sony continuously collaborates with various multi-stakeholder efforts such as RMI in order to participate in the development of the due diligence process and mitigate human rights risks in the supply chain.

Industry Initiatives and the Industry Alliance

For High-Risk Minerals, Sony actively participates in and supports industry groups and alliances that identify the negative effects of mineral mining in high-risk areas, and works to mitigate or prevent these effects.

RMI

In 2011, RBA launched the industry-leading Conflict Free Sourcing Program (CFSP, currently RMAP), then, with the aim of promoting collaboration with other industries and multiple stakeholders outside electronics, established RMI (formerly CFSI) in 2013. Sony utilizes the frameworks developed by these industry groups and alliances as part of its efforts to ensure responsible sourcing of raw materials. RMI holds workshops for discussions with NGOs, socially responsible investors, local government representatives and other stakeholders, in which Sony participates.

Responsible Minerals Initiative

Japan Electronics and Information Technology Industries Association (JEITA)

The Japan Electronics and Information Technology Industries Association (JEITA) cooperates with RBA/RMI to handle conflict mineral issues. Sony participates in JEITA's Responsible Minerals Trade Working Group.

JEITA Responsible Sourcing of Minerals

Donations

Sony donates to the following RMI and NGO-related funds.

- The Assessment Fund for RMAP Participating Smelters and Refiners:
  A fund that helps cover the costs for cobalt refineries to undergo third-party RMAP audits (donated fiscal year 2016-2019, 2021, 2023-2024)
- RMI-Pact partnership for supporting Alternative Livelihoods through a Vocational training program:
  A program in cooperation with Pact, an NGO that provides vocational support to young people in cobalt mining areas of the DRC (donated fiscal year 2020)
- Better Mining:
  A project in cooperation with the RCS Global Group that aims to improve the health, safety, human rights and other risk areas for mines in parts of the DRC where artisanal and small-scale mining takes place (donated fiscal year 2020, 2022, 2023)

RMI Member Funding

Better Mining Impact Report

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Basic Approach

Sony can only create sustainable social value based on its Purpose when the global environment is healthy and people can live in society with comfort. Through its social contribution initiatives, Sony recognizes various social issues and aims to create a positive impact by solving them while also enhancing its corporate value, such as by building trusting relationships with wider society, communities and other stakeholders, improving employee engagement, and creating innovation. Under the slogan "For the Next Generation," Sony is engaged in wide-ranging social contribution initiatives around the world.

The Vision of Sony's Founder

In Sony's Founding Prospectus, Masaru Ibuka, one of the founders, set "the promotion of education in science among the general public" as a primary goal. He was convinced that enhancing scientific literacy would be critical for the recovery of postwar Japan and that science education for children was the key. In 1959, 13 years after Sony's establishment, he set up the Sony Fund for the Promotion of Science Education to support elementary and junior high schools in the pursuit of science education excellence. His vision lives on in Sony's social contribution initiatives.

Organizational Structure

Sony's global projects are spearheaded by Sony Group Corporation in Tokyo. In addition, each group company worldwide, along with Sony's foundations and science museum, is involved in initiatives tailored to local needs. These efforts often include cooperation with international organizations and NGOs. Employees are also encouraged to actively contribute to society by participating in activities such as volunteer programs and fundraising.

Looking to the Future

Sony strives to make the most of its products, content, technologies, and the strengths of its employees, leveraging stakeholder partnerships to help address global issues and meet various needs in local communities.

Milestones

1959:	Founded Sony Fund for the Promotion of Science Education in Elementary and Junior High Schools
1972:	Established Sony Foundation for Education (now Sony Education Foundation)
1984:	Established Sony Music Foundation
2018:	Launched KANDO Experience Program
2020:	Established Sony Global Relief Fund for COVID-19
	Launched CurioStep with Sony
	Established Global Social Justice Fund
2021:	Established a partnership with Save the Children Japan to promote the development of resilient communities
	Established a corporate partnership with WWF Japan
2023:	Established partnerships with UNHCR, UNICEF and Save the Children Japan through the Sony Global Relief Fund for COVID-19

Sony Group Portal Website | Social Contribution Initiatives

Sony Group Portal Website | History of Sony's Social Contribution Activities

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Focus Areas and Results

Areas of Focus

Under the slogan "For the Next Generation," Sony, backed with the strength of its employees and partners, utilizes its products, content, and technology in a variety of social support endeavors across the globe, focusing on the following three areas: education for future generations, disaster relief and humanitarian assistance, and initiatives to tackle global issues.

1. Education for future generations: Inheriting the vision of its founders and recognizing the fact that educating future generations as future leaders of society is necessary to create a society in which everyone can live with peace of mind in a healthy global environment, Sony leverages its strengths to roll out initiatives in support of education in the STEAM* fields to foster the next generation.
2. Disaster relief and humanitarian assistance: Sony provides humanitarian aid in response to large-scale disasters and emergency crises around the world, taking into account the degree of urgency and its relationship with each region.
3. Initiatives to tackle global issues: Sony is engaged in various partnerships to address global social issues, such as social justice and human rights, difficulties faced by refugees, and forest conservation.

Sony also supports activities relating to the areas of focus stated above through initiatives to enhance awareness and engagement among employees with the aim of advancing their understanding of issues and inspiring them to personally take part in activities.

* STEAM stands for science, technology, engineering, arts and mathematics.

For the Next Generation

With "For the Next Generation" at heart, Sony will continue to make a positive social impact with the aim of addressing a wide range of social issues.

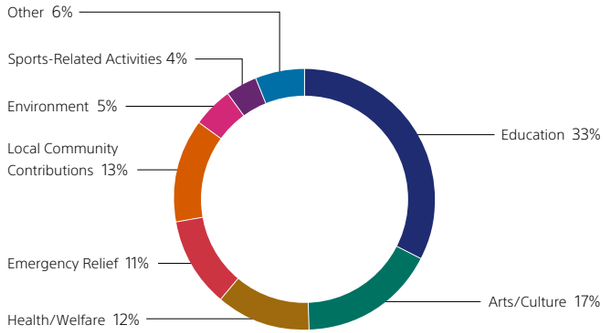
Resources	Partners	Areas of focus
Products and content Technologies Employees	NGOs, NPOs and other organizations International organizations /local government	Support to foster the next generation (education) Disaster relief and humanitarian aid Initiatives for global issues

Social Contribution Initiative Results

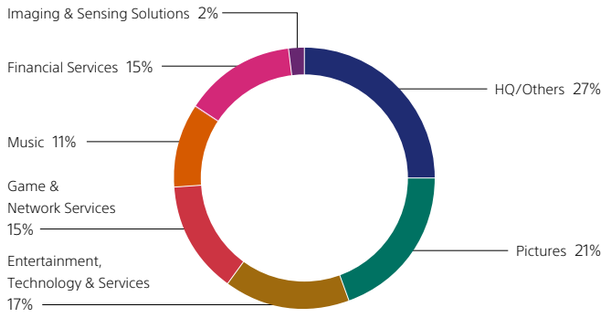
In fiscal year 2024, Sony Group contributed a total of approximately 4.9 billion yen* to social contribution initiatives. By category, 33% of the expenditure went to supporting education. Significant amounts also went to arts/culture. By business segment, 27% of the total expenditure was contributed by HQ/others, followed by pictures (21%) and entertainment, technology and services (17%).

* Cumulative figure. In addition to donations, sponsorships and independent program expenses (including facility operation expenses), this amount includes the market value of products donated. It does not include expenditures from the Sony Global Relief Fund for COVID-19 and Global Social Justice Fund. Please see "Sony's Two Global Funds" for details about their expenditures.

Social Contribution Initiative Expenditure by Field (Fiscal Year 2024)



Social Contribution Initiative Expenditure by Segment (Fiscal Year 2024)



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Support for Education

Sony Group's Educational Program "CurioStep with Sony"

Inheriting the vision of its founders and recognizing the fact that educating future generations as future leaders of society is necessary to create a society in which everyone can live with peace of mind in a healthy global environment, Sony Group leverages its strengths in each business segment to roll out initiatives in support of education to foster the next generation. CurioStep with Sony is an educational program through which Sony Group Corporation (SGC) aims to provide children with opportunities to experience creativity and technology, and to expand their curiosity and creativity while fostering problem-solving skills and acceptance of diversity. The program is being rolled out globally. In Japan, SGC holds the CurioStep Summer Challenge to coincide with the school holidays. In fiscal year 2024, the event featured content epitomizing Sony from across the entire Sony Group, including programming and science craft workshops and a computational thinking contest, with 11,685 children taking part.

The key visual for the CurioStep Summer Challenge 2024

Sony also runs the KANDO Experience Program, an initiative to address educational disparities among children. The program conducts a wide variety of workshops for elementary school-aged children in collaboration with NPOs and other external organizations.

CurioStep with Sony
KANDO Experience Program

PlayStation Career Pathways

Sony Interactive Entertainment (SIE) launched PlayStation Career Pathways (PSCP) to help broaden the pipeline of opportunities in the gaming industry. PSCP is a three-year career-readiness program offering students exposure to the gaming world through education, mentorship, professional development, and immersive industry experiences. Each scholar receives a 30,000 USD scholarship to assist with university expenses, along with personalized coaching and networking guidance from SIE employees, and insights into the creative processes behind game development. SIE focuses its efforts on education, leading to the formation of strategic partnerships across the U.S. and Europe aimed at broadening a talent pipeline of under-represented talent. SIE tracks the progress of scholars as they advance through the program and monitors job and internship placements, whether within SIE or at other organizations.
As of fall 2024, the program was in its second year and had supported 55 scholars. Scholars have reported increased excitement, preparedness, and motivation toward pursuing a path in the gaming industry because of PSCP.

PlayStation Career Pathways summit hosted at SIE's San Mateo Headquarters

PlayStation Career Pathways

Global Scholars Program Conference

The Sony Music Group Global Scholars Program provides scholarships and enrichment opportunities for students pursuing degrees in music and music business disciplines at accredited institutions worldwide. To date, it has supported scholars across 18 different countries and 35 institutions, for more than 40 different areas of study, including Music Performance, Music Industry, Film Scoring, and Popular Music. In summer 2024, SMG hosted a four–day conference to enrich and connect Global Scholars with music professionals. Highlights included networking with the Emerging Professionals Talent Advisory Group, watching 'MJ the Musical' on Broadway, Virtual Mixing Environment headphone demos, and Q&A sessions with Rob Stringer, Jon Platt, Kevin Kelleher, and Clive Davis. Scholars also took part in a Music Business Essentials panel and masterclasses in songwriting, production, publishing, and marketing.

Sony Music Group's First Global Scholars Program Conference

SMG's Philanthropy, Social Impact and Environment Department commenced the Global Scholars Program Conference at Sony Music Headquarters in New York.
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Participation in Demonstration, etc. of Introduction of Services for Support at Life Stages (Japanese Ministry of Economy, Trade and Industry)

Sony Life Insurance Co., Ltd. (Sony Life Insurance) took part in the Demonstration, etc. of Introduction of Services for Support at Life Stages (Demonstration of Building of Service Introduction Environments to Support Career Development), a project operated by the Japanese Ministry of Economy, Trade and Industry.
This project aimed to support the development of more comprehensive life design services that consider life perspectives in addition to career and finance and to create standard bearers while providing services in each of the fields covered by the demonstration, then visualize the effects in order to encourage the introduction of services. Sony Life Insurance's Lifeplanning Experience Program was adopted as part of the project.
Specifically, Sony Life Insurance demonstrated services by providing lifeplanning used when introducing insurance products to customers as simulation experiences for schools, local governments, and companies. Visualizing financial issues that vary depending on work styles, lifestyles, and life events as part of a virtual life plan, lifeplanner sales specialists use a unique simulation tool to visualize income and expenditure, considering options for improving the financial situation together. Approximately 4,500 people took part in experiences as part of the project, which demonstrated a significant positive change in how people perceive life events and their awareness of living in the community.

A lifeplanning experience program for schools

Sony Life Insurance will continue to implement programs from this project as part of its social contribution activities. By providing experiences to as many people as possible through its business activities, it will aim to help people lead more fulfilling lives and contribute to the realization of a sustainable society.
Sony Life Insurance has provided the school-based lifeplanning experience program that was selected for this project as lifeplanning classes at educational institutions across Japan, including elementary and junior high schools, since fiscal year 2006, with a total of 242,131 participants from 2,347 schools (as of March 31, 2025).

Participation in Demonstration, etc. of Introduction of Services for Support at Life Stages (Japanese Ministry of Economy, Trade and Industry) (in Japanese)

Collaborative Industry-academia Workshop Utilizing SPRESENSE™

In July 2024, Sony Semiconductor Solutions Corporation (SSS) took part in the Sony Education Foundation workshop entitled "Make a Car Move with Autonomous Driving!" SPRESENSE™, a board computer developed and sold by SSS, was used in the event. During the workshop, 20 students from the Shibaura Institute of Technology Junior and Senior High School took part in 10 teams, with ages ranging from first year of junior high school to third year of high school. After a lecture on autonomous driving and board computers from SSS employees, the students used RumiCar, a platform to develop autonomous driving algorithms, and SPRESENSE to create actual programs.

A collaborative industry-academia workshop using SPRESENSE™

Using sensors attached to the RumiCar platform, the teams applied ideas such as avoiding right-side obstacles by turning left or slowing down and turning when an obstacle was detected in front to enable their car to successfully navigate a course, then explored ways to get the fastest time. After one week of continuous learning, the teams traveled to Sony Group headquarters and gave a presentation to Sony Education Foundation and SSS employees, highlighting innovations in the programs they created and points of differentiation from their competitors. The event concluded with a time trial race on a special course in a conference room, with the teams competing to record the fastest time with the cars they had programmed.
Despite only having one week, the students embraced the challenge of programming a real microcomputer board (semiconductor), and successfully created programs including their own new ideas in the limited time available.

SPRESENSE Used in Collaborative Industry-academia Workshop | Sony Developer Portal (in Japanese)

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Sony Pictures Entertainment Partnership with the National Film and Television School

In addition to its longstanding yearly scholarship investment from Columbia Tristar and a scholarship launched by SPT's Left Bank Pictures in 2023 following a once-in-a-lifetime auction of props and costumes from their production on The Crown, the National Film and Television School (NFTS) launched the Diverse Writers Development Programme in 2024, developed in collaboration with Left Bank Pictures and supported by Sony Pictures Television. NTFS has nurtured some of Britain's most significant creative talents, providing practical, specialized behind-the-camera training to over 700 students annually and this initiative aims to foster a more inclusive film and television industry by focusing on emerging screenwriters. In its inaugural year, the program selected six participants from a record number of applications, recognizing their exceptional potential to introduce fresh and diverse perspectives to the UK television industry. The eight-week paid program engaged writers in exercises to develop commercially viable television drama concepts and provided opportunities to collaborate with peers on professional briefs. Participants gained access to production executives from Left Bank Pictures and other industry professionals, along with valuable experience in pitching scripts and ideas within the competitive television landscape.

Diverse Writers Development Programme

Diverse Writers Development Programme Fellows

Delivering Experiences of Science and Creativity via Sony's Technology

Sony ExploraScience (SES)

Sony established the Sony ExploraScience (SES) experience-based science museum in Beijing in 2000. The museum features innovative and interactive permanent exhibits that incorporate cutting-edge technology, together with experiment shows, science dramas and workshops. As of March 2025, it has attracted over 3 million visitors. With the aims of popularizing science and eliminating regional educational disparities, Sony ExploraSciense also started visiting cities across mainland China in 2008, and continues to bring science-based content to children through the SES Popular Science Journey. In fiscal year 2024, visits to 11 locations were held, with a total of 12,000 children taking part in activities such as toio™ workshops, special science-fiction film events using 4K 3D technology and stage performances in collaboration with Yuru Music.

Sony Creative Science Award (SCSA)

Sony Singapore and Sony Taiwan have held Sony Creative Science Award (SCSA) toymaking competitions. These contests use toymaking to boost children's creativity and interest in science. At Sony Singapore, prize winners took part in workshops using MESH™, while Sony Taiwan held exhibitions of the winning creations in Taipei and Kaohsiung.

Sony ExploraScience (SES)
Sony Creative Science Award (SCSA)

SES Popular Science Journey in Lanzhou

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Disaster Relief and Humanitarian Aid

Sony Group provides humanitarian aid in response to large-scale disasters and emergency crises around the world, taking into account the degree of urgency and its relationship with each region.

Sony Group's Disaster Relief and Humanitarian Aid

In fiscal year 2024, Sony Group provided donations and other assistance to areas and victims affected by the following natural disasters and humanitarian crises.

Date of incident	Incident	Recipient
	Amount donated (approx.)	
Mar. 2025	Forest fire in Ofunato, Iwate, Japan	Japanese Red Cross Society
	3 million yen	
Jan. 2025	Southern California wildfires	
	5 million USD	
Jan. 2025	Fire in Rohingya refugee camp, southeast Bangladesh	Save the Children
	10,000 USD	
Oct. 2024	Floods in Spain	World Central Kitchen, Donacion Asociacion Letur Inundaciones (Association Letur Floods), Cruz Roja Española (Spanish Red Cross)
	40,000 USD	
Sep. 2024	Heavy rain in Noto Peninsula, Japan	Save the Children, Japanese Red Cross Society
	10 million yen	
Sep. 2024	Floods in Europe	Austria Red Cross, Czechia Red Cross, Hungary Red Cross, Italy Red Cross, Poland Red Cross, Romania Red Cross, Slovakia Red Cross
	20,000 EUR	
Sep. 2024	Typhoon Yagi in Vietnam	Save the Children
	20,000 USD	
Aug. 2024	Floods in Bangladesh	Save the Children
	20,000 USD	
Aug. 2024	Typhoon Prapiroon in Vietnam	Save the Children
	10,000 USD	
Jun. 2024	Cyclone Remal in Bangladesh	Save the Children
	20,000 USD	
May. 2024	Floods in Brazil	Brazil Foundation Donation, State of "Rio Grande do Sul", Vakinha Com Institucao
	30,000 USD	
Apr. 2024	Earthquake in Eastern Taiwan	Japanese Red Cross Society
	15 million yen	

Sony Group Portal Website | Emergency and Humanitarian Assistance

Support for Southern California Wildfire Emergency Relief and Rebuilding Efforts

In January 2025, Sony announced it would donate 5 million USD (approximately 788 million yen*) to support emergency relief and rebuilding efforts related to the ongoing wildfires in Southern California. Sony's donation has been allocated to relief organizations supporting first responders, community relief and rebuilding efforts and employee assistance programs.

* Based on exchange rate on January 13, 2025 (1 USD = 157 JPY).

Partnership with Save the Children

In 2016, in partnership with Save the Children, Sony co-established the Emergency Disaster and Recovery Fund for Children, which provides immediate support upon the sudden onset of natural disasters or humanitarian crises as well as providing medium- to long-term recovery support to children. The fund pools a certain amount of funds at all times, which enables a rapid response to crises around the world by making monetary disbursements to Save the Children's emergency response. The funds are used to provide daily commodities and hygiene kits, to establish Child Friendly Spaces which are safe and secure settings for children to play and spend time in, and to train people to provide Psychological First Aid for children, which is an approach used to reduce the initial distress of children exposed to crisis situations. As of March 31, 2025, the Emergency Disaster and Recovery Fund for Children has disbursed a cumulative total of around 230 million yen which is to be used for Save the Children's relief activities in response to disasters around the world.

Sony Group Portal Website | Emergency Disaster and Recovery Fund for Children

Support following Typhoon Yagi in September 2024: Financial support was provided were provided to affected households in Lào Cai Province

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Initiatives for Global Issues

Sony Global Relief Fund for COVID-19

Through the Sony Global Relief Fund for COVID-19, Sony Group provides ongoing support in the medical and educational fields, and for the creative community. In the four years since the fund was established, the initial fund totaling 100 million USD has been fully earmarked and provided support to over 5,600 organizations.
In September 2023, Sony signed partnerships with the United Nations High Commissioner for Refugees (UNCHR), the United Nations Agency for Children (UNICEF), and Save the Children for approximately 15 million USD, with support spanning the three years up to 2026. Through these partnerships, Sony will support efforts to address social issues that have become more serious or apparent, and are still ongoing since the outbreak of COVID-19. Although the Sony Global Relief Fund for COVID-19 was completed with these partnerships, Sony will continue to work with various partners to address global social issues.

Sony Global Relief Fund for COVID-19

Partnership with UNHCR

Sony has formed a global partnership with the UNHCR and has provided 6 million USD of support over three years. These funds have been used to deliver support to help forcibly displaced persons and their host communities in Bangladesh and in the southern Africa region to recover from the devastating effects of COVID-19, and support to empower communities in health and hygiene activities to prevent future infectious diseases.
Sony carried out visits to a Rohingya refugee camp in Bangladesh in April 2024 and to Dzaleka Refugee Camp in Malawi in January 2025. In addition to observing how donations are used at health, sanitation and water supply facilities supported by the UNHCR, Sony representatives gained insight into various issues faced by refugees through visits to facilities at each of the camps.

Refugee Film Festival Sponsorship

Sony sponsored the 19th Refugee Film Festival, through which Japan for UNHCR (the official UNHCR point of contact in Japan) aims to raise awareness of refugee issues through the power of films. In collaboration with Japan for UNHCR, Sony also held screenings and lectures for Sony Group employees in Japan in parallel with the festival as part of its efforts to inform employees about issues that refugees face.

Sony Group employees hearing from frontline staff at a Rohingya refugee camp in Bangladesh

Partnership with UNICEF

Sony has established a global partnership with UNICEF and committed 6 million USD of support over three years. These funds are helping to expand the Learning Passport, UNICEF's flagship digital learning program, and to support UNICEF's programs aimed at strengthening mental health services for children and young people globally.
The Learning Passport is a key component of UNICEF's efforts to reimagine education in response to learning disruptions caused by the COVID-19 pandemic. Children are provided with access to quality learning opportunities, including mental health and psychosocial support, formal education and basic vocational training. COVID-19 has a long-lasting impact on children's health and well-being, underscoring the urgent need to scale up mental health care for young people. UNICEF's efforts include integrating mental health support into services provided by primary health care facilities, schools and community health care centers around the world, while also working to reduce barriers to access.
In addition, Sony visited UNICEF-supported sites in India that focus on mental health initiatives in collaboration with local partners in November 2024. Sony Group employees from Japan and India with experience in a variety of business segments and professions participated in the field visit to better understand the structural causes of social issues for children. Based on the knowledge gained through the programs, participants explored possibilities to address these challenges, taking inspiration from Sony's technology and content.

A debriefing session with UNICEF staff and Sony Group employees at Sony Music Entertainment India

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Partnership with Save the Children

Sony has entered a partnership with Save the Children, providing a total of approximately 3 million USD over three years from 2024. These funds will provide cash assistance for children in Japan who are from households with economic and living difficulties, as well as support activities such as protecting and improving resilience of children and youth in Bangladesh and Mozambique.
In Japan, issues surrounding child poverty are becoming more severe due to the long-term effects of COVID-19 and the rising cost of living. To safeguard the right to education, particularly for children, Save the Children has implemented a nationwide project entitled Cash Assistance for Children - Support for New Enrollment. This project provides funds to new first-year junior high and first-year high school students who are from households with economic and living difficulties with the aim of reducing the financial burden of educational expenses. Save the Children also conveys insight gained from children and caregivers to raise social awareness and makes policy recommendations aimed at resolving issues related to child poverty.
Outside of Japan, COVID-19 led to long-term school closures that reduced educational opportunities for children and young people. Reduced employment opportunities and rising poverty rates also exacerbated issues that affect children, including violence, abuse and exploitation. In particular, Save the Children is working to promote the resilience of children and young people by strengthening child protection systems in Bangladesh, which has been affected by climate change and large-scale refugee displacement, and by implementing a comprehensive approach across child protection, education, and livelihood sectors in Mozambique, which has been impacted by conflict in addition to the climate crisis.

©Save the Children
A meeting for the establishment of a community-based child protection committee

Global Social Justice Fund

In June 2020, Sony Group established the Global Social Justice Fund, a 100 million USD fund to support initiatives that promote belonging and help build strong, supportive communities around the world. The various forms of support via the Fund are driven by the ideas and aspirations of the Sony Group's diverse workforce. It has provided support to more than 500 organizations across seven regions and 70 countries working in civic and community engagement, criminal justice reform, diversity and education. In addition, the 100 million USD fund has been fully earmarked, with total expenditure through fiscal year 2024 of approximately 12.8 billion yen (98 million USD). Sony will continue its activities with regard to the areas covered by the fund by providing additional financial support.

Sony Group Portal Website | GLOBAL SOCIAL JUSTICE FUND
Sony 2024 Social Justice Fund Impact Report

Partnership with WWF Japan

In April 2021, World Wide Fund for Nature Japan (WWF Japan) and Sony Group Corporation (SGC) signed a three-year WWF Corporate Partnership Agreement to step up their collaboration in tackling climate change and conserving biodiversity through forest conservation, and to bring about a healthy global environment. This partnership was renewed in April 2024, promoting collaboration between the two parties with the aim of realizing a healthy global environment.
Starting in 2023, WWF Japan, WWF-Indonesia, SGC and SynecO, Inc. have also launched a pilot project to introduce Synecoculture™* an agricultural method that utilizes the self-organizing function of ecosystems, for the restoration of forests in Sumatra, Indonesia. The project aims to verify the effectiveness of Synecoculture in forest restoration activities in the places where manual work is constrained. WWF-Indonesia has been implementing a project to conserve forests and biodiversity towards the realization of a nature-positive future. SynecO supports the implementation of Synecoculture in this critically important forest region as part of its global dissemination efforts. In cooperation with the local community, the project measured the effects of Synecoculture on forest restoration in the area over a period of approximately one year. While contributing to the local community in the long term, the project aims to balance the continuation of multi-generational use of forests and the habitat recovery for biodiversity.

* Synecoculture is a trademark of Sony Group Corporation.

WWF Japan and Sony Group Corporation Renew Corporate Partnership Agreement (in Japanese)

An on-site survey held in January 2025

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Foundation Initiatives

Sony Foundation Australia

In March 2025, Sony Foundation Australia (SFA) hosted its annual fundraising Wharf4Ward 2025 event in Sydney, raising funds and celebrating 15 years of its youth cancer project 'You Can.' Through You Can, SFA continues to support youth cancer patients, alleviating some of the many burdens they face due to their diagnosis, while also providing a sense of community.
The event was attended by 800+ guests, including many long-standing supporters of the Foundation. Hosts included a number of celebrities and international guests who were treated to performances by Sony Music artists Grentperez, Human Nature and the Tierney Brothers, along with an exclusive performance by 'MJ The Musical'.
You Can Champion, 21-year-old Grace Kennedy, spoke bravely about her brain cancer diagnosis, cancer journey, and the invaluable impact of the funded accommodation support she receives through the You Can Stay program. This has enabled her to access lifesaving treatment far from home, with her family by her side.
Sony Foundation Australia raised a record net $1.63 million AUD with the funds contributing directly to furthering the reach of You Can Stay to regional patients.

Sony Foundation Australia: You Can

You Can Ambassador, Grace Kennedy and Sony Foundation Ambassador, Peter Overton speaking at Wharf4Ward

Sony Education Foundation

Inheriting Sony co-founder Masaru Ibuka's passion for advancing science education, Sony has supported frontline educational activities for over 65 years. One of its main activities in this area is the Sony Educational Support Paper program, which in fiscal year 2024 received more than 230 submissions from elementary schools, junior high schools, kindergartens and nurseries, to which educational subsidies and equipment, including Sony products, totaling over 40 million yen were provided. In addition, the Mirai Teachers' Academy, which aims to develop leaders who can reform education at elementary and junior high schools, ran its third semester from 2024 to 2025. Over the course of ten months, 23 participants from across Japan engaged in learning from diverse perspectives and held various discussions, enhancing their ability to identify issues and their management skills.
Sony also collaborated with Gutara Village, a facility in Yamanashi Prefecture that links a sustainable society with the future of childcare and preschool education, to hold the third round of Practical Childcare Seminars. In addition to sleeping and eating amidst the great outdoors, seminar attendees considered nature and life cycles as they engaged in forest walks and field cultivation, then used what they learned to create better environments together with the children at their respective preschools. A total of 27 Monozukuri Workshops were also held across Japan, including in partnership with Sony Group, offering numerous children opportunities to enjoy the fun of making things and deepen their interest in science.

Sony Education Foundation (Japan)

Kindergarten teachers practicing cultivating fields as part of a Practical Childcare Seminar, which promotes consideration of a sustainable society and childcare

Sony Music Foundation

The Sony Music Foundation (SMF) is active in four primary areas: (I) To provide high quality classical music to children; (II) to create opportunities for everyone to enjoy classical music; (III) to support nurturing young classical musicians; and (IV) to support educational activities and initiatives for children through classical music.
To celebrate the 25th anniversary of "Concert for KIDS", a series of concerts in which even preschool children can participate, a nationwide tour was held in Japan in fiscal year 2024. Activities providing children with opportunities to experience classical music as part of the 25th anniversary included the chance to try playing instruments, photo sessions with series mascot character "Sora-kun" and outreach at local facilities.
The concerts have also been positioned as pre-promotional concerts for "The Music Festival for Children and Young People 2025", one of the world's largest classical music festival for children to be held in May 2025.
SMF has also continued its work to discover young and promising cellists and conductors through the 23rd Hideo Saito Memorial Award, established in honor of the renowned late cellist, conductor and educator Hideo Saito. Through the Sony Music Foundation Music Fund for Children, SMF has also contributed to society with awards and grants toward organizations engaging in educational activities focused on classical music, providing a total of 9,743,523 yen in grants to 12 organizations.

Sony Music Foundation (Japan) (in Japanese)

A performance at a Concert for KIDS: Classical Music from Age Zero

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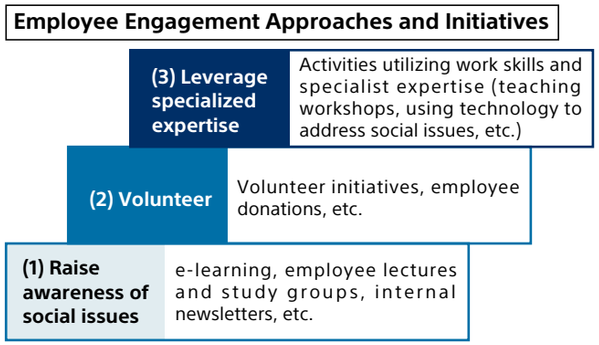
Employee Engagement

Employee Engagement in Social Contribution Initiatives

Sony uses a three-step approach to provide its employees with opportunities to participate in social contribution initiatives:
(1) Raise awareness of social issues, (2) Volunteer, and (3) Leverage specialized expertise.
There are programs for each approach. As part of raising awareness of social issues, e-learning, employee-participatory study sessions, lectures, and in-house newsletters are provided. Opportunities to participate in volunteer work and donation collection (funds,goods, books, etc.) include the provision of donations for emergency humanitarian assistance and participation in community cleanups and greening programs. For those who wish to leverage their specialized expertise, educational programs offer opportunities to serve as lecturers and staff at workshops, or as career-oriented class instructors. Sony is also working to utilize its technologies to contribute to addressing social issues.

Employee Engagement Approaches and Initiatives



Volunteer Initiatives

Since fiscal year 2023, Sony has operated the Sony Group Volunteer Website, a volunteer matching site in collaboration with Japan Philanthropic Association (JPA). Sony Group employees in Japan can use this dedicated site to select and apply directly for volunteer programs in various fields in major cities across Japan. In fiscal year 2024, 292 applications were submitted. Sony will continue to encourage employee engagement in volunteer activities.

Employee Charitable Donation Initiatives

Sony Group companies carry out fundraising among employees to support aid organizations in times of disasters and emergency humanitarian crises, and have been introducing matching gift programs whereby each company matches donations made by employees.
Following the earthquake that struck eastern Taiwan in April 2024, Sony Taiwan, Sony Taiwan Mobile Communications, So-net Entertainment Taiwan, Sony Music Entertainment Taiwan, Sony Interactive Entertainment Taiwan and Sony Pictures Entertainment Taiwan collected donations from employees and matched the amounts raised. Sony Electronics Vietnam also collected donations from employees to support people in Vietnam affected by Typhoon Yagi in September 2024.
At SCA, SMG, SPE, SIE and SEL, donation platforms are provided throughout the year. Eligible employees can make a donation at a time of their choosing, and their companies will make a matching contribution based on conditions they set respectively.

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Overview

Basic Approach

Sony has pursued environmental initiatives since the 1970s, and began setting environmental principles and targets in the early 1990s. In April 2010, Sony established the "Road to Zero," a plan to realize a sustainable society by achieving a zero environmental footprint throughout the life cycle of its products and business activities by 2050. In May 2022, Sony made the decision to bring forward the target year of achieving a zero environmental footprint in the climate change area by ten years from 2050 to 2040.
Working toward a zero environmental footprint, once every five years Sony sets concrete medium-term environmental targets for each stage of the life cycle for its products with respect to climate change, resources, chemical substances, and biodiversity.

Organizational Structure

Sony is implementing and continually improving its globally integrated environmental management system with the aim of realizing the Sony Group Environmental Vision, achieving its medium-term environmental targets and complying fully with legal requirements, regulatory demands and internal policies established for the group.
In addition, Sony has set up specialized functions to handle individual areas of activity within headquarters environmental functions. Corporate Executive Officers oversee these functions as Sony Group Corporation senior management.

Looking to the Future

Under the targets set to achieve from fiscal years 2021 to 2025 in Green Management 2025, Sony prioritizes both encouraging business partners, consumers, and other stakeholders to take action and work together to build a sustainable world, as well as its own environmental activities. Sony will continue on to achieve the goals it has set based on Green Management 2030 medium-term environmental targets (fiscal years 2026 to 2030). By 2030, we also intend to switch to 100% renewable energy for electricity used at our business sites, reduce direct and indirect greenhouse gas (GHG) emissions (scopes 1 and 2) group-wide by 60% (compared to fiscal year 2025), then remove carbon that is equivalent to the residual emissions. Then, by 2035, we are aiming to reduce scope 3 GHG emissions during product use by 45% (compared to fiscal year 2018), achieving net-zero targets in all scopes by 2040. Moving forward, Sony will continue to strengthen our efforts to achieve a zero environmental footprint.

Milestones

1976:	Company-wide Sony Environmental Conference established
1993:	Sony Global Environmental Policy and Environmental Action Program developed
1995:	Began to acquire ISO 14001 certification at manufacturing sites in Japan
2002:	Green Partner Environmental Quality Approval Program introduced
2006:	Integration of environmental management systems at sites around the world completed
2009:	100% renewable electricity use achieved at all European sites
2010:	"Road to Zero," Sony's Global Environmental Plan announced
2015:	Approved as Science Based Targets (SBT)
2018:	Sony joins RE100 global initiative
2022:	Sony announced the bringing forward of the target year of achieving a zero environmental footprint in the climate change area and "RE100"
	Approved as a Science Based Targets (SBT) net zero target

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"Road to Zero," Sony's Global Environmental Plan
Green Management 2025
Green Management 2030
Sony Group Portal Website | Environment

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Environmental Management Structure

Sony is implementing and continually improving its globally integrated environmental management system with the aim of realizing the Sony Group Environmental Vision, achieving its medium-term environmental targets and complying fully with legal requirements, regulatory demands and internal policies established for the group.

→ Sony Group Environmental Vision
→ Medium-Term Environmental Targets

Integrated ISO 14001 Certification for the Entire Sony Group

Since the 1990s, Sony sites*1 throughout the world have sought certification under ISO 14001, the international standard for environmental management systems. Acquisition of ISO 14001 certification at all sites was completed in the early 2000s. Since then, Sony has expanded this effort, establishing a group-wide environmental management system integrating its headquarters with Environmental departments, business units and sites globally, while taking advantage of the management systems already operational at each business site, and acquiring integrated ISO 14001 certification for the entire Sony Group in fiscal year 2005. As of March 31, 2025, integrated ISO 14001 certification had been obtained by 82 of the Sony Group's business units and sites around the world.*2

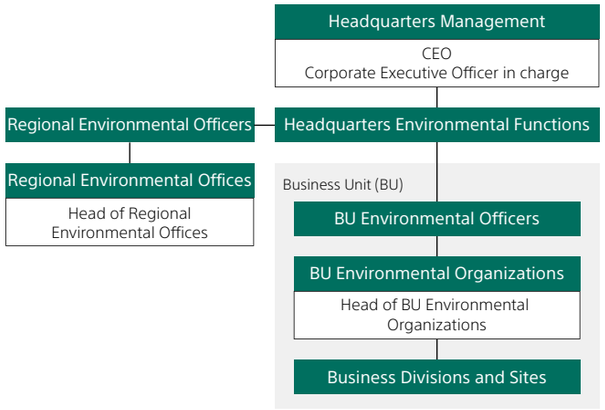
*1 "Sites" refers to manufacturing and non-manufacturing sites.
*2 The scope of integrated ISO 14001 certification is all manufacturing, distribution centers with 100 or more employees and non-manufacturing sites with 1,000 or more employees.

Specialized Functions for Environmental Management

In order to promote a wide range of measures, such as manufacturing and sales of environmentally conscious products, recycling of its products and environmental management at its sites, Sony has a dedicated headquarters that oversees environmental management for the entire Group based on the Sony Group Environmental Vision. It sets goals and rules and monitors performance. There are also specialized functions at this environmental headquarters, specifically in the areas related to energy consumed at sites and by products; resource conservation, including recycling; chemical substance management; biodiversity conservation; procurement and communications. Each specialized function is integrated and linked with related fields and internal organizations such as quality assurance, customer service, occupational health and safety, and disaster prevention, to create an even more effective management system. The environmental headquarters is overseen by Sony's management, which is the top management, and a Sony Group Corporation Corporate Executive Officer assumes ultimate responsibility. Management including the President of Sony Group Corporation share information to make decisions on environmental issues of importance to the Sony Group in regularly-held executive meetings. In an effort to deploy global environmental management, Sony established environmental organizations in each business unit to communicate head office regulations to business divisions and sites under their jurisdiction and manage progress on environmental targets. Additionally, Sony has established six regional environmental offices to conduct audits of business divisions and sites and promote cross-regional activities. These are the North America environmental office, Latin America environmental office, Europe environmental office,*1 Japan/East Asia environmental office,*2 China environmental office,*3 and Pan Asia environmental office.*4

*1 The Europe environmental office supervises divisions/sites in Europe, Israel, Turkey, and former Soviet Union (except for Azerbaijan, Tajikistan, Turkmenistan, and Uzbekistan).
*2 The Japan/East Asia environmental office supervises divisions/sites in Japan, South Korea and the Taiwan Region.
*3 The China environmental office supervises divisions/sites in mainland China and the Hong Kong Region.
*4 The Pan Asia environmental office supervises divisions/sites in Mongolia and other parts of Asia (except for divisions/sites supervised by the Europe environmental office, the Japan/East Asia environmental office, and the China environmental office), Africa, Middle East, Oceania, Azerbaijan, Tajikistan, Turkmenistan, and Uzbekistan.

The Sony Group Global Environmental Management System
(As of March 31, 2025)



Integrated ISO 14001 certification for 82 Sony Group sites worldwide

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Continual Improvement by Using the PDCA Cycle

In compliance with ISO 14001, the global standard for environmental management systems that is based on the rationale of the Plan-Do-Check-Act (PDCA) cycle, Sony's corporate headquarters conducts annual assessments of the environmental impact of the entire Sony Group and, after identifying risks and opportunities, incorporates its findings into medium-term environmental targets and annual plans. In line with these plans, individual business units formulate their own business plans based on the headquarters plan, which they then distribute to business divisions and sites under their jurisdiction. Then, individual business divisions and sites establish and implement their own annual plans, incorporating essential elements of guiding principles established by the headquarters and the business plan created by the business unit along with their own environmental impact assessments. Progress on the implementation of these business plans is reviewed regularly by a committee that is headed by the officer in charge of environmental affairs at headquarters, contributing to ongoing improvement efforts.

The Sony Group Environmental Management System PDCA Cycle

To gauge the progress of these environmental activities, Sony has developed an online data system for periodically collecting performance for, among others, energy consumption by products, energy used by sites, and volume of waste generated. To ensure the effective functioning of the PDCA cycle, Sony has created an environmental document structure in line with the requirements of ISO 14001. The structure covers overall elements of environmental management such as management procedures on site and in the business groups, internal environmental communications, efforts to make products more environmentally conscious, and internal audits. Another means by which the Sony Group facilitates environmental action is to provide broad environmental education for employees that is tailored to specific objectives or the type of work they perform.

Connecting Environmental Initiatives with Remuneration

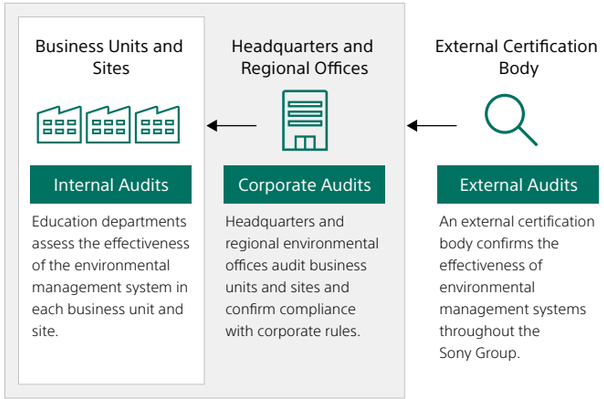
For all businesses of the Sony Group (except for certain operations such as the financial services), the results of environmental initiatives are assessed as part of the annual review of business results, and the assessment is used to determine bonuses for employees of Sony's main business units. Additionally, environment-related matters are taken into account as a factor in evaluating the remuneration linked to business results of Senior Executives and Senior Vice Presidents in charge of each business unit. Awards are given annually at the global level to recognize outstanding achievements in raising awareness and expanding initiatives.

→ Basic Policy Regarding Senior Executive Remuneration

Environmental Audits

Sony has established an integrated environmental audit system that combines three kinds of audits—internal, corporate and external—and aims to facilitate continual improvements to the Sony Group's environmental management system, prevent environmental accidents at sites, and ensure the reliability of environmental data. In internal audits, business units and sites independently confirm the effectiveness of their own organization's environmental management system. In corporate audits, headquarters or regional environmental offices conduct audits of business units and sites in order to verify compliance with corporate rules. In external audits, an external certification body conducts audits to determine the effectiveness of environmental management systems throughout the Sony Group.

Sony Group Environmental Audit System



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Environmental Policies and Targets

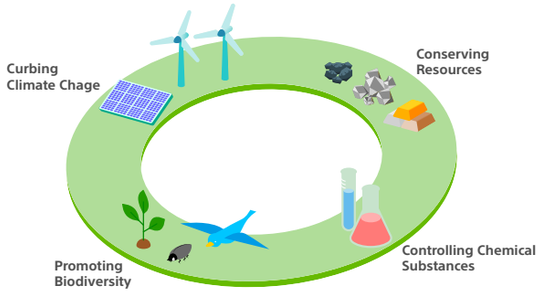
Sony Group Environmental Vision

The Sony Group Environmental Vision presents a philosophy and principles for environmental management activities throughout the global Sony Group with the aim of contributing to the realization of a sustainable society. Since enacting the Sony Global Environmental Policy which is a predecessor of the Sony Group Environmental Vision and the Environmental Action Program, in 1993, Sony has pursued a broad range of environmental initiatives. In 2010, we updated our Environmental Vision along with the formulation of the Road to Zero environmental plan.

Philosophy

Sony recognizes the importance of preserving the natural environment that sustains all life on the earth for future generations and thereby ensuring that all humanity can attain a healthy and enriched life. In order to realize such a sustainable society, Sony strives to achieve a zero environmental footprint throughout the lifecycle of our products and business activities.

Sony focuses on four environmental perspectives



Basic Policy

Sony reduces our environmental footprint and prevents environmental pollution throughout the lifecycle of our products and business activities by complying with all applicable environmental regulations and also by continually improving our global environmental management systems. Sony formulates the following goals in four key environmental perspectives and takes proactive actions to achieve those goals.

Climate Change

Sony reduces energy consumption and strives to achieve zero greenhouse gas emissions* throughout the lifecycle of its products, service and business activities.

* Gases that raise the temperature of the earth's surface by absorbing infrared radiation from reflected sunlight. Carbon dioxide (CO_2), methane, nitrous oxide, hydrofluorocarbon (HFC), perfluorocarbon (PFC), sulfur hexafluoride (SF_6) and nitrogen trifluoride (NF_3) are seven typical examples.

Resources

In order to minimize resource inputs for our business activities, Sony identifies "Key Resources" and strives to achieve zero usage of those virgin materials. Sony also uses water efficiently, minimizes waste from sites and maximizes our effort for take back and recycling products from markets.

Chemical Substances

Sony minimizes the risk of chemical substances that we use causing serious harm to human health and the environment. Sony maintains strict control over the chemical substances we use, while, in line with the precautionary approach, taking steps whenever possible to reduce, substitute and eliminate the use of substances that have potentially significant impacts on the environment even in the cases where scientific evidence is not fully proven.

Biodiversity

Sony protects and utilizes ecosystem services in a sustainable manner, while actively promoting maintenance and recovery of biodiversity through our business and local contribution activities.

In order to realize the Environmental Vision, Sony sets targets, formulates concrete plans and initiates actions, while contributing to a better society through partnerships and communication with internal and external stakeholders.

Environmental Plan

"Road to Zero," Sony's Global Environmental Plan

As stated in the Sony Group Environmental Vision, Sony strives to realize a sustainable society by achieving a zero environmental footprint throughout the life cycle of its products and business activities. It is this long-term goal that prompted Sony to name its new global environmental plan, Road to Zero. Under this plan, Sony aims to bring its environmental footprint to zero by 2050 and works to achieve medium-term environmental targets toward this end. In May 2022, Sony made the decision to bring forward the target year of achieving a zero environmental footprint in the climate change area by ten years from 2050 to 2040.

"Road to Zero," Sony's Global Environmental Plan

Road to Zero

The logo of Road to Zero, updated in line with the formulation of Green Management 2030 medium-term environmental targets

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Medium-Term Environmental Targets

Sony is working toward its goal of having a "zero environmental footprint", setting medium-term (5-year) environmental targets progressively backcasted from targets based on current achievement levels. This approach will enable Sony to work steadily toward achieving the zero environmental footprint goal, while making ongoing adjustments based on current progress. In 2011, Sony established the Green Management 2015 medium-term environmental targets (fiscal years 2011 to 2015), which was the first step on the road to a zero environmental footprint, and took the second step in 2016 with the Green Management 2020 medium-term environmental targets (fiscal years 2016 to 2020). Sony is currently implementing initiatives to achieve the goals it has set under the Green Management 2025 medium-term environmental targets (fiscal years 2021 to 2025).

Green Management 2025 Overview

Sony Moves Even Closer to Zero with Fiscal Year 2025 Targets

Since April 2021, Sony has been working to achieve the goals it has set under the Green Management 2025 medium-term environmental targets (fiscal years 2021 to 2025). Sony continues to accelerate its environmental activities in order to move even closer to a zero environmental footprint.

Green Management 2025 in Context

In light of the urgent environmental issue of climate change, GHG emissions must be reduced to virtually zero by 2050 in order to keep the global average temperature increase below 1.5°C (compared to preindustrial levels) as recommended in the Special Report on Global Warming of 1.5°C approved by the Intergovernmental Panel on Climate Change (IPCC) in 2018. In order to realize a decarbonized world with virtually zero GHG emissions, companies will need to develop energy saving products, introduce renewable energy, and reduce emissions throughout their supply chains. At the same time, in order to achieve sustainable use of resources, economic growth must be balanced with environmental impact; societies must shift to circular economies; and the recent problem of ocean plastic pollution must be addressed.

Formulating Green Management 2025

Sony believes that encouraging business partners, consumers, and other stakeholders to take action and work together to build a sustainable world is equally as important as its own environmental activities. When formulating Green Management 2025, Sony examined its past environmental activities and conducted a group-wide materiality analysis focused on what is important to Sony, its stakeholders and society at large. Based on these results and the wider social context, Sony reaffirmed the importance of the four environmental perspectives that it has been working to address: climate change, resources, chemical substances, and biodiversity. The following three areas are particular key priorities.

Focus Point 1: Improve Energy- and Resource-Efficiency of Products

Sony continues to pursue energy efficiency during product use, which accounts for the majority of GHG emissions throughout the life cycle of its products. In addition to minimizing the consumption of resources, Sony takes action to reduce the amount of plastic used in products and packaging in order to address the growing problem of ocean plastic pollution.

Focus Point 2: Expand Renewable Energy Use

Sony is a member of RE100 and aims to achieve 100% renewable electricity utilization at all Sony Group sites by 2030.* Sony will further accelerate efforts to achieve this goal by expanding the use of renewable electricity to at least 35%* of the total amount of electricity used at all Sony sites around the world by fiscal year 2025.

* Revised May 2022

→ RE100 Membership to Accelerate the Shift to 100% Renewable Energy

Focus Point 3: Enhance Supply Chain Engagement to Reduce Environmental Impact

Sony has been working to reduce the environmental impact of the entire supply chain by working even more closely with raw material and component suppliers and contractors to which it outsources manufacturing. Sony endeavors to further enhance its engagement with these partners, encouraging them to set targets for reducing GHG emissions and water consumption and managing their progress.

In addition, Sony has helped raise awareness of the Sustainable Development Goals (SDGs), including those in relation to the environment, through its entertainment content reaching more than 2 billion people around the world. Green Management 2025 also focuses on promoting these activities and encouraging engagement in environmental activities with the aim of getting over 2.5 million people to take action.

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Green Management 2025 Targets and Progress

Under the Green Management 2025 (GM2025) medium-term environmental targets, which spanned from fiscal year 2021 through fiscal year 2025, Sony set targets for each stage of the product lifecycle and took action accordingly. The targets and fiscal year 2024 progress of activities for each stage are outlined below.

Product/Service Planning and Design

Sony promotes the planning and design of products and services with low environmental impact. We are promoting electronic products with designs that reduce environmental burden throughout their lifecycle, and promoting the use of recycled plastics in our products alongside the reduction of plastic packaging. Particularly in its entertainment business, Sony also makes the most of the content it creates to develop and implement environmental campaigns.

Items	Targets (base year: fiscal year 2018)	Fiscal year 2024 Progress
Overall	Centering around the entertainment business, raise the awareness of more than 2 billion people on sustainability issues and engage more than 2.5 million people by the entire Sony Group	Utilized entertainment content to raise the awareness of more than 0.58 billion people across the entire group, and promoted participation to a total of 52 million people through events and social media
Climate Change	Reduce annual energy consumption per product unit by 5%	Approx. 4.6% decrease
Resources	Reduce the amount of virgin oil-based plastics per product unit (excluding packaging materials) by 10%	Approx. 22.1% decrease
	Reduce the amount of plastics packaging per product unit by 10%	Approx. 28.4% decrease
	Eliminate plastic packaging for newly-designed small products	Eliminated plastic packaging materials*1 in the ULT WEAR headphones, Xperia 1 VI and Xperia 10 VI smartphones and Vlog camera ZV-E10 digital camera, etc., which were released in 2024.
Chemical Substances	Eliminate high-risk applications of "Controlled Substances"*2 that are of high concern and use alternative substances	Promoted use of alternative substances based on Sony standards for management of chemical substances. For more information on alternatives for polyvinyl chloride (PVC) and brominated flame retardants (BFR), please see below. → Replacement of Polyvinyl Chloride (PVC) → Replacement of Brominated Flame Retardants (BFRs)

*1 Excludes plastic materials for which use is technically unavoidable, such as coating and adhesive materials.

*2 "Controlled Substances" is an abbreviation for "Environment-related Substances to be Controlled," and it refers to substances contained in parts and devices that the Sony Group considers to have significant environmental impact on both humans and the global environment.

Operations

Sony has adopted renewable energy at worksites throughout the Sony Group as part of its focus on reducing its environmental impact. Sony has been accelerating the adoption of renewable energy since 2021, and in May 2022, we moved our target year for using 100% renewable energy up from 2040 to 2030. Our GM2025 goal for renewable energy-derived electricity as of fiscal year 2025 was also increased from 15% to 35%.

Items	Targets (base year: fiscal year 2020)	Fiscal year 2024 Progress
Climate Change	Reduce absolute GHG*1 emissions from Sony's sites by 5%	Approx. 5.3% decrease
	Utilize renewable electricity by 35%*2 or more (Renewable electricity rate)	Approx. 40.1%
Resources	Improve waste generation intensity value by 5%	Worsened by approx. 30.1%
	Reduce landfilled waste rate to 1% or less	Approx. 0.7%
	- Sites that withdraw a large volume of water: improve water usage intensity value by 5% - Sites located in high water-risk areas: implement water risk reduction activities corresponding to the water risk of the area	Worsened by approx. 3.1% Risk reduction efforts underway, such as reduction of pollution of water discharges
	Promote the use of certified and recycled paper	Promoted the use of recycled paper and certified paper based on our purchasing policy for paper and printed media
Chemical Substances	Take actions for the specified chemical substances, as outlined below Class 1 substances: Prohibit use Class 2 substances: Prohibit use (Exemptions granted for certain applications) Class 3 substances: Reduce the total amount of VOCs*3 released into the air to below FY2010 level or less	Class 1 substances: No use of prohibited substances Class 2 substances: No use of prohibited substances Class 3 substances: Emissions of VOC into the air: Approx. 36% reduction
Biodiversity*4	Continually promote biodiversity conservation activities respecting the needs of local communities	Implemented activities to preserve biodiversity at 35 sites according to local needs
	In employee cafeterias, promote the serving of environmentally conscious food	Provided meals using environmentally conscious ingredients at 36 sites and raised employee awareness through employee workshops at 45 sites
	Implement initiatives to reduce ocean plastic pollution	Stopped using plastic bottles in conference rooms at 38 sites, stopped providing free plastic bags at 23 sites and conducted cleanup activities at 47 sites

*1 GHG: Greenhouse gases. *2 Increased from 15% to 35% in May 2022.

*3 VOC: Volatile organic compounds. *4 Biodiversity data includes non-ISO14001 certified sites.

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Supply Chain

Sony requests its raw materials and component suppliers as well as subcontractors to strengthen their efforts to reduce environmental burden, set targets, manage progress and achieve results in order to meet reduction targets across the entire product lifecycle.

Items	Targets	Fiscal year 2024 Progress
Climate Change	Request suppliers of raw materials and components and contract manufacturers to monitor their GHG emissions, set medium- and long-term targets for emissions reduction, and perform progress management	Requested relevant suppliers to calculate actual emissions, set medium and long-term reduction targets and implement reduction measures. Surveyed supplier progress. Valid response rate: approx. 90% (transaction amount basis)
Resources	Request suppliers of raw materials and components and contract manufacturers to set water consumption reduction targets and perform progress management, while taking into consideration the water depletion risk in the areas where each site is located	Requested relevant suppliers to calculate actual emissions and water risk, set reduction targets and implement reduction measures. Valid response rate: approx. 90% (transaction amount basis)
Chemical Substances	Request and manage the response of suppliers of raw materials and components and contract manufacturers to Sony Group's unified standard, for raw materials, components and products supplied to Sony Group, as well as products/semi-products to be delivered from an outsourcing contractor	Requested response based on Sony standards for the management of chemical substances.
	Request suppliers of raw materials and components and contract manufacturers to eliminate the use of substances specified by Sony Group in their manufacturing processes and perform appropriate management	Requested manufacturing outsourcing contractors to ban the use of substances specified by Sony from manufacturing processes and surveyed status of the use of these substances.
Biodiversity	Request suppliers of raw materials and components and contract manufacturers to take initiatives giving consideration to biodiversity	Requested relevant major suppliers take biodiversity into consideration. Surveyed supplier biodiversity activities.

Logistics

Sony is taking steps to reduce shipping weight by making products smaller and lighter, and pursuing alternative shipping methods (modal shift, etc.) by identifying and employing methods that are most efficient and have less impact on the environment in order to reduce GHG emissions due to distribution.

Items	Targets (base year: fiscal year 2018)	Fiscal year 2024 Progress
Climate Change	Reduce absolute GHG emissions related to logistics between nations and within regions by 10%	Approx. 37% decrease

Take Back and Recycling

Sony focuses on recycling-oriented product design and promotes take back and recycling processing for end-of-life products. Meanwhile, Sony seeks to ensure that even items which the company itself is unable to recycle at the present time are recycled, and is collaborating with recyclers to clarify the extent to which key resources are being recycled.

Items	Targets	Fiscal year 2024 Progress
Resources	Establish and maintain recycling schemes suitable for the needs of local communities.	Complied with all legal requirements in all areas where laws and regulations on take back and recycling are established. Implemented voluntary collection and recycling activities in areas where laws and regulations are not yet established.
	When recycling a key mineral resource (tantalum), improve sorting efficiency 1.5 times (vs fiscal year 2020)	At specific recycling plants in Japan, we adjusted our sorting process for the recovery of parts containing tantalum from used products from fiscal year 2021 to 2022, improving the efficiency of this process by about 44 times that of fiscal year 2020, when the equipment was first introduced.

Specific Green Management 2025 Targets

For a list of Green Management 2025 targets, see the following website.

Green Management 2025

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Formulation of Green Management 2030

Sony formulated our set of next medium-term environmental targets in Green Management 2030 (GM2030) and will begin working from April 2026 to achieve these targets by fiscal year 2030.

Green Management 2030

Social Trends and Challenges

Recent years have seen a growing social awareness of the threat to humanity posed by environmental issues, and the impacts have already begun to be felt. The situation in regards to important issues such as climate change, resources and biodiversity is as follows, and all require urgent response.

Climate Change Challenges

Many global companies are working to achieve net zero greenhouse gas emissions in their business endeavors by around 2050 in accordance with the universal Paris Agreement target "to limit the temperature increase to 1.5°C above pre-industrial levels." However, according to evaluation of progress made at COP28 (the 28th United Nations Climate Change Conference) in 2023, it was revealed that progress is not currently on track, and urgent action is needed to achieve the 1.5°C goal.

Resource Challenges

Although the earth's resources are finite, resource usage and waste are both on the rise due to projected increases in population and consumption over the medium to long term. In light of this, countries and regions have come together to strengthen resource circulation initiatives as well as laws and regulations, with international standardization of circulation indicators well underway. We must minimize resource input and waste generation while maximizing resource circulation in order to use these finite resources sustainably.

Biodiversity Challenges

Modern growth in population and economy have led to significant increases in demand for food and energy, leading to deforestation, overfishing and waste disposal issues, all of which significantly impact biodiversity, which includes the degradation and loss of habitats, increases in invasive species and pollution. At COP15 (the Conference of the Parties to the United Nations Convention on Biological Diversity) in 2022, the Kunming-Montreal Biodiversity Framework was adopted as an international goal, with 2030 targets to achieve nature positivity in place. Efforts have further required to reduce and eliminate plastic pollution due to its impact on both marine and terrestrial life.

Setting GM2030 Targets

We reviewed current medium-term environmental targets set forth in GM2025 while looking to social trends to formulate GM2030 and its target indicators, in consideration of achieving zero environmental impact by 2050. Stakeholder requests were also considered in drafting target content.

GM2030 is about reducing environmental impact throughout the lifecycle of our products and business activities for each of the four important environmental aspects—climate change, resources, chemical substances and biodiversity—with each categorized based on environmental characteristics to set targets.

GM2030 Focus Points and Main Targets

The following three focus points are set for GM2030.

Significantly reduce the absolute amount of greenhouse gas emissions (Scopes 1, 2 and 3)

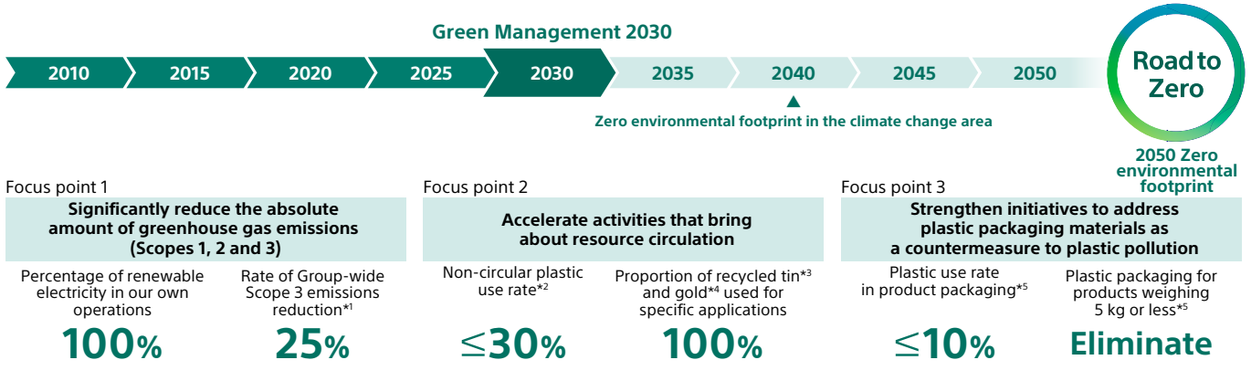
- Reduce group-wide scope 1 and 2 emissions by 60% compared to fiscal year 2025 and remove carbon that is equivalent to the residual emissions
- Achieve 100% renewable electricity used in our own operations
- Reduce group-wide scope 3 emissions by 25% compared to fiscal year 2025

Accelerate activities that bring about resource circulation

- Achieve a non-circular plastic use rate per product weight of 30% or less
- Use 100% recycled materials for tin in solder for mounting of major printed circuit boards in specific models
- Use 100% recycled materials for gold in major printed circuit boards and other components in specific models
- Promote implementation of measures to ensure the appropriate use of resources, including enabling products to be used for a longer time and fostering reuse of products/components

Strengthen initiatives to address plastic packaging materials as a countermeasure to plastic pollution

- Achieve a plastic use rate in product packaging of 10% or less
- Eliminate plastic packaging for products weighing 5 kg or less



*1 Compared with FY2025 *2 Rate of plastics other than recycled or renewable plastics used per product weight
*3 Tin used in solder for mounting of major printed circuit boards in specific models *4 Gold used in major printed circuit boards and other components in specific models
*5 Excluding packaging where use is technically unavoidable

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Climate Change Targets

Sony initially set the goal of achieving net zero greenhouse gas (GHG) emissions* across the value chain for scopes 1 to 3 by 2050, working toward this goal by setting medium-term environmental targets for five year increments, titled Green Management 20XX (GM20XX). However, in response to the worsening impact of climate change worldwide necessitating greater urgency in the transition to a decarbonized society, we moved the target year for net zero GHG emissions up to 2040, and are currently focusing on climate change measures with mid- to long-term goals as follows.

* Remove carbon that is equivalent to the residual emissions

→ Focus on Climate Change

Approval for 1.5°C Science Based Targets

Our climate change targets for fiscal years 2025*1 and 2035 are listed below and have been approved by the Science Based Targets (SBT)*2 initiative as consistent with a 1.5°C goal. Our fiscal year 2040 net-zero GHG reduction target is also certified as a net-zero SBT.

*1 Supplier engagement targets achieved by 2025.

*2 SBT is an international initiative to encourage companies to set science-based GHG reduction targets in order to limit the increase in the average global temperature due to climate change to 1.5 degrees Celsius above preindustrial levels.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Science Based Targets logo

RE100 Membership to Accelerate the Shift to 100% Renewable Energy

In 2018, Sony joined RE100* and itself is working toward sourcing 100% renewable electricity for the worldwide operations of the Sony Group by fiscal year 2040. This target was moved up to fiscal year 2030 in 2022, and we are currently working to accelerate the introduction of renewable energy at our sites around the world.

* RE100 is a global initiative led by the non-profit, The Climate Group in partnership with CDP in which participating companies set a goal of procuring 100% renewable electricity for power used in their global business operations.

→ Use of Renewable Energy at Sony Sites

CLIMATE GROUP
RE100

RE100 logo

Climate Change Targets

Target Years	FY2025 (GM2025)	FY2030 (GM2030)	FY2035	FY2040	FY2045	FY2050
Scope1+2+3				**Net zero for Scope 1+2+3** Reduce absolute emissions by 90% vs. FY2018 level Removal of residual carbon emissions	← Moved up	Net zero for Scope 1+2+3
Scope1+2	Reduce Sony Group-wide Scope 1+2 absolute emissions by 5% vs. FY2020 level	**Reduce Sony Group-wide Scope 1+2 absolute emissions by 60% vs. FY2025 level** **Remove carbon that is equivalent to the residual emissions**	**Reduce Sony Group-wide Scope 1+2 absolute emissions by 72% vs. FY2018 level**			
Scope 2	Percentage of renewable electricity in our own operations: 35%	**Percentage of renewable electricity in our own operations: 100%**	← Moved up	Percentage of renewable electricity in our own operations: 100%		
Scope 3		Reduce Sony Group-wide Scope 3 absolute emissions by 25% vs. FY2025 level				
Scope 3 Category 1	Request suppliers of raw materials and components and contract manufacturers to monitor their GHG emissions, set medium- and long-term targets for emissions reduction, and perform progress management **Have raw material and component suppliers and contract manufacturers equivalent to 10% of supply chain GHG emissions set SBT-consistent reduction targets by FY2025**	Encourage raw materials and parts suppliers and contract manufacturers to monitor and reduce GHG emissions Encourage major raw materials and parts suppliers to achieve 100% renewable electricity used in the manufacturing of products for Sony Group*				
Scope 3 Category 4	Reduce absolute GHG emissions related to logistics between nations and within regions by 10% vs. FY2018 level					
Scope 3 Category 11	Reduce annual energy consumption per product unit by 5% vs. FY2018 level		**Reduce Sony Group-wide Scope 3 category 11 absolute emissions by 45% vs. FY2018 level**			

RE100 Target | SBTi-approved Target

* Initiative details are discussed with suppliers in countries/regions where procuring renewable energy is more difficult

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Overview of Sony's Environmental Impact

Sony's principal impact on the environment over the entire life cycle of its business activities during fiscal year 2024, including energy and resources used in business activities, energy consumed by Sony products when used by customers, and the recycling and disposal of products after use is shown on the right.

INPUT		OUTPUT
Climate Change Energy consumption	**Procurement**	**Climate Change** Scope 3 Category 1 greenhouse gas (GHG) emissions 4,305 thousand mt-CO_2
Climate Change Energy consumption by sites 30,700 TJ Electricity 28,100 TJ Gas 1,500 TJ Renewable Energy 600 TJ Other 500 TJ Introduction of renewable energy certificates and credits 11,000 TJ **Resources** Water withdrawals 24.28 million m^3 Well water 5.78 million m^3 Public water 2.84 million m^3 Industrial water 13.24 million m^3 Rainwater 0.02 million m^3 External recycled water 2.39 million m^3 **Resources** Materials used 380 thousand metric tons Reused/recycled materials used[*1] 60 thousand metric tons (plastics: 9 thousand metric tons, paper: 51 thousand metric tons) **Chemical Substances** Handling volume of chemical substances[*2] 610 thousand metric tons	**Production** Product shipped 312 thousand metric tons Televisions 129 thousand metric tons Game 90 thousand metric tons Audio and video 45 thousand metric tons Other 48 thousand metric tons Product (unit body and accessory) 233 thousand metric tons Packaging 79 thousand metric tons	**Climate Change** GHG emissions from sites 1,044 thousand mt-CO_2 Scope 1 (direct emissions) 235 thousand mt-CO_2 Scope 2 (indirect emissions) 810 thousand mt-CO_2 **Resources** Water discharge 20.80 million m^3 Direct discharge to river, sea, etc. 9.36 million m^3 Discharge for water treatment 11.44 million m^3 **Resources** Waste generated 69 thousand metric tons Thermal recovery/Recycle 57 thousand metric tons Landfill 11 thousand metric tons **Chemical Substances** Chemical substances released/transferred[*3] 510 thousand metric tons Water pollutants BOD 389 metric tons COD 66 metric tons Air pollutants NOx 79 metric tons SOx 3 metric tons
Climate Change Energy used in logistics (upstream) 1,700 TJ Energy used in logistics (downstream) 100 TJ	**Transport**	**Climate Change** Scope 3 Category 4 GHG emissions 122 thousand mt-CO_2 Scope 3 Category 9 GHG emissions 10 thousand mt-CO_2
Climate Change Energy during product use 260,000 TJ Television 81,000 TJ Game 171,000 TJ Audio and Video 6,000 TJ Other 2,000 TJ	**Product use**	**Climate Change** Scope 3 Category 11 GHG emissions 10.22 million mt-CO_2 Television 3.93 million mt-CO_2 Game 5.96 million mt-CO_2 Audio and Video 0.248 million mt-CO_2 Other 0.085 million mt-CO_2
Resources Collected products 57 thousand metric tons	**Recycling**	**Resources** Volume recycled 6 thousand metric tons (Japan only)

*1 Total volume of reused/recycled materials used in products
*2 Volume of Class 1-4 chemical substances handled
*3 Release and transfer related to the handling of chemical substances
Note: Environmental impact indicated are main examples and not an exhaustive list

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Sony Group Corporation recognizes that its business depends upon a healthy global environment, so it strives to achieve a zero environmental footprint throughout the life cycle of products and business activities, from the perspectives of climate change, resources, chemical substances and biodiversity, and has set medium-term environmental targets with appropriate initiatives underway to achieve them.
Business activities both depend on and impact water, minerals, energy and other natural capital resources at every stage of the product life cycle. We also consider our efforts toward curbing climate change and transitioning to a decarbonized society to be key issues we must take on. Natural capital and climate change are directly connected to each other, so we address responses related to these themes in accordance with the TCFD recommendations (hereinafter, TCFD) and the TNFD framework (hereinafter, TNFD).

Governance

Under the Companies Act of Japan, Sony Group Corporation has adopted the "Company with Three Committees" corporate governance system as the most appropriate system for the company. Under this system, the Board of Directors (the "Board") determines Sony's fundamental management policies and other material matters, while broadly delegating the decision-making authority to conduct Sony's business operation to Senior Executives including CEO and Corporate Executive Officers in line with their respective responsibilities as defined by the Board, with a view to promoting timely and efficient decision-making within Sony.
The Board regularly deliberates and decides upon the mid-term management plan and annual business plan, taking into account various risks and opportunities, including climate change, natural capital and biodiversity, in its deliberations and decisions. Senior Executives implement strategies according to the management plans and the business plan while carrying out business execution, and the Board receives and discusses reports on the status of business execution as needed.
With authority delegated by the Board, the CEO of Sony Group Corporation, who is a member of the Board has responsibility and authority to establish and determine the Sony Group Environmental Vision, which stipulates the corporate philosophy on the global environment and corporate principles including efforts to curb climate change, protect natural capital and promote biodiversity, and medium-term environmental targets (Green Management 20XX) which are applicable to the entire group. The Corporate Executive Officer in charge of sustainability including environmental matters is appointed by the Board, then established the Sony Group Environmental Management Structure, which consists of internal regulations that stipulate the basic framework for global environmental management at Sony. Through the Environmental department, this Corporate Executive Officer supervises the initiatives implemented by each business unit and business site to achieve the Sony Group Environmental Vision, and also supervises their operation of and adherence to the Sony Group Environmental Management Structure. In order to address TCFD and TNFD, the Environmental department leads the analysis and identification of climate-related risks and opportunities through scenario analysis and reviews the countermeasures (For more details, see "Climate Strategy" and "Natural Capital and Biodiversity Strategy").
The progress on initiatives implemented under this environmental execution framework are regularly reported to and reviewed by the Board. The Compensation Committee has the authority to determine the compensation policy for directors, including the CEO, senior executives and other officers, and to determine or oversee the amount of individual compensation paid.
Sustainability including environmental matters is taken into account as a factor in evaluating remuneration linked to business results of Senior Executives. Furthermore, KPIs for initiatives to address sustainability issues that each business emphasizes are set and incorporated into the performance evaluation of each business.

→ Sony Group Environmental Vision
→ Environmental Management Structure
→ Climate Strategy
→ Natural Capital and Biodiversity Strategy

Risk Management

Each business unit, subsidiary/affiliated company and corporate division of Sony periodically reviews and assesses risks for the area of which it is in charge and works on finding, reporting, reviewing and responding to the risks. In addition, Senior Executives have established and maintain a system to identify and control risks that may cause losses to Sony, in the areas of which they are in charge. The Corporate Executive Officer in charge of group risk control comprehensively promotes and manages the establishment and maintenance of the systems as stated above through the activities with related departments. The Board of Directors receives regular reports on the framework and its operational status, to confirm the validity of the framework.
Under the framework, each business unit, subsidiary/affiliated company and corporate division also assesses and analyzes risks related to climate change, natural capital and biodiversity when assembling business strategies and business plans.

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Policy on Climate Change

Climate Change

Sony reduces energy consumption and is striving to achieve zero greenhouse gas (GHG) emissions throughout the life cycle of its products, service and business activities.
Specifically, Sony has designated the following initiatives to reduce direct and indirect emissions.

On-Site

- Promoting efficient energy use
- Switching to energy sources with lower GHG emissions
- Promoting use of renewable energy
- Reducing GHG emissions from non-energy related sources

Off-Site

- Developing and providing energy-efficient, environmentally conscious products and services
- Working with contract manufacturers and suppliers of raw materials and components

→ Sony Group Environmental Vision
→ Environmental Plan
→ Medium-Term Environmental Targets

Climate Strategy

Identifying and Addressing Business Risks

Tackling environmental issues is consistent with Sony's commitment to build a sustainable world and is important in terms of ensuring business continuity. Sony seeks to identify various environment-related risks and address foreseeable risks. This applies to transition risks such as adoption of carbon taxes, regional expansion of emissions trading schemes, stronger regulation of energy efficiency standards for products, and market changes driven by shifting consumer attitudes. It also applies to physical risks such as abnormal weather events and sea level rise due to climate change.

Creating and Expanding Business Opportunities

Sony believes that tackling environmental issues also leads to business opportunities. For example, the Paris Agreement*1 that emerged from the COP 21*2 meeting in December 2015 addressed climate change issues, and with increasing public awareness, consumer demand is shifting toward energy-efficient products. Sony has already increased the energy efficiency of many of its products. In light of these social trends, demand for energy-efficient products may continue to grow. One example of this is the development of IMX500, an intelligent vision sensor with AI processing functionality in its image sensor logic chip. We expect it to be used in IoT fields. Processing information through the sensor on its edge enables the transmission of metadata only (semantic information). This reduces the amount of data transmitted to the cloud as well as the amount of data to be processed, which we believe will reduce energy consumption.

*1 The Paris Agreement was adopted at COP 21 held in Paris, France and serves as an international framework for climate change action starting from 2020.
*2 COP 21 refers to the 21st session of the Conference of the Parties (COP) to the 1992 United Nations Framework Convention on Climate Change (UNFCCC).

Scenario Analysis

Analysis Methodology and Assumptions

Based on TCFD recommendations, Sony conducts scenario analysis annually for each business unit to assess the impact of climate change on the Sony Group.
In business unit analysis, we first identify possible risks and opportunities, taking into account all time frames (short, medium, long-term*1), then prioritize based on a three-level materiality scale (high, medium, low). Next, we conduct a business impact assessment to estimate financial impact on our businesses for risks and opportunities determined to have high materiality, the results of which is used to develop countermeasures.
As prerequisite scenarios, we used the 1.5°C scenario (2°C if unavailable) and the 4°C scenario.*2

*1 Short: 0 - 1 year; Medium: 2 - 5 years; Long: 6 - 20 years
*2 Main scenarios used: World Energy Outlook (published by IEA), water risk assessment tool Aqueduct and Resource Watch (Published by WRI), the Flood Control Economic Survey Manual (published by the Ministry of Land, Infrastructure, Transport and Tourism, Japan)

Analysis Results and Countermeasures

Risks and opportunities identified from fiscal year 2024 scenario analysis, and corresponding countermeasures, are shown in the table on the following page. Analysis for fiscal year 2024 assumed 2030 to evaluate business impact.
Based on the results of the above scenario analysis, the entire Sony Group is working toward using 100% renewable electricity in its own operations by 2030 to achieve its RE100* target. Specifically, Sony Group Corporation is examining measures such as directly purchasing renewable electricity from power utilities and purchasing renewable electricity certificates.
Along with these efforts, in each business segment, Sony develops and enhances risk management and business continuity plans (BCPs) from the perspective of improving risk management across supply chains, through the identification, analysis, and assessment of business continuity risks. Flood damage has grown in recent years due to the impact of climate change, prompting Sony to reassess the flood risk at its manufacturing sites in Japan and implement preventative measures that will mitigate flood damage and facilitate rapid recovery. Sony is collaborating with relevant companies and organizations, and conducts hands-on drills to address foreseeable risks, in an effort to enhance business continuity and accelerate flood recovery.
Sony will continue to increase its resilience to climate change, based on its analyses and initiatives.

* A global initiative in which participating corporations aim to operate on 100% renewable electricity. It is headed by an international non-governmental organization, the Climate Group, in partnership with the CDP.

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Climate Change Risks, Opportunities, Countermeasures and Metrics

Climate Change Risks and Opportunities

Transition risks and opportunities	Policy/regulation	**Introduction of carbon pricing / increasing carbon prices; strengthening national carbon emission targets and policies**
	Market	**Changes in energy mix and prices, changes in raw materials prices**, changes in industrial environment, **increased demand for sensors due to IoT expansion**
	Reputation	Changes in consumer behavior
Physical risks and opportunities	Acute	**Increasing severity of abnormal weather (increased precipitation, larger typhoons, hurricanes, floods)**, increased damage to policyholders and borrowers resulting from increased abnormal weather
	Chronic	Increased droughts, infections, heat stroke

High Priority Risks and Opportunities and Countermeasures

Assumed Scenario	Recognized Risks and Opportunities			Countermeasures
1.5°C (2°C) Scenario	Transition risks and opportunities - Policy/regulation	Introduction of carbon pricing / increasing carbon prices	Introduction of carbon pricing and border carbon taxes and the subsequent increases in carbon price will lead to an increased cost to purchase crude oil and fossil fuel. Costs increases due to carbon tax on own emissions and impact of carbon pricing affecting logistics and purchase price	• Promoting efficient energy use • Installing solar panels, procuring environmental value from off-site renewable energy power equipment, and purchasing renewable electricity certificates to promote renewable energy utilization • Working with suppliers to reduce GHG emissions
		Strengthening national carbon emission targets and policies	Strengthening carbon emission targets/policies in every jurisdiction increase the costs to meet GHG reduction targets related to better efficiency of in-house equipment, and purchase of renewable energy power certificates, etc.	
			Strengthening regulations on product energy efficiency lead to increased demand for energy-efficient products	• Developing and providing energy-efficient products and services
	Transition risks and opportunities - Market	Changes in energy mix and prices	Changes in supply/demand balance cause increased energy (electricity, crude oil) prices, increased manufacturing costs	• Improving energy efficiency • Promoting installation of solar power facilities
		Changes in raw materials prices	Increased raw material prices due to GHG reduction and related raw materials (plastics, etc.) usage regulations/taxes, leading to increased procurement costs for parts and materials	• Reducing the weight of products as well as the size and weight of packaging, and using plastic alternatives for packaging reduces the amount of plastics used (including our Original Blended Material paper) • Use of recyclable plastics in products (including our SORPLAS™ recycled plastic) • Promotion of resource recovery from end-of-life products
1.5°C (2°C) and 4°C Scenarios	Physical risks and opportunities - Acute	Increasing severity of abnormal weather	Progressive temperature rise increases the severity and frequency of abnormal weather, damaging Sony's manufacturing sites and suppliers and reducing demand in delivery destinations due to the disruption of the supply chain	• Periodically assess risks related to floods and other natural disasters at our production sites, and take soft and hard countermeasures
	Physical risks and opportunities - Market	Increased demand for sensors due to IoT expansion	Increased sensor demand due to IoT expansion. Expected utilization of AI in the IoT space increases demand/sales for products and services contributing to power reduction in cloud, data centers and networks	• Development of IMX500 and other products that help reduce the amount of data transmitted to the cloud as well as the amount of data to be processed • Building and provision of edge AI sensing platform (AITRIOS), which enables AI processing in the edge (to reduce power consumption) through technologies such as IMX500

Note: The above scenario analysis was conducted using IEA's scenarios for 1.5°C, 2°C and 4°C temperature rise and based on multiple assumptions.

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Metrics and Targets

Climate Change Metrics and Targets

In 2010, Sony formulated the Road to Zero global environmental plan, which aims to reduce its environmental footprint to zero by 2050. The target year for our goal of achieving carbon net zero group-wide was moved up from 2050 to 2040 in May 2022. For climate change action, Sony is developing and supplying environmentally conscious products and services in order to reduce GHG emissions not only from manufacturing at its sites, but also throughout the life cycle of its products. Sony is also making energy-efficiency improvements at its business sites and shifting to renewable energy, while encouraging contract manufacturers and component suppliers to reduce their emissions.

In September 2020, Sony Group Corporation announced its Green Management 2025 (GM2025) medium-term environmental targets to achieve by the end of fiscal year 2025 and has been implementing initiatives to meet these targets since April 2021. GM2025 classifies the product lifecycle into five stages (product/service planning and design, operations, supply chain, logistics, and take back / recycling), and for each stage, Sony has set specific targets from the four perspectives of climate change, resources, chemical substances, and biodiversity, and is implementing initiatives to achieve these targets. Climate change targets include a 5% reduction in annual energy consumption per Sony product (compared to fiscal year 2018). Along with moving up the year to meet our climate change targets, we have also changed the target rate for renewable electricity used in our facilities from 15% or more to 35% or more.

In April 2025, Sony formulated our set of next medium-term environmental targets in Green Management 2030 (GM2030) and will begin working from April 2026 to achieve these targets by fiscal year 2030. In GM2030, toward significantly reducing total greenhouse gas emissions (scopes 1, 2 and 3), Sony has set a target of reducing scopes 1 and 2 emissions by 60% across the Sony Group compared to fiscal year 2025, while also committing to using 100% renewable electricity. We have set a target of reducing scope 3 emissions by 25% across the entire Sony Group compared to fiscal year 2025.

Both our 1.5°C target to be achieved by 2035 and our net zero target to be achieved by 2040 are approved by the Science Based Targets (SBT)* initiative as climate change targets based on scientific grounds.

In the Financial Services segment, we invest in green bonds, social bonds, sustainability bonds and other ESG-related investments. We established the Sony Financial Group ESG Investment Policy in April 2022, and our financial group companies are now proceeding to establish systems for ESG investment in accordance with this policy. We also set medium to long-term goals for the cumulative amount of ESG investments and loans as a financial group in March 2024.

* An international initiative to encourage companies to set science-based GHG reduction targets in order to limit the increase in the average global temperature due to climate change to 1.5 degrees Celsius above preindustrial levels.

→ Green Management 2025 Overview
→ Green Management 2025 Targets and Progress
Sony Financial Group ESG Investment Policy

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Disclosure of Natural Capital-related Information in Accordance with TNFD

Natural Capital and Biodiversity Policy

Sony protects and utilizes ecosystem services in a sustainable manner, while actively promoting maintenance and recovery of biodiversity through business activities and local contribution. We set and work toward goals with particular focus on stages of the product life cycle where Sony is particularly dependent on or more likely to impact natural capital and biodiversity. We actively work to maintain and restore biodiversity through environmentally conscious procurement of raw materials and parts, while also working to conserve resources in the manufacture of both products and their packaging.

→ Sony Group Environmental Vision
→ Environmental Plan
→ Medium-Term Environmental Targets

Natural Capital and Biodiversity Strategy

Disclosure of Natural Capital and Biodiversity Efforts in Accordance with TNFD Recommendations

Recognizing the importance of natural capital as the very foundation of human life and the ecosystem services it supplies, Sony continues to pursue long-term efforts according to its Environmental Vision. The Recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) was released in September 2023. Affirming our commitment to disclosure in accordance with this framework, we have become a registered TNFD Adopter, and once more evaluated the relationship between our business and the natural environment. Based on TNFD recommendations, we screened the value chain of major businesses based on their degree of dependence and impact on natural capital, then implemented a LEAP (locate, evaluate, assess prepare) approach to conduct analysis of nature-related issues, specifically targeting Imaging & Sensing Solutions (I&SS), Entertainment, Technology & Services (ET&S) and Game & Network Services (G&NS) segments as well as our mineral resource extraction operations in the upstream value chain, and have disclosed the results below.

Screening Analysis Scope (ENCORE Mapping)

We utilized ENCORE and the Biodiversity Risk Filter (tools recommended by TNFD) to visualize the relationship between Sony Group businesses overall and nature, then quantified dependence and impact related to natural capital for our main businesses. We discovered that our I&SS, ET&S and G&NS segments have a relatively high level of dependence and impact, leading us to set these segments as targets for LEAP analysis.
Additionally, many of our electronics contain mineral resources that have become a point of environmental concern for stakeholders. With this in mind, we have decided to make the contracted manufacturer sites and mineral resource extraction processes a target in addition to direct operation processes at our own production.

Locate: Identifying Priority Areas

Following TNFD guidelines for determining sensitive locations, we identified all our manufacturing sites and major contracted manufacturer sites in our I&SS, ET&S and G&NS segments, as well as 898 mines*1 for extraction of mineral resources in the upstream supply chain, and made them priority areas. We then conducted analysis through tools and databases*2 suggested by TNFD to locate and score these areas based on five criteria: areas important for biodiversity, areas of high ecosystem integrity, areas of rapid decline in ecosystem integrity, areas of high physical water risks and areas of importance for ecosystem service provision, including benefits to indigenous peoples, local communities and stakeholders. Our results indicate that 58% of production sites and 32% of mines are in areas important for biodiversity (within a 5 km radius of a site in the World Database on Protected Areas (WDPA)), and 23% of production sites and 41% of mines are in areas of high physical water risk.

*1 Mining site information includes mineral resources likely contained in our products to the extent that such information is generally available.
*2 IBAT (World Database on Protected Areas (WDPA), Key Biodiversity Areas (KBA), Species Threat Abatement and Restoration (STAR) metric), Biodiversity Intactness Index, Ecoregion Intactness Index, WRI Aqueduct, Critical Natural Asset Layers

Evaluate: Identifying and Evaluating Dependency and Impact on Natural Capital

Once located, we then identified and evaluated dependence and impact on nature for our I&SS, ET&S and G&NS segments. We found major dependency and impact as follows.

- I&SS segment: Relies heavily on water due to pure water used in semiconductor manufacturing (cleaning, processing, etc.). While these manufacturing sites are built in areas with abundant water, and all chemicals generated during manufacture are properly disposed of, potential impact on groundwater due to excessive water intake or pollution from chemical substances remains.
- ET&S, G&NS segments: While less severe than that of I&SS, there is potential impact due to factors common across electronics manufacturing sites, including water use, water discharges, general waste, pollution and GHG emissions from manufacturing processes.
- Extraction of mineral resources upstream in the value chain: Similar to the three segments above. Additionally, products contain a variety of mineral resources (including rare metals), making them directly dependent on mineral resources. Mining development also has the potential to impact the ecosystem.

These discoveries allowed us to understand dependency and impact related to risk and opportunity in respective business segments. Once we located sensitive areas, we mark them as priority areas where critical dependency, impact, risk and opportunity exist.

Assess: Scenario Analysis for Determining Risk and Opportunity

After determining dependence and impact on nature for the I&SS, ET&S and G&NS segments, as well as for mineral resource extraction, in the Evaluate phase, we created a long list of nature-related risks and opportunities based on the categorization in TNFD recommendations. Then, we conducted scenario analysis of these to determine the importance of individual risks in terms of both finance and impact.
Our scenario analysis assumes 2030 for time, using ecosystem service degradation and alignment of market/non-market forces, as proposed within TNFD guidelines, as axes, and of four scenarios, we have adopted two in terms of risk and likelihood of occurrence.

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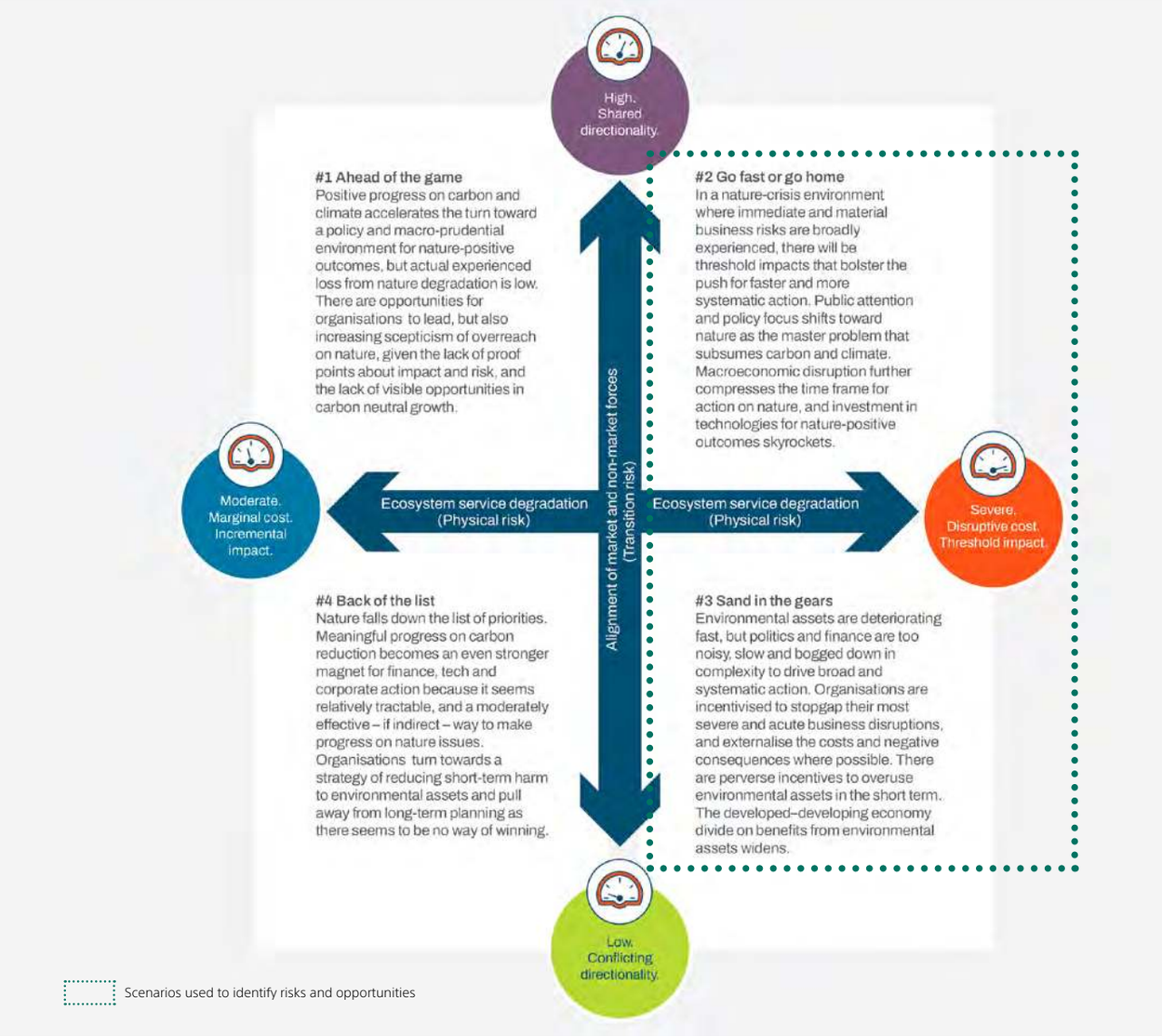
- Scenario 2 assumes high level of both physical risk due to degradation of nature and transitional risk due to nature-positive policy, law and regulation, and that nature-related risk for Sony will be high.
- Scenario 3 assumes high physical risk due to degradation of nature, but low transitional risk due to lower interest in natural capital from government, consumers and other stakeholders. Transition to a nature-positive economy has only just begun, so we should also consider the possibility of transitioning to this scenario further in the future.

We prioritized risk based on each of these scenarios. We conducted risk evaluations to identify critical risk from two perspectives: intensity of financial impact and likelihood of occurrence. Opportunities were considered based on the idea that reducing risk leads to such opportunities, using the AR3T (business activity prioritization of environmental impact: avoidance, reduction recovery/revitalization, transformation) framework to develop countermeasures for critical risk identified, which we recognize as nature-related opportunity. The table on the following pages shows significant risks and opportunities identified as a result of the aforementioned analysis of I&SS, ET&S and G&NS segments as well as mineral resource extraction, and also indicates measures to mitigate or avoid negative impact for high priority areas.

For scenario 2, both physical and transitional risks were rated critical. Physical risks include direct damage to buildings and increased restoration costs as a result of ecosystem degradation attributed to increased operating costs at manufacturing sites from changes to land and both water pollution and shortages. Transitional risks include increased response time to allow for more stringent nature-related law and regulation, as well as damage to reputation as a result of impact on the natural environment.

While physical risk for scenario 3 did not vary much from that of scenario 2, the importance of transitional risks was rated lower since the scenario assumes lower stakeholder concern regarding natural capital. Additionally, similar nature-related risks and opportunities were identified for I&SS, ET&S and G&NS segments under the assumption that all are directly operated manufacturing processes, but the I&SS segment is expected to require greater water consumption, making relevant risk greater than that of ET&S and G&NS.

Exemplary Scenarios by TNFD and Scenarios Used



Source: TNFD 2023 – The TNFD's default nature – risk scenarios

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Risks and Opportunities Related to Natural Capital: Countermeasures

I&SS, G&NS, ET&S Segments (Manufacturing Sites including Contracted Manufacturer Sites)

Risk Category	Recognized Risks and Opportunities	Main Dependence	Main Impact	Countermeasures
Physical Risks	• Excessive water consumption, salinization, lack of water resources due to climate change and water pollution from chemicals increase operating costs associated with review of product processes and timing at production sites, and decrease profits as a result of operational stagnation (particularly costly in I&SS).	Water Supply	Water Use & Pollution	• Improvement of water usage intensity by 5% at sites with high water consumption, and implementation of risk reduction measures at sites located in water risk areas. • Promotion of wastewater recycling and reduced water usage at domestic and overseas sites related to manufacture of semiconductors and electronics. Kumamoto Technology Center of Sony Semiconductor Manufacturing Corporation is also implementing groundwater recharge measures that resulted in approx. 3.58 million m^3 in fiscal year 2024, which is more than intake.
	• Direct damage to buildings and increased recovery costs due to construction and other land changes, deterioration of ecosystems from water discharges, and weakened natural disaster prevention functions.	Storm and Flood Mitigation	Terrestrial & Freshwater Ecosystem Use	• Periodic risk assessment for floods and other natural disasters at our production sites. • Nature restoration and biodiversity conservation efforts that meet regional needs for the green areas on the premises of Sony sites and surrounding areas.
	• Decreased productivity and increased recovery costs due to factory shutdowns and road closures from landslides caused by climate change-induced heavy rains and other weather events.	Climate Change Regulation, Soil & Sediment Retention	Greenhouse Gas Emissions, Terrestrial Ecosystem Use	• Periodic risk assessment for floods and other natural disasters at our production sites. • For further information on climate change adaptation and mitigation efforts. → Climate Strategy
Transitional Risks	• Increased response costs as a result of more stringent natural capital law and regulation (water resource conservation, marine and soil pollution, ecosystem conservation).	–	Water Use, Water & Soil Pollution, Ecosystem Use	• Establishment and regular improvement of globally unified environmental management system. • Continued efforts to minimize withdrawal of water and to ensure the water discharges that return to water sources is of a quality that does not negatively impact the environment, taking into account site locations and regional differences. • Conducted cleanup activities around sites. • Nature restoration and biodiversity conservation efforts that meet regional needs for the green areas on the premises of Sony sites and surrounding areas.
	• Decline in corporate value and decrease in profits due to deterioration of reputation with surrounding communities and stakeholders, as well as increase in response costs due to litigation issues as a result of deterioration of surrounding natural environment, including water pollution and soil contamination from water use and water discharges from production processes, waste, pollution and GHG emissions.	–	Water Use, Water, Soil & Air Pollution, Solid Waste	• Reduction and replacement of chemical substances of very high concern. • Adherence to water quality law and regulation, water discharges management exceeding regulatory levels. • Continued efforts to minimize withdrawal of water and to ensure the water discharges that return to water sources is of a quality that does not negatively impact the environment, taking into account site locations and regional differences. • Nature restoration and biodiversity conservation efforts that meet regional needs for the green areas on the premises of Sony sites and surrounding areas.

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Mineral Resource Procurement (Upstream Supply Chain)

Risk Category	Recognized Risks and Opportunities	Main Dependence	Main Impact	Countermeasures
Physical Risks	• Increased mineral resource procurement costs due to decrease in available mineral resources as a result of large-scale extraction and intensified competition over limited resources.	Mineral Resource Supply	Mineral Resource Use	• Reduction of parts derived from virgin resources to zero by identifying key resources in terms of environmental impact due to the depletion, uneven distribution and mining of resources, loss of biodiversity due to mining, and the effects of these on local communities. • Improvement of recovery efficiency in recycling of key mineral resources (tantalum). • Active participation in and support of industry groups and alliances (Responsible Minerals Initiative (RMI) of the Responsible Business Alliance (RBA), Japan Electronics and Information Technology Industries Association (JEITA)) that identify the negative effects of mineral extraction in high-risk areas, and mitigation or prevention of these effects for high-risk minerals. • For further information on climate change adaptation and mitigation efforts. → Climate Strategy
	• Stagnation or curtailment of mineral resource supply, decrease in product sales and increased procurement costs due to depletion of water resources caused by climate change-induced drought, deterioration of water quality from mining and ground destabilization that results in stagnation of mining and decline in mineral resources.	Climate Change Regulation, Water Supply, Soil Retention	Terrestrial & Freshwater Ecosystem Use, Water Use	
	• Stagnation or curtailment of mineral resource supply, decrease in product sales and increase in procurement costs due to supply chain disruption and suspension of mining activities as a result of landslides caused by climate change-induced heavy rains.	Climate Change Regulation, Soil Retention	Greenhouse Gas Emissions, Terrestrial Ecosystem Use	• For further information on climate change adaptation and mitigation efforts. → Climate Strategy
Transitional Risks	• Decrease in sales due to increased costs associated with due diligence and other responsible procurement, and increased difficulty procuring raw materials due to suspension of operations for non-compliant suppliers accompanying more stringent environmental law and regulation governing mine operating suppliers.	–	Terrestrial & Freshwater Ecosystem Use, Water Use	• Active participation in and support of industry groups and alliances (RMI of RBA, JEITA) that identify the negative effects of mineral mining in high-risk areas, and mitigation or prevention of these effects for high-risk minerals. • Expanded assessment of our sites and suppliers, such as by having primary suppliers request secondary suppliers comply with the Sony Supply Chain Code of Conduct, in order to further strengthen efforts to establish a responsible supply chain. • Due diligence in accordance with OECD guidance and other internationally recognized frameworks. • For information on implementing human rights due diligence in the value chain and corrective measures, see "Human Rights Due Diligence" → Human Rights Due Diligence
	• Loss of brand value and decreased profits due to deterioration of reputation with stakeholders as a result of use of mineral resources procured from mining sites that pollute terrestrial and freshwater ecosystems, discharge pollutants in their mining activities, or otherwise cause negative environmental impact.	–	Terrestrial & Freshwater Ecosystem Use, Water, Soil & Air Pollution	

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Metrics and Targets

Nature-related Metrics and Targets: Prepare

Sony formulated the Road to Zero environmental plan in 2010, setting medium-term environmental targets in five year increments that are then progressively backcasted based on current achievement levels in consideration of expected and intended impact levels. This approach enables Sony to work steadily toward achieving our zero environmental footprint goal, while making ongoing adjustments based on current progress

We announced Green Management 2025 (GM2025), which specifies medium-term environmental targets until fiscal year 2025, in September 2020. GM2025 classifies the product lifecycle into five stages (product/service planning and design, operations, supply chain, logistics, and take back / recycling), and for each stage, Sony has set specific targets from the four perspectives of climate change, resources, chemical substances, and biodiversity, and is implementing initiatives to achieve these targets.

Targets from these four perspectives are closely tied to natural capital, and are further connected to measures to tackle nature-related risks and opportunities identified by the Sony Group.

- In consideration of resources, Sony set the goals of improving water usage intensity value on sites that use high volumes of water by 5% and implementing risk reduction measures at sites located in water risk areas. Further, we request that suppliers of raw materials and components and contract manufacturers set water consumption reduction targets and perform progress management, while taking into consideration the water depletion risk in site locations. All such goals are connected to water risks identified for I&SS, ET&S and G&NS segments. In mineral resource extraction in the upstream of the supply chain, the Sony Group works to reduce usage and increase recycling of important mineral resources, such as tantalum, with the goal of increasing collection efficiency by 1.5 times (compared to fiscal year 2020), thereby building and maintaining a recycling process that corresponds to the needs of the surrounding community. This is further connected to countering risk associated with decreases in mineral resources as a result of large-scale extraction and rises in mineral prices directly tied to increased competition for limited resources.
- Looking at chemical substances, the group is making efforts to replace environmentally controlled substances of high concern in high-risk applications, while prohibiting the use of some substances altogether. Across the supply chain, Sony Group further requests that suppliers of raw materials and components and contract manufacturers conduct management compliant with unified Sony Group standards. This is applicable to raw materials, parts and products delivered to the group, as well as semi-finished and finished products delivered to the group by contract manufacturers. We have also set targets for the appropriate management or prohibition of substances separately designated by the group, applicable to raw material and component suppliers and contract manufacturers.
- Our goals are to continue to conduct biodiversity conservation activities that meet local needs and conduct cleanups in the areas surrounding our sites, so we request suppliers of raw materials and components and contract manufacturers to take initiatives in consideration of this. All of these goals and targets are related to efforts to mitigate reputational risk associated with the increased environmental impact of pollutant emissions from production sites in the I&SS, ET&S and G&NS segments.
- Climate change is a major cause of water resource shortages and landslides that are critical risks in the I&SS, ET&S and G&NS segments. Countermeasures to curb or adapt to climate change will additionally lead to the reduction of nature-related risks. The promotion of efforts to achieve targets aimed at climate change are as described in relevant metrics and targets.

See our Environmental Data for further information related to core TNFD disclosure metrics on water usage, waste generated, etc., and a list of biodiversity conservation activities (GRI304) at Sony sites.

→ Climate Change Metrics and Targets
→ Green Management 2025 Overview
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Climate Change

Focus on Climate Change

Sony aims to achieve zero greenhouse gas (GHG) emissions in its business activities, as well as throughout the entire life cycle of its products and services. In order to reduce emissions, we conduct scenario analysis* in accordance with TCFD Recommendations, analyze and ascertain climate-related risks and opportunities, and review the countermeasures. To achieve zero GHG emissions, Sony works to maximize energy-saving measures and introduce as much renewable energy as possible.
In addition to such measures as reducing the amount of electricity used at business sites, promoting the installation of solar power generation equipment, and maximizing energy efficiency in Sony products and services, Sony also encourages similar measures in the supply chain, including at contract manufacturers and suppliers of raw materials and components, to reduce direct and indirect GHG emissions. Sony also investigates ways to offset any emissions that might remain through efforts such as carbon removal.

* See below for more information on scenario analysis in accordance with TCFD Recommendations.

→ Disclosure of Climate and Natural Capital-related Information in Accordance with TCFD and TNFD

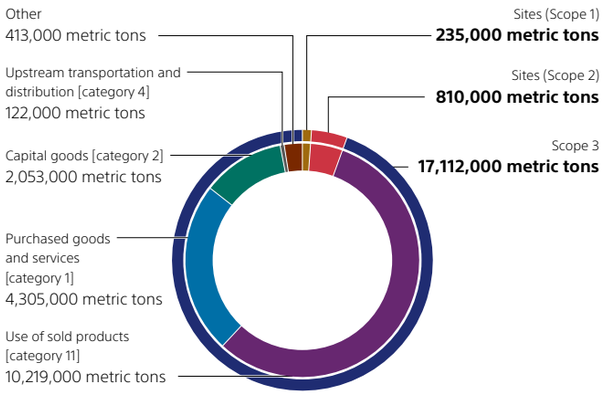
Assessing GHG Emissions over the Entire Value Chain

The recent escalation of climate change issues has prompted corporations to broaden the scope of efforts to ascertain the GHG emissions not just of their own operations but also those throughout their entire value chain.*1 Sony has determined emissions from its major component suppliers and manufacturing contractors.

Furthermore, based on the level of emissions identified, Sony has calculated emissions for its entire value chain.*2 The amount of emissions from Sony's overall value chain in fiscal year 2024 is estimated to be approximately 18.156 million metric tons. The largest volume of emissions, approximately 10.219 million metric tons, was from "energy consumed during product use." The next largest category was "goods and services procured," which includes raw materials and components, at approximately 4.305 million metric tons. Sony will continue to strive to identify and manage emissions over the entire value chain.

*1 Value chain refers to the entire product life cycle process, from procurement of materials through to manufacturing, use and disposal. It includes upstream and downstream manufacturing processes.
*2 GHG emissions are calculated in accordance with the GHG Protocol's scope 3 accounting and reporting standard and guidelines published by Japan's Ministry of the Environment.

GHG Emissions from the Value Chain



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Reducing Greenhouse Gas Emissions Across the Supply Chain

Working with Materials/Parts Suppliers and Subcontractors to Reduce Environmental Impact

As a part of its efforts to reduce environmental impact across the supply chain, we request that our materials and parts suppliers and subcontractors handle both greenhouse gas and water depletion issues. For GHG emissions, Sony requests them to monitor emission levels, set medium- and long-term targets for emissions reduction and perform progress management. Sony conducts annual surveys on efforts to reduce its environmental footprint in order to monitor the impact of greenhouse gas emissions and water consumption related to raw materials, components and products delivered to Sony.
In fiscal year 2024, Sony obtained answers about a variety of data from materials and parts suppliers which account for approximately 80% of the total transaction value and from subcontractors which account for approximately 90% of the total transaction value. We provided both tools and guidance to support GHG emissions calculation for suppliers who were unable to do so. This enabled all suppliers surveyed to be able to calculate and monitor their emissions.
Our 1.5°C Science Based Target (SBT) stipulates suppliers of raw materials and components and contract manufacturers will set SBT-consistent reduction targets equivalent to 10% of supply chain GHG emissions by fiscal year 2025. In September 2023, Sony announced its intention to reduce Scope 2 GHG emissions released during use of purchased electricity at the site of Sony's major suppliers to net zero by 2030.

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Sharing Expertise on Reduction of Energy Consumption and Promoting Renewable Energy Utilization

In fiscal year 2022, Sony began promoting the Partner Eco Challenge Program, which provides suppliers with expertise on the reduction of energy consumption as implemented at Sony sites globally. In this program, personnel who are familiar with environmental initiatives and energy management visit suppliers, identify areas for improvement at manufacturing sites and provide Sony expertise. Using this as a starting point, employees at supplier manufacturing sites proactively develop initiatives for improvement and verify the results of these initiatives during the half-year period set for the program. During this period, Sony regularly checks progress and provides support for initiatives by visiting the site, while also holding seminars on basic energy conservation and other endeavors that raise awareness throughout the site. Through this program, Sony accelerates the use of renewable energy as its power usage on the supplier site, setting goals equivalent to SBT and providing ongoing support for the acquisition of target certification.

The program targeted production sites in Japan in fiscal year 2022, but was expanded to China in fiscal year 2023 and Thailand in fiscal year 2024. Supplier employees now take initiative to make improvements at their respective sites, and we have seen an acceleration of the implementation of independent measures, including upgrading to energy-efficient equipment and employing renewable energy.

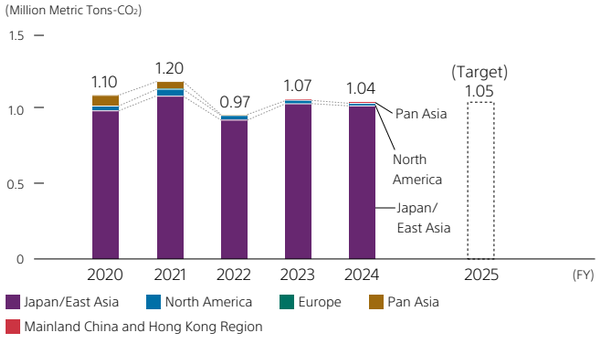
Reducing Greenhouse Gas Emissions at Sony Sites

Greenhouse Gas Emissions at Sony Sites

With the target of reducing absolute greenhouse gas (GHG) emissions from Sony sites by 5% relative to fiscal year 2020 levels by fiscal year 2025, Sony has endeavored to reduce greenhouse gases such as CO_2 and perfluorocarbons (PFC) related to energy consumption. In fiscal year 2024, the total volume of GHG at manufacturing sites was approximately 1.044 million metric tons, which was approximately 5.3% lower than in fiscal year 2020. While there was an increase in the amount of energy used in semiconductor manufacturing, overall emissions decreased due to increased efforts to promote energy-saving, expansion of renewable energy* use and other GHG emission reduction measures.

* Renewable energy includes solar, wind, water, geothermal, and biomass. This is energy that comes from sustainable sources.

Greenhouse Gas Emissions at Sony Sites



Japan/East Asia: Japan, South Korea and Taiwan Region

CO_2 Emissions from Energy Use at Sony Sites

Sony makes efforts to restrict GHG emissions through infrastructure-related measures including installation of high-efficiency equipment and the promotion of energy recycling, and also enhance nonstructural measures, notably through training programs designed to foster energy conservation leaders.

In fiscal year 2024, emissions of CO_2 from energy use at Sony sites accounted for approximately 0.918 million metric tons, out of the approximately 1.044 million metric tons, of total greenhouse gas emissions at Sony, down by approximately 87,000 metric tons from fiscal year 2020. The above CO_2 emissions resulting from energy use at Sony sites include emissions from fuel used by Sony-owned business vehicles. In fiscal year 2024, CO_2 emissions resulting from fuel used in vehicles amounted to approximately 8,000 metric tons.

Emissions of PFCs and Other Greenhouse Gases

PFCs and other greenhouse gases with high global warming potential are used in cleaning and etching processes during the manufacturing of semiconductors. Emissions of PFCs and other greenhouse gases in fiscal year 2024 (calculated in terms of CO_2) totaled approximately 127,000 metric tons, up about 29,000 metric tons from fiscal year 2020. Despite the introduction of PFC abatement equipment and other reduction initiatives, total emissions increased due to the growth in semiconductor device production.

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Promoting Efficient Energy Use

To achieve its fiscal year 2025 reduction targets, Sony is working on various energy conservation activities at its sites around the world.

High Efficiency Energy Systems for Plants

Sony Semiconductor Manufacturing Corporation's Nagasaki Technology Center (Nagasaki TEC) aimed to be the most energy efficient plant in the semiconductor industry upon construction of the Fab 5 building. In the chillers and boilers that control the temperature and humidity of clean rooms used for semiconductor manufacturing, AI is utilized, and advanced control technology minimizes chiller operation, while another system reuses the production equipment exhaust heat to power the boiler. These innovations improved clean room energy efficiency by approximately 30% compared to fiscal year 2015.
Sony Device Technology (Thailand) Co., Ltd. installed an energy-efficient air conditioning system when it reconstructed its clean room for semiconductor production. The system requires less airflow than conventional air-conditioning systems to keep the work area clean, enabling it to reduce its annual CO_2 emissions by approximately 6,918 metric tons, a 41% reduction compared to the previous system. Additionally, the same system was installed in the new building where we have started a production line operation in fiscal year 2024, in order to further reduce electricity consumption.

Outside Nagasaki TEC where Fab 5 began operation

Sony Technology (Thailand) Co., Ltd. (STT) is working with Kansai Energy Solutions (Thailand) and TipTop Engineering to reduce greenhouse gas emissions in air conditioning. The design, operation and management of our highly efficient chiller system* reduces CO_2 emissions by approx. 2,311 metric tons per year.
Sony DADC Europe GmbH increased the efficiency of heat recovery by installing heat pumps, reducing the consumption of natural gas by 78% per year.

* A chiller system that supplies chilled water to a plant.

Helping to Reduce our Plant's Footprint
Greenhouse Gas Emissions Reduction Project at STT

Chiller system installed at STT

Energy Conservation: Initiatives Driven by Plant Employees

Sony promotes a broad range of energy-saving efforts at its sites around the world. In addition to increasing the energy efficiency of buildings and equipment, in recent years Sony has actively implemented activities for reducing energy consumption suggested by manufacturing site employees.
These activities focus on the formulation and implementation of energy-saving solutions for manufacturing sites, which consume more electricity than any other part of Sony's manufacturing operations. Employees set ambitious project targets and take steps to shed light on energy consumed in different manufacturing processes. This enables employees to identify unnecessary uses of energy in such processes, as well as to develop and test solutions and, having confirmed the effectiveness thereof, to effect ongoing improvements. Particularly outstanding solutions are subsequently expanded to other sites.

These activities were prompted by the effectiveness of the Eco Challenge Project implemented in 2009 at Sony Group Corporation's Sendai Technology Center and Sony Storage Media Corporation's Tagajo site. Similar energy conservation activities are now being implemented at Sony manufacturing sites around the world.

Preventing leakage of high-pressure air to reduce energy consumption at Shanghai Suoguang Visual Products Co., Ltd. (SSVE)

One main example of this is at SSVE in China, where employees from various departments all consider and implement measures together to reduce energy consumption based on their own perspectives. In the manufacturing division, for example, employees took the lead in fine tuning air condition operation, lighting management and turning power off during holidays according to production planning needs. Such efforts led to approximately 996 MWh energy consumption reduction in fiscal year 2024.
In addition, Sony EMCS (Malaysia) Sdn. Bhd. employees took the lead in energy conservation activities in terms of both the production environment, such as air conditioning and lighting; and production facilities, such as production equipment. These efforts ensured an appropriate and efficient supply of electricity in line with production plans, allowing Sony EMCS to reduce energy consumption by approximately 347 MWh per year.

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Use of Renewable Energy at Sony Sites

Use of Renewable Energy and Renewable Electricity Rate

Sony's original goal to use renewable energy (renewable electricity rate) for 15% or more of the electricity used in operations at business sites by fiscal year 2025 was updated to 35% or more by fiscal year 2025 in May 2022. Sony is working to adopt renewable energy in ways suited to the regional circumstances of its business locations worldwide, employing strategies such as installing solar power systems in site buildings, procuring renewable energy from power utilities, and utilizing renewable energy certificates. In fiscal year 2024, 1,163 GWh renewable electricity was used, which is approximately 40.1%, to achieve our target two years ahead of schedule.

Renewable Energy Procurement Policy

Sony has always considered the surrounding environment when introducing renewable energy, so we have updated our procurement policy in fiscal year 2022 with additional environmentally conscious items for the introduction and operation of power generation equipment.

Key Procurement Policy

Evaluate environmental impact when introducing or operating power generation equipment, taking care to prevent adverse effects on the environment.

Examples of Environmentally Conscious Items:

- Land stability (outflow of earth or equipment due to slope collapse, etc.)
- Noise generated from power conditioners, etc.
- Impact of reflected solar panel light on living environment
- Impact on landscape
- Impact on animals, plants and ecosystems
- Check laws and regulations, and communicate with the local community during off-premises installation.
- Hydroelectric power generation must be 25 MW or less (exemption possible due to the procurement environment of the country/region).
- Carry a sense of forward movement to promote proliferation of new renewable energy power generation as much as possible.
- Choose a renewable energy power source that already exists in the country or region of the site.

Major Sony Sites that have Installed Solar Power Equipment

Location	Sites	Capacity
Japan	Sony Music Solutions, JARED Oigawa Center	1.7MW
Japan	Sony Music Solutions, Oigawa Production Center	0.22MW
Japan	Sony Global Manufacturing & Operations Kohda Site	4.4MW
Japan	Sony Global Manufacturing & Operations Inazawa Site	0.7MW
Japan	Sony Customer Service (Japan) Togane Technology Site	0.20MW
Japan	Sony Semiconductor Manufacturing Kumamoto Technology Center	2.9MW
Japan	Green Cycle	0.28MW
United States	Sony Pictures Entertainment Studio	1.8MW
United States	Sony Interactive Entertainment San Mateo	0.38MW
UK	Sony UK Technology Centre	1.00MW
Austria	Sony DADC Europe Thalgau Plant	1.02MW
Thailand	Sony Technology (Thailand) Chonburi Plant	5.9MW
Thailand	Sony Device Technology (Thailand)	6.9MW
Malaysia	Sony EMCS (Malaysia)	0.83MW
South Korea	Sony Electronics of Korea Corporation	0.40MW

RE100 Membership

In 2018, Sony joined RE100, a global initiative to use 100% renewable energy, in addition to internally set targets. Our goal of working toward sourcing 100% renewable electricity was originally 2040, but was moved up to 2030 in May 2022.

Sony accelerates target to achieve a zero environmental footprint by ten years

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Regional Initiatives

Even before joining RE100, Sony had been taking action on renewable energy at sites around the world. It has already achieved 100% use of renewable energy in many regions. In fiscal year 2008, it was one of the first enterprises in Europe to make the switch to 100% renewable energy for the electricity consumed at its sites. Since then, it has also achieved 100% renewable energy in China (in fiscal year 2020) and at all manufacturing sites in the Pan Asia region (in fiscal year 2022). In October 2024, Sony Technology (Thailand) Co., Ltd. Chonburi Plant (STT) added on-site solar power panels to its cafeteria and parking lot roof, adding 0.5 MW to its solar capacity, for a total of 5.9 MW. In 2024, Sony Device Technology (Thailand) Co., Ltd. (SDT) also added solar power panels to a new building to make the total solar capacity 6.9 MW, the largest in the Sony Group worldwide.

Solar panels at STT

Solar panels at the SDT's new building

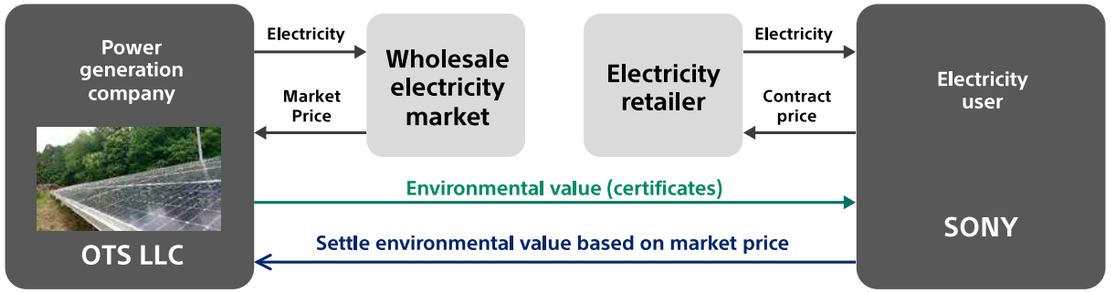
Meanwhile, Sony is systematically increasing the amount of renewable energy it sources in North America, with the aim of achieving 100% in fiscal year 2030. Sony Interactive Entertainment San Mateo in California USA has installed on-site solar panels at the top of the parking lot and started generation from January 2025.

Similar introduction through a variety of initiatives is underway in Japan, as well. A new on-site solar power generation facility was installed at Sony Global Manufacturing & Operations Corporation's (SGMO) Inazawa Site, while an expansion was completed at the SGMO Kohda Site.

As the first such initiative in Japan, we began operating a virtual PPA using the feed-in premium (FIP) system in fiscal year 2022. With virtual PPA, power generated is then sold on the market, which means that market price fluctuations may cause a financial loss to Sony as the consumer, which we are then responsible for compensation for. Through the FIP system, government subsidies reduce risk associated with price fluctuations, making it possible to procure renewable energy that's sustainable from a management perspective. Through these endeavors, we expect the SGMO Kohda Site to introduce environmental value of approximately 2.2 million kWh of electricity derived from renewable energy annually. Furthermore, Sony Semiconductor Manufacturing Corporation (SCK) also introduced the new virtual PPAs using the FIP system in fiscal year 2023.

Solar panels at Sony Interactive Entertainment San Mateo

Virtual PPA Mechanism (Figure Redrawn with Permission from Renewable Energy Institute)



A virtual PPA (Power Purchase Agreement) is a system in which consumers (companies that wish to use electricity) conclude a long-term contract with a power generation company directly, trading the "environmental value" contained in renewable power rather than actual power. Sony has concluded a contract with OTS LLC, a power generation company, to utilize the platform provided by Digital Grid Corporation.

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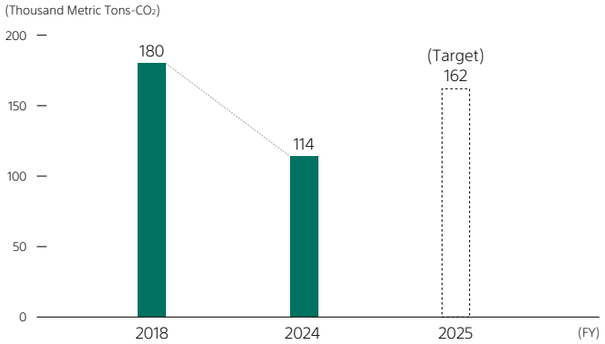
Reducing Greenhouse Gas Emissions in Logistics

CO_2 Emissions from Product Transport

With the target of reducing absolute CO_2 emissions related to international and inland logistics* by 10% (compared with fiscal year 2018) by fiscal year 2025, Sony has worked to reduce transport weight by making products and packaging smaller and lighter, while optimizing transportation efficiency and switching to transportation methods that have a low impact on the environment.
In fiscal year 2024, the total CO_2 emissions from product transport (international and inland) was approximately 114 thousand metric tons, a decrease of 37% over fiscal year 2018. This was due to changes in the volume transported, adopting methods that emit less CO_2, shortening distances through more efficient routing and improving loading efficiency by downsizing product packaging and improving parts packaging.

* Some countries and regions are excluded from "inland transportation."

CO_2 Emissions from Product Transportation (International and Inland)



Reducing Environmental Impact Through Collaborative Logistics

In 2024, Sony launched a collaborative logistics initiative with other manufacturers, aiming to address social issues and reduce environmental impact of logistics in Japan. As the first step, in April 2024, for Hokkaido area, which has a large distribution range, Sony Marketing Corporation's distribution warehouse was integrated with another manufacturer's warehouse to begin shared deliveries to the mass retailers' distribution centers. As a result, the number of transportation vehicles was reduced through shared deliveries for approximately 80% of the goods volume transported to retailers in the Hokkaido area, thereby reducing the burden on truck drivers and environmental impact.
Based on these efforts in the Hokkaido area, Sony plans to gradually expand shared delivery areas to the Tokyo metropolitan and Kansai areas from 2025 onwards.

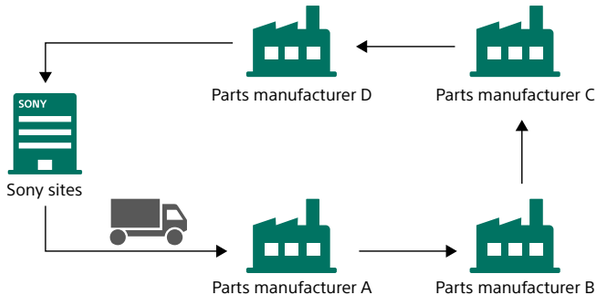
Promoting Modal Shift

As a part of its efforts to reduce environmental impact from the transport of finished goods, Sony promotes modal shift, switching the modes of transport it uses from air to sea and from truck to railroad. Sony Electronics Inc. (SEL) in the United States continues to optimize the use of rail transport for product shipments from the West Coast to reduce CO_2 emissions generated during transport. SEL also focuses on increasing loading efficiency reducing number of shipments; focused on minimizing outbound air shipments; reducing small load shipments and working with carriers for shipment consolidation. Annually, SEL in conjunction with its logistics partner run a carrier nomination bid, strategically focused on reduction in environmental impact as a member of the SmartWay program operated by the United States Environmental Protection Agency (EPA). These efforts led to a 5.22% reduction in CO_2 emissions per ton mile shipped in fiscal year 2024 compared to fiscal year 2023.
In Japan, in addition to conventional truck transportation, Sony utilizes transportation by railway and ship to lower CO_2 emissions. In fiscal year 2024, CO_2 emissions attributable to the transport of products in Japan were approximately 107 metric tons lower than would have been the case if products had been transported by truck.

Improving Transport Efficiency with Milk Runs

Efficient transport realized by maximizing loading volume per truck reduces environmental impact. Sony seeks to improve transport efficiency by utilizing milk runs.* In China, Sony has been improving transport efficiency, which helps to reduce CO_2 emissions, using a combination of transport solutions such as milk runs and round trips for incoming parts and finished goods deliveries.

* In a milk run, a truck follows a route to collect parts from several suppliers, thereby improving transport efficiency compared with the routing method of separate runs to each supplier.



Sony trucks run loaded round-trip to increase transportation efficiency

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Optimizing Shipping Boxes for Improved Loading Efficiency

At Sony DADC US Inc., warehousing, packaging, returns processing and distribution of assorted media had previously used regulation size boxes. Space inside the boxes was often left unused depending on the shipment size and number of orders. Cushioning material was also needed inside the empty spaces to protect the goods during transport, which resulted in additional expenditures for materials. In response to these circumstances, improvements to the boxes at the Terre Haute plant have been made through redesign into a shape optimally suited for the size and amount of products to be shipped, expanding choice of boxes available and utilizing mailer envelopes for very small orders. Ultimately, the plant eliminated the wasted space in the boxes, increased the rate of products shipped, and substantially improved transport efficiency. The initiative also helped to reduce the amount of cushioning material used.

The shape of the shipping boxes was changed to optimally suit the products being shipped

Improved Loading Efficiency in Container Transport

We are working to improve loading efficiency in the transportation of containers for BRAVIA™ large screen televisions by taking every route possible. Typically, containers are loaded on to a cardboard pallet that is over 10 cm thick, which takes up space and leads to unusable space at the top of the container since they cannot be stacked. To better utilize the entire space, we now use 0.5 mm slip sheets to enable more items to be stacked in a single container. We saved 143 40-foot containers in the shipping of BRAVIA televisions in 2024.

A container loaded with televisions

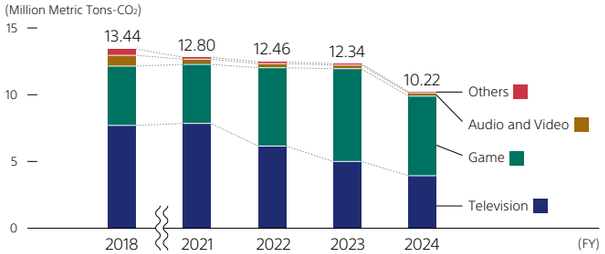
Reducing Greenhouse Gas Emissions in Products and Services

Sony products consume electrical power while used by their owners, resulting in indirect emissions of CO_2. Sony has adopted the target of reducing annual energy consumption per product*1 from product use by 5% by fiscal year 2025 compared to the fiscal year 2018 level. Sony sets specific fiscal year targets in every product category and is implementing diverse measures to reduce energy consumption. Fiscal year 2024 annual power consumption per product Sony-wide decreased approximately 4.6% over fiscal year 2018. Total CO_2 emissions in product use over the lifetime of all products sold in fiscal year 2024 were estimated to be approximately 10.22 million metric tons*2. Mainly due to reduced power consumption and sales of televisions and games, emissions decreased approximately 17% over fiscal year 2023.

*1 Energy-using products which operate the intended main function with energy input from a commercial power supply.

*2 In theory, emissions during product use in fiscal year 2024 should be calculated from the total quantity of electrical power consumed by previously sold Sony products that are still in use by consumers in fiscal year 2024. However, given the difficulty of determining how many previously sold Sony products are still in use by consumers of the total number of Sony products sold to date, Sony uses the total quantity of electrical power consumed while in use over the lifetime of Sony products sold in fiscal year 2024 as an indicator for CO_2 emissions during use.

CO_2 Emissions from Product Use



Notes: • CO_2 conversion rate from fiscal years 2018 uses the 2013 value of the relevant country.
• CO_2 conversion rate from fiscal year 2021 onward is used for each fiscal year

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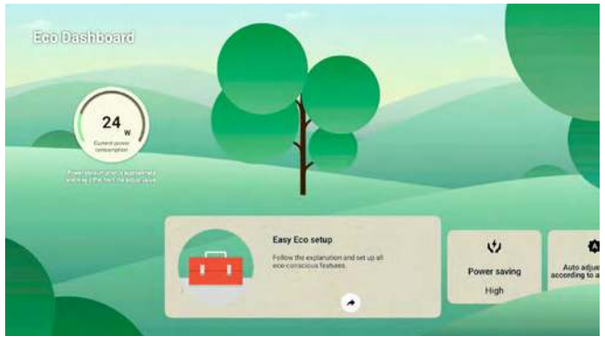
Product and Service Initiatives

Power-saving functions on BRAVIA™ televisions are consolidated on the ECO menu, which is easily accessible from the home screen, making it simple to adjust power settings. Screen brightness is automatically adjusted for the usage environment, optimizing both the image and power consumption. Power consumption can be indicated visually, and by utilizing various settings in the ECO menu, power consumption can be reduced by approximately 25%.*1 Further, equipping a BRAVIA CAM™*2 enables automatic detection of users and their movement to reduce brightness when no one is in front of the TV, minimizing power consumption.



ECO menu concept image

In September 2024, a new feature called adaptive charging was introduced for users of the slimmer PS5 console model, and PS5 Pro. This feature adjusts accessory charging times based on remaining battery levels, reducing energy consumption by allowing the console to enter a low-power rest mode. Adaptive charging reduces power usage from 2.6 W to 3.1 W down to 0.3 W to 1 W once charging is complete, reducing power in this mode by up to 80%.
Subscribers to the NURO Hikari fiber-optic broadband service in Japan can lease a BRAVIA television and make use of the NURO Denki CO_2 Free Plan, which harnesses renewable energy. This energy plan combines electricity generated from natural gas, coal, oil and other fossil fuels with electricity generated from solar, wind and other renewable sources for increased environmental value (non-fossil fuel certified). This allows users to emit almost no CO_2 through home-use electricity, including that consumed by their BRAVIA television.
For the Crystal LED VERONA, which boasts a high quality LED display used for virtual production and other professional applications, we combined high luminosity-efficient LEDs and Sony's proprietary power supply design to improve energy efficiency by approximately 32%*3 over conventional LED models.

*1 Comparison of factory settings to power saver turned on (with auto power off: on; brightness sensor: off; and energy saver: high) in the Japan 2024 K-85XR70 LCD BRAVIA television. Power consumption based on power consumed during video playback as stipulated in international standard IEC 62087.
*2 Depending on model, BRAVIA CAM is either included or sold separately.
*3 Power efficiency improvement per unit of brightness calculated at max brightness. Power efficiency per unit of brightness indicates the amount of power required to produce the required level of brightness. VERONA ZRD-VP15EB (with calibration function on) was compared to the ZRD-B15A B series as the conventional LED model.

Reducing the Power Consumption of BRAVIA™
Adaptive Charging for PlayStation®
Environmental considerations in content production

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Resources

Focus on Resources

Sony seeks to minimize the consumption of resources and maximize resource recycling in order to use resources effectively in its business activities and throughout the life cycle of its products and services, based on the globally prescribed promotion of a circular economy. Sony minimizes resource consumption by reducing the weight of products, minimizing the use of packaging materials, and utilizing resources more efficiently in its internal operations. Concurrently, Sony also works to extend the life of products through quality and durability enhancements, while undertaking environmentally conscious design, such as making products easier to repair, in order to indirectly reduce resource consumption. Additionally, as part of its efforts to respond to the growing global problem of plastic pollution in the ocean, Sony continues to work toward reducing the amount of single-use plastic product packaging. Sony aims to reduce the number of parts derived from virgin resources to zero by identifying certain key resources in terms of environmental impact due to the depletion, uneven distribution and mining of resources, loss of biodiversity due to mining, and the effects of these impacts on local communities. In terms of waste, Sony recycles waste generated from internal operations, with the goal of eliminating landfilled waste. Additionally, Sony designs products to facilitate recycling and implements ongoing programs to collect and recycle end-of-life products according to the needs of local communities, while also promoting advanced recycling with recycling companies.

Focus on Water Use

Although water circulates around the earth continuously through the water cycle, the amount of water available for use by the planet's inhabitants is limited. With population growth and other issues putting further pressure on water supplies, the importance of conserving this resource will increase in the years ahead. Taking into account the locations of its sites, as well as regional differences, Sony will continue taking steps to minimize its withdrawal of water and to ensure the water discharges that return to water sources is of a quality that does not negatively impact the environment.

Focus on Paper Resources

Recognizing that paper resources are limited, under the Sony Group Paper / Printed Material Purchasing Policy, Sony constantly works to reduce paper consumption while prioritizing the procurement of environmentally preferable paper, such as paper made from resources sourced from FSC-certified and recycled paper.

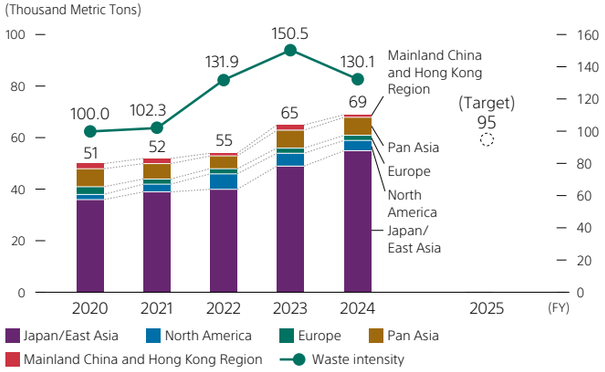
Sony Group Paper / Printed Material Purchasing Policy [PDF: 417KB]

Reducing Waste Generation at Sony Sites

Amount of Waste Generated at Sony Sites

With the target of reducing waste amount intensity value from Sony sites by 5% relative to fiscal year 2020 levels by fiscal year 2025, Sony has implemented a variety of measures to reduce waste and use resources more effectively. In fiscal year 2024, the amount of waste generated at sites worsened approximately 30.1% in waste intensity compared to fiscal year 2020. Sites generated approximately 69,000 metric tons of waste, which is up approximately 33.4% from fiscal year 2020. Although Sony is promoting reduction by continuously improving production site processes and reducing waste generated, the volume of waste increased, mainly due to the expansion of semiconductor plants and increased production. Furthermore, about 6,000 metric tons of industrial waste generated was plastic waste.

Amount of Waste Generated at Sites



Japan/East Asia: Japan, South Korea and Taiwan Region

Landfilled Waste Rate for Sony Sites

In fiscal year 2024, the landfilled waste rate for all Sony Group sites was approximately 0.7%. The rate for sites in Japan was approximately 0.3%. However, the landfilled waste rate for Sony sites became approximately 16.5% when the calculation includes waste that Sony is required by law or ordinance to dispose of by landfills. Sony strives to reduce the rate of waste disposed in landfills by recycling waste generated by sites.

Management of Industrial Waste

Sony takes precautions to ensure waste from its sites is not inappropriately disposed of. For example, in Japan Sony has set consistent internal standards for selecting waste disposal contractors and inspecting disposal sites on an ongoing basis. It has also established an internal system of accreditation for disposal site inspectors, and is stepping up efforts to minimize risks associated with contracting out waste disposal. To reinforce this system, Sony implements periodic on-site inspections in the waste disposal contractors, thereby ensuring rigorous management procedures.

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Examples of Waste Reduction

Sony is reducing waste at all its business sites. Sony Semiconductor Manufacturing Corporation (SCK) changed the flocculant used in the treatment of water discharges generated from production machinery to a biobased polymer flocculant that offers improved setting and flocculating performance, and this initiative is being optimized and employed at the technology centers that serve as production bases. This led to a reduction of sludge as well as a reduction of both conventional primary flocculant (inorganic flocculant) and inorganic flocculant-derived sludge. Sludge weight was further reduced by processing excess sludge in a dehydrator.

In 2021, SCK's Kagoshima Technology Center worked with a subcontractor company to recycle sludge from on premises into a block to create a flowerbed. A signboard describes this recycled block, giving customers and locals an opportunity to learn about environmental activities while also raising the awareness of people on premises.

Sony Storage Media Corporation installed equipment to reduce and solidify acidic liquid waste discharged in large quantities in the magnetic powder manufacturing process for magnetic tape production. This operation began in May 2024, achieving waste reduction (by volume) of 98.3%.

Other Waste Reduction

Sony Music Entertainment (Japan) Inc. (SMEJ) noticed that many of the flowers sent for concerts were thrown away, so they partnered with the Japan Sustainable Flower Association to collect flowers after shows, mainly for those of SMEJ artists, to dry them so they could continue to be used. In collaboration with an environmental education and exchange facility in Tokyo, SMEJ held workshops for children where they learned about flower waste and ways to enjoy flowers for longer, such as by making potpourri. Plans are in place to hold this workshop in other regions of Japan in the future.

Sony Bank Inc. teamed up with SMEJ to carry out a similar initiative at a show they sponsored, holding an in-house workshop where participants made key chains and potpourri using dried flowers from the concert.

Rebloom Flower Project: Reimagining the Use of Celebratory Flowers from Live Events

Flowers being collected one by one for drying after the show

Improving Component Packaging

At all of its sites, Sony works to reduce the amount of waste through overall reviews of the packaging used in components and the optimization of this packaging. For example, a range of measures are employed to reduce the amount of materials used in component packaging materials and hence curb the amount of waste. These include the complete elimination of protective bags for components, modifications to increase the capacity of containers used to store components, and the switch from disposable containers to multi-use returnable boxes. In particular, Sony is working to standardize the sizes of, and materials used in, returnable containers while aiming to expand the range of items for which such containers are used.

→ CO_2 Emissions from Product Transport

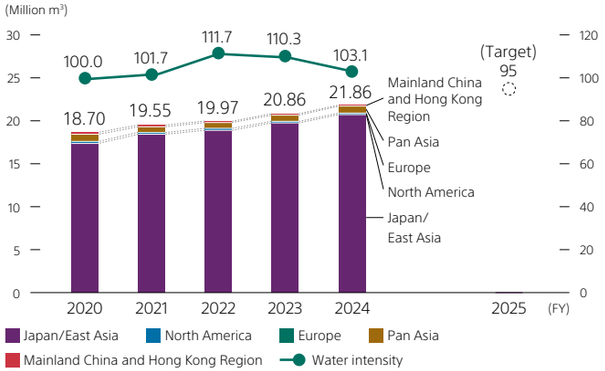
Returnable container used to transport components at Sony Global Manufacturing & Operations Corporation

Appropriate Local Water Management at Sony Sites

Water Usage and Risk at Sony Sites

Water is a constantly circulating and unevenly distributed resource, which makes water issues very regional in nature. To tackle this issue, Sony set the goals of improving water usage intensity value on sites that use high volumes of water by 5% relative to fiscal year 2020 and implementing risk reduction measures at sites located in water risk areas. In fiscal year 2024, water usage at Sony sites worsened approximately 3.1% in water intensity relative to fiscal year 2020. Water usage was approximately 21.86 million m³, an increase of 16.9% relative to fiscal year 2020. Sony is making efforts to recycle water and save water on production sites, but the amount of water used has increased, mainly due to the expansion of semiconductor plants and increased production.

Water Usage at Sony Sites



Japan/East Asia: Japan, South Korea and Taiwan Region

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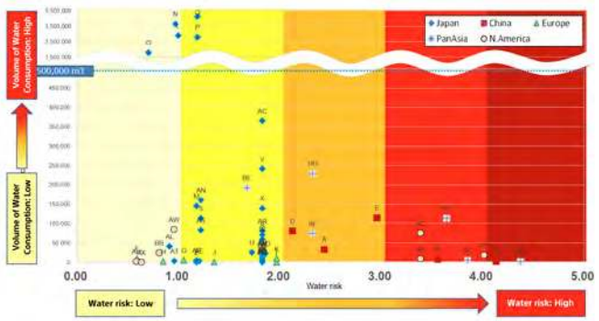
Sony also takes steps to ensure the quality of water discharges at its sites. In addition to observing related laws and regulations in each of the countries and territories in which it operates, Sony manages water discharges quality criteria further than is required. For example, the introduction of sophisticated water treatment facilities has enabled it to reduce BOD and COD levels* in discharged water. Available water resources vary greatly in terms of quantity and quality, depending upon the region. In business, it is necessary to consider water resources from the perspective of securing enough water for production while maintaining good stakeholder relations. Sony uses water risk assessment tools provided by the World Resources Institute (WRI) and the World Wide Fund for Nature (WWF) to perform water risk assessments for the regions where Sony sites are located. Sony is working with local stakeholders to ensure proper use of water by promoting activities that reflect the water risks in each region.

* Biochemical oxygen demand (BOD) and chemical oxygen demand (COD) are indicators of water pollution.

Environmental Data (Environmental Data file: Water Pollutants)



Water Risk Analysis Chart for Sony Group sites

Efforts in Water Usage and Local Water Risk

- Sony's semiconductor manufacturing sites withdraw the largest volumes of water and are located in areas where water risk is low, but we continue to promote wastewater recycling to reduce usage.
- We have set voluntary standards for environmental pollutants in water discharges, and are working to reduce the risk of water discharge pollution at Sony sites where water discharge pollution risk is high.
- For the sites, which located in areas with a high risk of water depletion and drought, are mainly non-manufacturing sites, and the volume of water consumed at these sites is low. Nevertheless, we continue to put in effort to reduce water usage at these sites.

One example of initiatives underway at areas of high water risk can be found at our non-manufacturing sites (offices, etc.) in India, where we have been employing a variety of methods to reduce water withdrawal since fiscal year 2022, including the use of spray jet faucets, installation of sensor faucets in break rooms and cafeterias, awareness training, posting of "Save Water" posters at hand washing stations in break rooms and cafeterias, and the use of sewage treatment plant recycled water for flush toilets. Furthermore, from fiscal year 2024, the building owner harvests rainwater with an approximately 240 kiloliter capacity water tank, which is processed through the water treatment plant, then moved to the filter water tank for domestic use. Chonburi Plant of Sony Technology (Thailand) Co., Ltd. saved approximately 41,300 m^3 of water by controlling the operation of the cooling tower and installing a wastewater treatment plant on-premises.

Initiatives to Reduce Water Use

For semiconductors and electronic devices, vast amounts of water are needed not only in the manufacturing process but also in the recycling process. At its plants all over the world, Sony is taking a variety of measures to preserve local water resources, including wastewater recycling and initiatives for reducing water usage.

Increasing Semiconductor Production while Reducing Water Usage

Sony Semiconductor Manufacturing Corporation (SCK) is working toward reducing the amount of water it uses for the semiconductor production while increasing the production capacity.
SCK Nagasaki Technology Center (Nagasaki TEC) is working to reuse water discharges from gas detoxifying equipment used in the semiconductor manufacturing process and is reusing about 80% of the water discharges. In addition, Nagasaki TEC has been working on the reuse of treated sewage water in order to contribute to the recycling and effective use of resources (water). In collaboration with local authorities such as Nagasaki Prefecture and Isahaya City, Nagasaki TEC has established a system to further purify the local treated sewage water and was the first in the prefecture to reuse the treated sewage water for industrial use. This has reduced the extraction of local groundwater.

The sewage treatment facility of Nagasaki TEC

SCK Kumamoto Technology Center (Kumamoto TEC) is aiming to reduce water used for combustion treatment to remove exhaust gas emitted from the semiconductor production lines. To do this, they have enhanced the equipment to increase the proportion of recycled water, thereby lowering the amount of fresh water needed by about 50%. In addition, in order to help preserve the abundant aquifer in the Kumamoto region, Kumamoto TEC has for many years been conducting "groundwater recharge" efforts. This involves flooding fields with local river water that slowly permeates into the water table during times when no crops are being grown. In fiscal year 2024,

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approximately 3.58 million m³ of groundwater was recharged, a volume that exceeds that used by Kumamoto TEC. Kumamoto TEC has previously been recognized externally for its groundwater recharge efforts through a variety of awards. In fiscal year 2022, they received the 3rd Kumamoto Environmental Awards Special Award and the 2022 Local Environmental Conservation Merit Award. In fiscal year 2023, they received an award from the Foundation for the Preservation of Green and Water Resources of Higo.

Reducing Water Usage in Various Ways

Sony's sites continuously promote use of rainwater to reduce water consumption. Green Cycle Corporation, an affiliate of Sony that engages in the recycling of home appliances, has been collecting and using rainwater since fiscal year 2014 in recycling processes, such as for crushing machines and in toilet flushing. Through measures such as turning the entire 2,500 m² rooftop of Plant No. 2 into a rainwater collection area, they have succeeded in harvesting 1,466.3 m³ of rainwater in fiscal year 2024, covering 39% of the plant's total water usage. Starting from April 2024, Sony DADC Czech Republic s.r.o. Assembly, Logistics and Distribution Centre in Stenovice also began using rainwater from its rooftop for toilet flushing, reducing total water consumption by 16% in one year.

Sony Device Technology (Thailand) Co., Ltd. also implemented a rainwater harvesting project to utilize the rainwater for their operations, reducing water withdrawal by approximately 11,000 m³ in fiscal year 2024. The harvested rainwater was utilized as water supply for common areas (cafeteria, restrooms), and was also filtered through a deionized (DI) water system to employ it in production areas.

The Sony headquarters building uses treated wastewater to cool its heating equipment. By using water treated at the nearby Shibaura Water Reclamation Center to cool heating equipment, the amount of clean water normally used to replenish the water in the cooling towers has been reduced by approximately 30,000 m³ per year.

In fiscal year 2023, Sony Electronics Inc. San Diego implemented a project to treat and use groundwater rather than sending it to the local wastewater treatment plant. Collected groundwater is treated through a filtration and dosing system, making the treated groundwater suitable for use as make-up water for cooling towers. In fiscal year 2024, the site produced approximately 332.4 m³ (87,800 gallons) of treated groundwater, reducing the need for city water make-up.

Groundwater treatment system installed at Sony Electronics San Diego

Environmentally Conscious Materials Purchasing

Promoting Green Purchasing

Having set internal standards for green purchasing, Sony chooses environmentally conscious products when procuring nonproduction materials such as printing paper, stationery and office equipment in Japan. At the same time, in principle, Sony carefully examines needs, amounts to be used and stock levels to purchase appropriate quantities. In addition, when choosing products to be purchased, Sony prioritizes select recommended products in consideration of environmental impact at all stages of a product's life, from resource extraction through to production, distribution, use and disposal. Information on recommended products is included in Sony's purchasing system of nonproduction materials, making it possible for individuals in charge of purchasing decisions to give priority to environmentally conscious products.

Conserving Resources in Products and Services

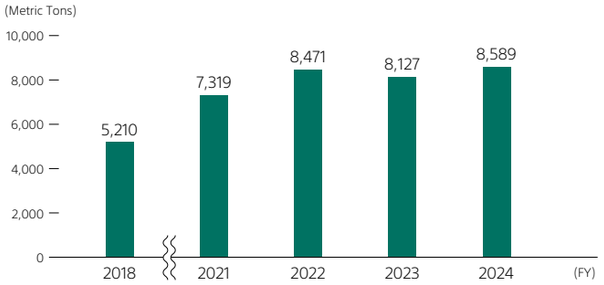
Total Volume of Resources Used in Products

Sony is working to reduce the average mass of products in order to minimize resource inputs. In fiscal year 2024, the total volume of resources used in products* was approximately 312 thousand metric tons, which was 38% lower than in fiscal year 2018. This is due to continuous efforts to reduce the size and weight of both products and packaging in a wide range of product categories, as well as a decrease in the number of units sold.

In fiscal year 2024, the Sony Group used approximately 8.6 thousand metric tons of recycled plastic in its products. This amount consisted of approximately 69% recycled plastic content from scraps and other waste materials generated from manufacturing by the Sony Group and other companies, and approximately 31% post-consumer recycled plastic content from used products, containers, and other sources. We have used approximately 76 thousand metric tons of recycled plastic from fiscal year 2014 through fiscal year 2024.

* Total volume of resources used is the total weight of resources used in products, accessories, instruction manuals and packaging materials. The weight of total products shipped is used to represent this value.

Amount of Recycled Plastic Used in Products



BRAVIA™ Environmental Initiatives

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Reducing Use of Virgin Plastics Product Bodies

With the target of reducing virgin oil-based plastic used per product by 10% from the fiscal year 2018 level, by fiscal year 2025 (excluding packaging), Sony is working to expand its use of recycled plastics and make its product chassis more lightweight and compact while also minimizing plastic packaging. In fiscal year 2024, virgin oil-based plastic used per product was down approximately 22.1% from the fiscal year 2018 level. This is mainly due to the advancement of recycled plastics across a wide range of product categories, such as televisions, and the reduction of product size and weight.
In the music segment, we employed an environmentally conscious disc tray for our music and video packaging that is made from our Original Blended Material and other paper to reduce virgin oil-based plastic by 97%,* and have further accelerated measures to reduce plastic group-wide.

* Compared to conventional plastic disc trays

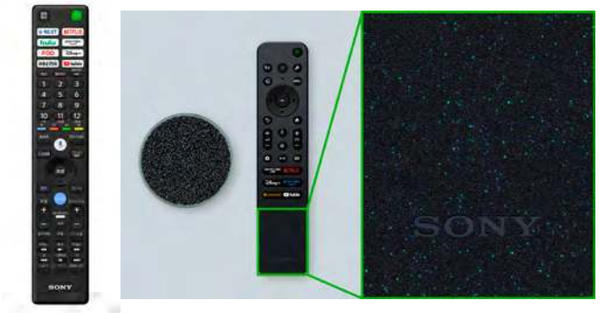
Original Blended Material
Environmentally Conscious Disc Tray (in Japanese)

Incorporating Recycled Plastic

To reduce the consumption of virgin plastic, Sony has expanded the use of recycled plastics in a broad range of product categories by developing recycled plastics while elevating quality and reducing manufacturing costs.
Sony is using its original recycled plastic SORPLAS™ in the rear cover of select BRAVIA™ televisions from 2021, which is one of the largest plastic parts used in the product, and will continue to work on technology to support large-screen models. In 2024, we moved forward in replacing the use of virgin plastics with recycled plastics in product bodies by adopting this same technology for our 85-inch model. The 2024 model further features recycled plastic in the outer casing of the remote control.*1
In the audio product category, we developed a unique recycled plastic that ensures high-quality sound while also being environmentally conscious, and are working to adopt this technology in various models. Our 2024 home theater products and Bravia Theatre U employed approximately 50% and 40% recycled plastics in their main bodies, respectively.

We have been developing recycled plastics with the high level of processability and durability required for the lenses in our interchangeable lens camera α™ lenses since 2022. This resulted in our 2024 model*2 featuring recycled plastics in exterior parts and internal performance parts of the lenses. The front and rear lens caps are made from SORPLAS.
The average recycled Polypropylene plastics from post-industrial waste used in Sony Interactive Entertainment game disc cases has increased from 21% in fiscal year 2023, to 26% in fiscal year 2024 globally.

*1 Some regions excluded. Remote control housing is made from recycled plastic other than SORPLAS.
*2 FE 16 mm F1.8 G, FE 50-150 mm F2 GM



The outer casing of the BRAVIA TV remote control is made from recycled plastic

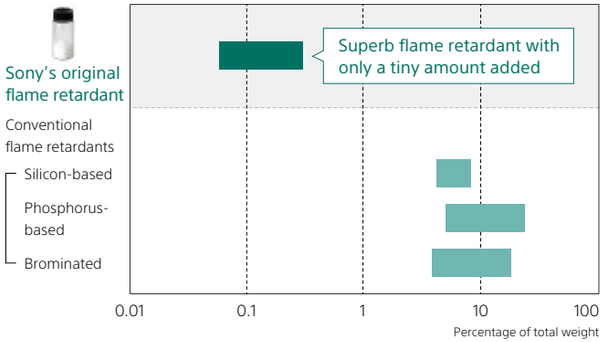
Sony Sustainability in BRAVIA TVs (Making)
Sound experience with the environment in mind

SORPLAS™, Sony's Original Flame-Retardant Recycled Plastic

Sony commenced external sales of SORPLAS (Sustainable Oriented Recycled Plastic), a flame-retardant recycled plastic, in 2011. This plastic is made possible by a proprietary compounding technology that combines an original, non-halogen and non-phosphorus flame retardant—itself produced using a Sony-developed process—and waste plastics (polycarbonate resin) from various sources in an optimal blend. Thanks to Sony's novel flame-retardant, which makes it possible to impart flame-retardancy by the addition of a very small amount of less than 1% of total content while conventional flame retardants require an addition amount of around 10%, SORPLAS not only surpasses conventional flame retardant plastics in terms of durability, heat resistance and recyclability, but also achieves an outstanding utilization rate of up to 99% waste plastics. The effective utilization of SORPLAS has been shown to reduce CO_2 emissions in product manufacturing by up to 72%.* Moreover, Sony's versatile waste-plastic compounding technology makes it possible to tailor SORPLAS to the needs of a variety of products.
Sony first used SORPLAS in its products in 2011 and has since incorporated it into a wide variety of Sony products such as select models of BRAVIA™, Xperia™ Smartphones, compact cameras and camcorders.

* Comparison of the CO_2 emitted from the production of SORPLAS to that of flame-retardant virgin plastic for the same application. Based on Sony calculations.

Volume of Additive Required for Material to Meet Flame-retardancy Standard (V-0 rating at 1.5 mm)



→ External Sales of SORPLAS™ Recycled Plastic
Leading the development of recycled plastics

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Horizontal Recycling of Plastic in Used Televisions

Sony commercialized horizontal recycling, a process where plastic collected from the rear covers of used televisions is used to produce new BRAVIA™ televisions. In horizontal recycling, materials recovered from a used product are harnessed as materials to create new products of the same type. Sony established a recycling method using plastic collected from used televisions by Green Cycle, one of Japan's home appliance recyclers, as a raw material for the flame-retardant recycled plastic SORPLAS™. This was first harnessed for the 65-inch BRAVIA 8 4K OLED 65V television (2024 model), with shipments scheduled to begin worldwide in 2025.

Because a wide variety of plastics were used in the rear covers collected from used televisions, it was initially difficult to use them for new products due to the varied strengths and textures. However, Sony Semiconductor Solutions Corporation worked with Sony Corporation to a parts sorting technology suited to use in their televisions and an optimal raw material mixing method that allowed for specific plastics to be collected and sorted, regardless of manufacturer, then harnessed as a part of the raw materials while still maintaining the same high quality as conventional SORPLAS. In the future, we aim to achieve closed-loop recycling (completely circular recycling in which old products are recycled into new products) where we recycle old SORPLAS back covers into new ones.

The BRAVIA 8 (65V) and rear cover made from SORPLAS

Recycled TV Components Utilized in SORPLAS™ for BRAVIA™ TV Parts

Reducing Plastic Packaging

Sony has adopted the targets of reducing plastic packaging used per product by 10% from the fiscal year 2018 level and eliminating plastic packaging from newly-designed small products, and is actively working to reduce the amount of single-use plastic packaging used in a range of product categories.

In fiscal year 2024, plastic packaging used per product was 28.4% lower than in fiscal year 2018. This was mainly due to the reduction in the amount of Polystyrene used in televisions and the shift from plastic to paper packaging materials in audio and other product categories. Plastic packaging materials* were eliminated for the ULT for the ULT WEAR headphones, the Xperia 1 VI and 10 VI Smartphone and the Vlog camera ZV-E10 II released in 2024.

* Excludes plastic materials when use is unavoidable, such as coatings and adhesives.

Packaging made with our Original Blended Material is made from bamboo, sugar cane fiber and recycled paper.

Reducing plastic packaging for headphones

First Xperia™ Smartphone to Use No Plastic in the Individual Packaging

Original Blended Material

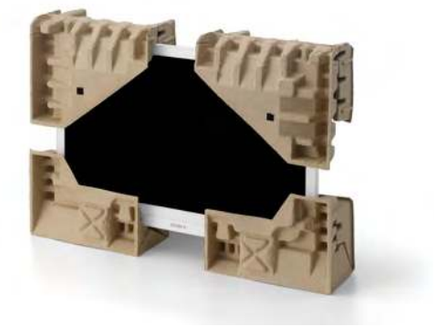
Packaging Material Initiatives by Product Category

Simulation techniques are used for BRAVIA™ packaging to continue to refine the placement and shape of cushioning and ensure proper protection that minimizes plastic use. The amount of plastic cushioning used for the 2024 model is approximately 47%*1 lower than for the 2018 model.

In medical related products, we used pulp molded cushioning material made from recycled paper instead of conventional polystyrene foam for the LMD-32M1MD 31.5-inch 4K LCD monitor. We also adopted a nonwoven bag made primarily of vegetable cellulose to protect the monitor and developed individual packaging that does not require polypropylene tape, so we were able to reduce the amount of plastic used by approximately 86% compared to the previous model (LMD-X3200MD).*2

Packaging for home audio products was made of approximately 75% recycled materials in 2025, reducing environmental burden without compromising packaging design or product protection.

*1 Comparison of the 2024 model (K-85XR90) to 2018 model (KD-85X9000F)
*2 Comparison of the 2024 model (LMD-32M1MD) to 2020 model (LMD-X3200MD)



Pulp molded cushioning material made from recycled paper for the 31.5-inch 4K LCD monitor LMD-32M1MD

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Going Paperless

Sony is working to reduce paper use across a wide range of its businesses. For our electronics products, we continue to prioritize ease of customer understanding for instruction manuals, while moving online in a variety of product categories to reduce paper use. We had previously included instructions for multiple languages for overseas models of audio products such as Walkman® or headphones, but have now unified these after-purchase instructions by introducing the Textless Quick Start Guide (QSG), which uses illustrations that users can easily understand regardless of language since 2015.
For our LinkBuds, released in 2022, we removed after-purchase paper instructions entirely, instead providing a 2D code on the packaging to enable users to use their smartphone to access the online Help Guide. Further, we revised the precautions and specifications that must be provided in paper manuals to reduce paper included in packaging by 85%.* We then have expanded these measures to the LinkBuds Open, LinkBuds Fit, WF-C710N, ULT WEAR, WF-C510 headphones released from 2024. We have also employed this in ULT FIELD 3, ULT FIELD 5 and ULT TOWER 9 wireless portable speakers, BRAVIA Theatre U wireless neckband speakers, and BRAVIA Theatre Bar 8 and BRAVIA Theatre Bar 9 soundbars.

* Compared to WF-SP800N headphones

Resource Conservation in Transport, Storage and Sales

Sony is working to reduce resource consumption in products and packaging as well as during product transport, storage and sales.
To keep stacked cartons from collapsing during transport of products and parts in manufacturing sites and warehouses, Sony employs reusable bands as one of its materials. This has contributed to the reduction of use and disposal of packaging materials such as stretch films.
Previously, boxes containing promotional materials for product sales were discarded after delivery, but in fiscal year 2023 in Japan, we began using these boxes as storefront signage as a part of efforts toward zero packaging waste. We further conserve resources through reduced packaging for BRAVIA™ television promotional items through new standardization and downsizing.

A reusable band in use

Proper Utilization of Resource

Reuse of Products and Components

Sony promotes the recycling of parts with initial defects as a part of our efforts to recycling resources.
Sony Interactive Entertainment has begun selling certified refurbished PlayStation®5 (PS5®) products in the United States and the United Kingdom. These products include PS5 consoles and controllers that have been returned by consumers. Every PlayStation certified refurbished product completes a rigorous recertification process that includes full testing that meets the same functional standards as new PlayStation products.
Sony is also committed to recycling resources during repairs. For BRAVIA™ products in India, Malaysia, China, Europe, Japan and Vietnam, LCD panels and main circuit boards are repaired and reused instead of discarding them. For digital single-lens α™ cameras, main circuit boards are repaired for reuse in repair after replacement.

Certified Refurbished PS5 and DualSense Wireless Controller

Extending Product Life to Save Resources

Sony indirectly reduces resource consumption by extending product life. Xperia™ Smartphone models from fiscal year 2022 and after feature unique charging optimization technology that adjusts the amount of charge according to a user's individual usage habits, and a "careful charging" function that reduces load on the battery during charging. These features promote long-lasting batteries that don't deteriorate, even after three years* of use. This allows for a product to be used long-term, reducing battery and product waste.

* Based on a simulation that repeatedly charges and discharges with the same type of battery (for USB charging). Battery life varies by use.

Product Recycling

Sony's Product Recycling Policy

Sony subscribes to the principle of individual producer responsibility (IPR), that is, the idea that a producer bears responsibility for its products over their entire life cycle. Accordingly, Sony is focused on recycling-oriented product design, collection and recycling used products, and building global recycling systems that suit the needs of individual countries and regions. Sony recognizes its social responsibility as a manufacturer to deal with its used products and actively promotes product collection and recycling, and complies with recycling laws and regulations in countries and regions around the world.

Product Recycling Initiatives

In the treatment of used products, Sony complies with national laws and regulations governing the transfer of hazardous waste to non-OECD countries, as stipulated in the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal, recycling laws and regulations in countries and regions around the world, including Japan's Home Appliance Recycling Law, the EU's Waste Electrical and Electronic Equipment Directive (WEEE Directive), state recycling laws on waste electrical and electronic equipment in the US, China's Management Regulations for Recycling and Disposing of Consumer Electronics and Electronic Waste, and India's E-Waste Management Rules, 2022 and amendments.

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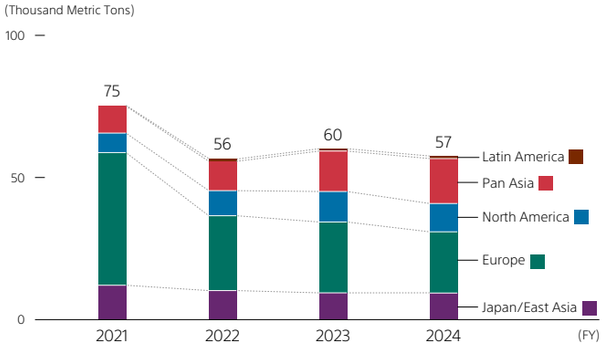
Sony's Recycling Targets and Record

Sony promotes the collection of end-of-life products worldwide with our goal to establish and maintain recycling schemes suitable for the needs of local communities. In fiscal year 2024, Sony's Take-Back of End-of-Life Products Record was approximately 57 thousand metric tons of end-of-life products. The figures for fiscal year 2024 are aggregate figures current as of July 2025, and do not include some countries, namely France and Italy.

Sony has also been working on advanced recycling since fiscal year 2021 with the goal to improve collection efficiency 1.5 times over fiscal year 2020 in regards to the recycling of key mineral resources (tantalum), further improving efficiency from fiscal year 2021 to 2022. We worked with specific recycling plants in Japan to adjust sorting equipment and improve the operation process used to collect parts containing tantalum from end-of-life products. These efforts led to 55% of the total weight of parts in end-of-life products containing tantalum being recoverable, approximately 44 times the efficiency of fiscal year 2020.

Take-back of End-of-Life Products Record



Notes: • The figure for fiscal year 2024 is as of July 2025. The figures for fiscal year 2023 were corrected from that of previous year's report.
• Japan/East Asia refers to the Japan, South Korea and Taiwan region.
• This includes the weight of batteries and packaging. End-of-life products collected and counted may vary by region.

Improving Product Recyclability

Working with the Sony Group's Specialized Recycling Company

As one of its strategies for resource efficiency, Sony works to increase the recyclability of its products. When examining various related measures, Sony receives feedback from Green Cycle Corporation, an affiliate of Sony specializing in the recycling business. Highly effective, practical measures incorporating these ideas and suggestions for easier disassembly and separation of materials obtained during the recycling process are then drawn up and submitted to Design departments for each product category. Meanwhile, Sony supports the efforts of Green Cycle Corporation to improve its recycling technologies by sharing the latest information on product dismantling.

Workshops on Television Recycling

Sony has been holding workshops on television recycling since 2006 at Green Cycle Corporation.* Attended by product designers, mechanical designers and a wide array of employees in other fields, we use these events to reaffirm the importance of recyclability considerations and recycling-oriented design for future product manufacture. Training begins with observation of television disassembly lines, followed by hands-on experience taking apart LCD televisions themselves. After, Green Cycle line managers hold discussions, explaining current challenges and needs. Participants then apply what they've learned to design products sold worldwide, better incorporating difficulties and improvement points for disassembly work, as well as their understanding of the importance of reusing materials gained in this way.

* These events weren't held from 2020 to 2022 due to COVID-19.

An LCD TV disassembly workshop at Green Cycle Corporation.

Recycling Activities in Japan

Sony recycles televisions and personal computers in line with applicable recycling-related laws in Japan. Sony also bears the cost of recycling lithium-ion batteries and other small rechargeable batteries, as well as packaging materials, as required by law. Sony works to improve recycling methodology for home appliances at its affiliated companies.

Recycling of Television Sets

Japan's Home Appliance Recycling Law, which came into effect in April 2001, initially covered four major home appliances: televisions, refrigerators, washing machines and air conditioners. In April 2009, the law was revised to also cover LCD and plasma televisions and clothes dryers, and in April 2024, extended to OLED televisions. Among applicable products, Sony manufactures televisions.* The Home Appliance Recycling Law requires consumers to pay collection, transport and recycling fees when disposing of applicable home appliances, retailers to take back such appliances and return them to manufacturers, and manufacturers to recycle these appliances.

Sony has established a nationwide cooperative recycling network with four other manufacturers. As a consequence, Sony-manufactured televisions are now recycled at 15 recycling plants across Japan. One of these plants is operated by Green Cycle Corporation, which manages a recycling business as a Sony Group company.

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TV being dismantled at Green Cycle Corporation

Materials such as iron, copper, aluminum, and plastic are then separated out and sold to businesses that produce raw materials, making them available for reuse. At these recycling plants, TVs are manually disassembled, and the parts are crushed and sorted using various equipment. In addition, certain harmful substances such as lead and mercury found in some older products and parts are removed and disposed of properly in accordance with the law.
In fiscal year 2024, Sony recycled approximately 72 thousand CRT televisions and 399 thousand LCD, OLED and plasma televisions. The Home Appliance Recycling Law obliges manufacturers to maintain recycling rates of at least 55% for CRT televisions and at least 74% for LCD, OLED and plasma televisions. Sony has consistently exceeded these rates since fiscal year 2001. In fiscal year 2024 the recycling rate for Sony-manufactured CRT televisions was 74%, while for Sony-manufactured LCD, OLED and plasma televisions it was 86%.

* Sony-manufactured televisions include products bearing the Aiwa brand manufactured in and before 2005.

Compliance with Japan's Home Appliance Recycling Law (in Japanese)

Sony's Recycling Record

Green Cycle collects and sorts polypropylene (PP), a commonly used plastic, from used home appliances, putting them through a high-purity sorting process that results in a PP ratio of 98% or more before selling this material to domestic resin compounders in a process which contributes to domestic circulation of plastic resources. The water used in this sorting process is rainwater and water generated during the sorting process, making almost 100% of the water used recycled.

Equipment used for sink/float sorting, one part of the high purity sorting process at Green Cycle Corporation

Recycling of Personal Computers

Although Sony sold off its personal computer business in July 2014, it is collecting and recycling its PC products in Japan that are no longer used by households and businesses, including long-time corporate users, in accordance with Japan's Act on the Promotion of Effective Utilization of Resources. Items being recycled are desktop PC units, notebook PCs, CRT displays, and LCDs.*
Sony is a member of the PC3R Promotion Association and collects and recycles used PC products under the industrywide collection and recycling scheme operated by the association. The results of the association's collection and recycling efforts are published on the association's website (link below).
In fiscal year 2024, Sony collected and recycled a total of approximately 11 thousand units, for a total weight of approximately 55.1 metric tons. From these items, about 38.1 metric tons of materials were reused, including metal, plastic, and glass parts.

* LCD displays include gaming monitors

Result of Collection and Recycling of Used PCs by the PC3R Promotion Association (in Japanese)

Information on Recycling Used Computers Made by Sony (in Japanese)

Recycling Activities in Europe

Take back legislation in Europe—in particular, the European Union (EU) legislations on Waste Electrical and Electronic Equipment (WEEE),*1 Batteries,*2 and Packaging*3—requires manufacturers to organize and finance the collection and recycling of end-of-life products and packaging.
Sony takes full responsibility for its take back obligations in all applicable European countries. With the aim of building a recycling market where the principle of competition works in Europe, Sony formed the European Recycling Platform (ERP) in cooperation with other companies in 2002, building efficient and cost-effective systems for the collection and recycling of end-of-life products that enable member companies to fulfill their obligations as manufacturers. Sony continuously strives to find the best recycling partners.

*1 Directive 2012/19/EU on waste electrical and electronic equipment (WEEE)
*2 Regulation (EU) 2023/1542 on batteries and waste batteries
*3 Directive 94/62/EC on packaging and packaging waste (to be replaced by Regulation (EU) 2025/40 on packaging and packaging waste published in December 2024)

Sony's Recycling Compliance Systems

Sony utilizes authorized collection schemes for the collection and recycling of WEEE, batteries, and packaging across Europe. These conduct regular on-site audits of all contracted recyclers to ensure compliance and prevent illegal shipments outside the EU. Sony engages authorized partners that undertake recycling on behalf of manufacturers to ensure our products are recycled in a compliant manner, in accordance with European Directives and country specific regulations.
In 2024, Sony financed the costs of recycling approximately 21,413 metric tons* of end-of-life products and packaging in Europe. In collaboration with other manufacturers, Sony discloses relevant information on components that require special treatment for product categories placed on the market in Europe for recyclers to facilitate safe recycling.

* End-of-life products and packaging in 2024 does not include WEEE for France, or packaging for Italy.

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Recycling Activities in North America

Sony Electronics Inc. in the United States and Sony of Canada ULC continue to enhance recycling of electronics in North America. All recycling and support activities are committed to a responsible recycling process that complies with state and provincial legislation and voluntary initiatives.

United States: Promoting of the Sony Take Back Recycling Program

Sony Electronics Inc. (SEL) continues to promote the Sony Take Back Recycling Program, designed to increase recycling rates for used electronics in compliance with individual state laws and regulations. Through this program, SEL partners with recycling companies across the United States, offering consumers the opportunity to drop off Sony products at designated collection centers free of charge. In fiscal year 2024, these collection centers, mail back and through compliance channels collected approximately 6,990 metric tons (15.40 million pounds) of used consumer electronics. This equates to recycling 0.25 kg for every 1 kg of electronics sold.

In addition to its ongoing efforts, SEL hosted three e-waste recycling events in 2024 in Madison (WI), Paramus (NJ), and Waikiki (HI). These events supported local communities to safely recycle electronic waste, partnering with certified recyclers to ensure proper handling and collection of materials. Responsible recycling of old electronics allows materials to be repurposed or reused in new products.

SEL also manages a website that provides consumers with useful recycling information that helps make recycling easy for used electronics through a variety of features, including a search function to find nearby recycling centers. As a member of the Call2Recycle Program,* SEL facilitates the free recycling of rechargeable batteries in line with the program's guidelines.

* Call2Recycle is a nonprofit public service organization that conducts and manages rechargeable battery recycling programs and provides related consulting services in the United States and Canada.

Sony Take Back Recycling Program

Call2Recycle

A free electronic waste recycling event in Honolulu, HI

Recycling Responsibly

In addition to conducting its own independent audits of recyclers and the downstream processing firms to which they subcontract, SEL has set forth a recycling policy whereby all recycling partners must obtain Responsible Recycling (R2) or e-Stewards certification. These recycling certification systems evaluate environmental management performance and workplace standards. To further our commitment to responsible recycling, SEL has continued to be engaged as an e-Stewards enterprise.

Canada: Working with Provincial Governments to Support Electronics Recycling Programs

Since the launch of the first provincial program in 2004, Sony of Canada ULC (Sony Canada) has collaborated with provincial governments to establish recycling programs for end-of-life products. From 2008 through 2015, Sony Canada operated an expanded recycling program for small electronics equipment across Canada by enabling consumers to drop off products at retail partner locations across the country. More recently, compliance obligations with provincial programs matured to deliver appropriate collection opportunities for consumers through the Electronic Products Recycling Association (EPRA). Consumers and businesses can drop off their end-of-life electronics free of charge for responsible recycling at an EPRA-authorized drop-off location in 10 provinces and two territories. In addition, Sony Canada is a founding and current board member of Electronics Product Stewardship Canada (EPSC). EPSC, a coalition of leading electronics manufacturers working to design, promote and implement sustainable solutions for end-of-life electronics.

Recycling your Sony products

Electronic Products Recycling Association

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Recycling Activities in Pan Asia

The operations of Sony in the Pan Asia region stretch from the Middle East to New Zealand. Throughout the region, Sony offices and manufacturing locations continually work to ensure that the recycling needs of the local community are met. In terms of national electronic waste recycling legislation, Sony actively works with local partners to ensure that local requirements are met.

India: Working with a Local Partner to Collect and Recycle E-Waste

In order to ensure compliance with E-Waste Management Rules, 2022 and amendments, Sony India has partnered with a leading third party company for channelization of e-waste which includes collection and recycling of e-waste. In fiscal year 2024, Sony India collected and recycled approximately 10,572 metric tons of e-waste internally and through the third party partner. Additionally, Sony India focused on raising awareness regarding environmentally safe disposal of E-waste and encouraged end-consumers to submit their end of life Sony Products to the broad network of e-waste collection points established by Sony India for their safe disposal.
In fiscal year 2024, Sony India launched awareness campaigns through newspapers, social media and organized seminars through its third party recyclers. Pan India circulation of newspapers reached more than 5.5 million readers, awareness videos on social media received more than 5.7 million views in total and 20 seminars were conducted in schools and institutions. Sony India continues to review results and formulate future plans on collection and recycle of used products accordingly.

ELECTRONIC WASTE ("E-WASTE") MANAGEMENT

Australia: Participating in the "National Television and Computer Recycling Scheme" (NTCRS)

Since 2012, Sony Australia has been taking part in a recycling scheme with partners accredited by the Australian federal government under new home appliance recycling legislation, specifically the "National Television and Computer Recycling Scheme." Under the recycling system, Sony Australia has been making a concerted recycling effort over this period of time. From July 2024 through June 2025, approximately 4,056 metric tons of applicable e-waste had been recycled as Sony's share of the total amount recycled.

Korea: "ART" (Action Really Together) Campaign

In Korea, the recycling law has been in place since 2003 and covers electronics, batteries as well as packaging. Sony Korea has been working with related associations to collect the specific volume assigned by the government annually. In addition, to educate and encourage employees and local community to play their parts in e-waste recycling, Sony Korea has initiated the "Zero Waste Campaign" in Korea since 2012. This initiative has since been extended to Sony Group companies, neighbors and friends of Sony employees as well as other organizations. Hence, the campaign was renamed "Action Really Together (ART)" in 2016 to emphasize the importance of taking action together for a good cause, regardless of brands. Besides collecting end-of-life products for recycling, Sony Korea also collects unwanted used products in good working condition and donates them to a local NGO.

"ART" campaign logo

Recycling Activities in Latin America

Sony has offices in a number of Central and South American countries, including Argentina, Bolivia, Chile, Colombia, Ecuador, Mexico, Panama and Peru. These offices operate recycling programs designed to meet the needs of their particular areas. Here we introduce a joint project operated throughout Latin America as well as representative examples of Sony commitment to recycling initiatives.

Sony Joint Project: Green Service Program

Since 2010, Sony sales companies in Latin America, including Sony Inter-American, Sony Chile, Sony Argentina and Sony Bolivia, gradually launched the Green Service Program. Under this initiative, using participating companies' service networks, products and components that are under warranty but discarded during repair are appropriately treated. Also the e-waste generated by Sony sales companies facilities in Latin America are appropriately treated under this program as well. This program marks a shift in focus from simple disposal to the proper management and repair of products, helping Sony fulfill its responsibility to reduce the environmental impact of its products after they are sold and respond to the expectations of customers. In fiscal year 2024, approximately 22 metric tons of e-waste was collected and processed appropriately. Going forward, the companies will continue to implement the Green Service Program.

Recycling Programs in Latin America

Sony encourages customers to recycle their products under each recycling program in countries with existing take back and recycling regulations.
In Mexico, Sony handles the individual WEEE take back and recycling scheme through 6 collection points, and complies with the recycling regulation based on producer responsibility. In Colombia, Ecuador and Peru, Sony belongs to a collective scheme promoting WEEE take back and recycling, and complies with the recycling regulation.
Also, in Colombia and Chile, Sony is participating in the collective take back program for containers and packaging. These collective programs seek to continue the path to the recycling of containers and packaging within the framework of the existing regulation.

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Chemical Substances

Focus on Chemical Substances

Sony endeavors to minimize the risk that chemical substances it uses might cause serious harm to human health and the environment. Chemical substances used in Sony products are suitably managed based on available data including national regulations, toxicity, environmental impacts, applications, and content level in components and products. Sony adopts a precautionary approach and takes steps to identify and strive to eliminate substances considered to be high-risk, even in cases where scientific evidence is insufficient, thereby reducing potential impact on the environment. Sony manages the type and application of chemical substances used at business sites, and for high risk substances sets criteria for managing each substance to either prohibit their use or reduce emissions or amounts transferred.
Considering environmental impact throughout a product's life cycle, Sony requires its materials and parts suppliers and subcontractors to comply with laws and regulations in each country restricting or banning the use of chemical substances in materials, parts, semi-finished goods and finished products delivered to Sony based on Sony's own chemical substance management standards. In production processes as well, we are calling for the gradual reduction and elimination of substances restricted under international frameworks as well as for worker protection from exposure, all stipulated separately by Sony, and we continue to investigate for the use of these substances.

List of Chemical Substances Prohibited in the Manufacturing Process and Requiring Proper Management (for Sony Materials and Components Suppliers and Outsourcing Contractors) [PDF: 429KB]

Managing Chemical Substances on Site

The Sony Group has developed a group-wide approach to the management of chemical substances used at sites where the use of these chemicals is controlled by legislation, designated as having a potentially harmful impact on the environment, or used in large quantities.

Reinforcing Standards for Managing Chemical Substances

Sony categorizes chemical substances into four classes and carefully manages and reduces the amounts of these chemical substances used, as well as the amount transferred as air, water, or soil emissions and waste. In countries where no legal reporting requirements exist for chemical management, Sony sites apply standards based on Japan's Pollutant Release and Transfer Register (PRTR) as internal rules. Chemical substances are classified as follows:

Class 1 substances: Prohibit use

- The substances regarded as having a serious impact on the human body or environment (carcinogenicity, mutagenicity, toxicity for reproduction, acute toxicity, ecotoxicity, etc.) which are prohibited to be produced or used under international treaties or individual countries' regulations
- The substances considered to have a high risk of environmental pollution such as soil contamination

List of Chemical Substances Registered as Class 1 (Prohibition of Use) in Site Operation by the Sony Group. [PDF: 164KB]

Class 2 substances: Prohibit use (Exemptions granted for certain applications)

- The substances regarded as having a serious impact on the human body or environment (carcinogenicity, mutagenicity, toxicity for reproduction, acute toxicity, ecotoxicity, etc.), which are subject to regulations that require their registration or to monitor the amounts released and transferred because they are of high risk.
- The substances recognized as needed to be eliminated because they are regarded as high risk in their management after considering regulatory trends or social circumstances

Class 3 substances: Reduce the amounts released and transferred

- The substances having a serious impact on the human body or environment, which are subject to regulations requiring monitoring of the amounts released and transferred.
- The substances which are recognized as needed to be reduced in the amount of release and transfer after considering the trend of regulations or the social circumstances.
- Volatile organic compounds (VOC) other than Classes 1 and 2

Class 4 substances: Comply with the relevant laws and regulations and use under appropriate control

- The substances not classified as Class 1, 2, or 3. Note that water and air are not required to be managed as chemical substances.

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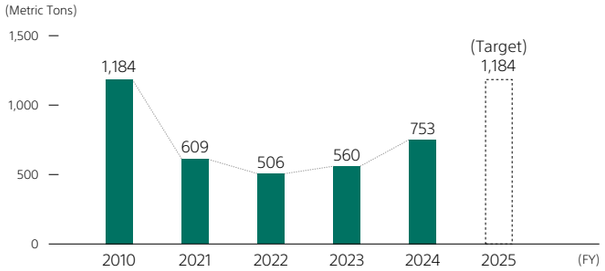
Efforts to Reduce VOC Emissions to Air

With the target of reducing volatile organic compounds (VOCs) released into the air to fiscal year 2010 levels or lower, Sony is working on a variety of initiatives, such as transitioning to VOC alternatives and reducing the amount of VOCs used in the manufacturing process. In fiscal year 2024, VOC emissions into the air were approximately 753 metric tons, down approximately 36% relative to fiscal year 2010. The decline was the result of a series of measures that include replacing VOCs with alternative substances and reducing VOC use in manufacturing processes.

Release of VOCs into the Air



Efforts to Reduce VOC Emissions to the Air

Sony Semiconductor Manufacturing Corporation (SCK) collaborated with an equipment manufacturer to develop a proprietary volatile organic compound (VOC) treatment system as part of ongoing efforts to reduce the amount of VOCs released. Conventional VOC treatment systems are installed near ventilation duct outlets. Since such equipment is designed to treat extremely rarefied organic substances, it is very large, making space and cost constraints an issue for semiconductor plants that want to install these types of systems. SCK responded by focusing on production equipment for highly concentrated organic substances and developed a small, fixed condensing-type VOC treatment system in conjunction with an equipment manufacturer. The newly developed system can be installed near production equipment and is able to treat VOCs efficiently.

Small, fixed, condensing-type VOC treatment system developed by SCK in conjunction with an equipment manufacturer

Ozone-Depleting Substances

Sony succeeded in completely eliminating first-generation chlorofluorocarbons (CFCs) from its manufacturing processes in 1993 and banned the use of second-generation hydrochlorofluorocarbons (HCFCs) at the end of fiscal year 2000. Sony business sites currently prohibit the use of ozone depleting substances stipulated under the Montreal Protocol. Compliance with laws and regulations in each country is ensured, and strict care is taken to prevent leakage of CFCs from these units during maintenance.

Environmental Risk Management at Sony Sites

To carry out effective risk management of chemical substances and emergency responses, the Sony Group has enacted the Sony Group Standards for Site Environmental Risk Management, which set the management standard and give examples of improvement measures. Based on these standards, at each site Sony has implemented accident prevention measures, including prohibiting the burial of tanks for chemical substances and pipes, and various leak prevention measures. In addition, Sony rigorously works to prevent environmental accidents through ongoing improvements to its systems based on regular audits at each site, information sharing among sites and other initiatives. Sony has established a system whereby its sites are required to promptly report environmental accidents to the authorities and to take appropriate countermeasures. In fiscal year 2024, we discovered errors regarding the release and transfer of chemical substances in past data from annual reports conducted pursuant to the PRTR system under the Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof. We carefully examined the data and took steps to correct it. We are working to prevent recurrence of such issues by further strengthening our internal control system and reviewing internal regulations, while also providing more thorough employee education.

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Response to Soil and Groundwater Contamination

In the event that an incident of soil or groundwater contamination is identified at a Sony site in a voluntary check or other assessment, remediation processes are implemented in compliance with pertinent local laws and ordinances. For example, Sony Group companies in Japan deal with the occurrence of contamination of soil and groundwater at Group sites by taking steps in line with the Sony Group Standard for Assessing Soil and Groundwater, an internal document that sets out procedures that comply with Japanese laws and ordinances. This manual stipulates that issues be addressed through the following three phases:

Phase 1
Investigate past and present chemical use and confirm the existence or otherwise of used or unused underground tanks, buried piping, other similar equipment, or previous incidents, at the site. Perform an inspection of the site to ascertain whether there is any residual soil or groundwater contamination.

Phase 2
Based on the investigations undertaken in Phase 1, carry out an assessment of the areas that are potentially contaminated. Undertake measurements at these locations in line with the Soil Contamination Countermeasures Act.

Phase 3
If any contamination is identified based on these results, carry out prevention and remediation procedures.

Incidents of soil and groundwater contamination resulting from operations have been confirmed at Sony Group sites as follows. In response, Sony has been remediating the contamination and submitting regular reports to authorities.

Progress of Soil and Groundwater Remediation (as of August 2025)

Site	Sony Global Manufacturing & Operations Corporation's Inazawa Site (Japan)	Sony Group Corporation Atsugi Technology Center (Japan)	Sony Group Corporation Atsugi Technology Center (Japan)
Date Contamination Confirmed	June 2001 (Result of voluntary assessment)	March 2022 (Result of voluntary assessment)	February 2023 (Investigation in accordance with the Soil Contamination Countermeasures Act)
Substance(s) Detected	Fluorine	Fluorine and its compounds	Fluorine and its compounds
Cause	Leak from crack in drainage pipe	Leak from loose drainage pipe fitting	Assumed to be the result of past business activities
Response / Current Status	The site has discontinued use of the equipment that caused the contamination and is remediating and monitoring groundwater. Analysis conducted in fiscal year 2024 found a groundwater concentration of 0.80mg per liter.	An administrative report indicated there was soil and groundwater pollution on site, but because there is no possibility of this pollution flowing outside the site, it was designated as an area without health risk in June 2022. Contaminated soil was removed from the site as of September 2022. We will continue to monitor groundwater contamination.	The administrative report in March 2023 indicated that the area presents no risk of health hazards, though there is soil contamination. Contaminated soil replacement was completed (with some exceptions) in January 2025.

Please see below for the latest information on site status.

Progress of Soil and Groundwater Remediation

Management of Risks Related to Chemical Substances

As a company that uses chemical substances, Sony discloses information on emissions of such substances and exchanges views on safety and environmental issues with residents in the vicinity of its sites, as well as with local authorities, with the aim of reinforcing mutual understanding.
For instance, Sony Semiconductor Manufacturing Corporation actively participates in local community events and organizes its own interactive events. The company holds tours of its plants for local residents, where it introduces water and waste treatment processes, and participates in Eco Festa and other local events to share its environmental conservation efforts.

Managing Chemical Substances in Products and Services

Sony's Proprietary Global Standards for the Management of Chemical Substances

Many of Sony's electronics products are made of between a few hundred and a few thousand parts and contain a variety of chemical substances, some of which may be classified as hazardous and may harm the environment if they are not properly treated prior to product disposal. Many countries and regions have introduced various laws and directives to prevent such environmental harm. In the European Union, certain chemical substances in products are restricted by RoHS Directive*1 and REACH*2 Regulation. In Japan, products that contain certain chemical substances are required to carry the J-Moss*3 mark, while in China it is required to disclose information on chemical substances contained in products in line with the Administrative Measures for the Restriction of the Use of Hazardous Substances in Electrical and Electronic Products, often referred to as China RoHS.*4
In light of the global nature of its markets and supply chains, Sony has established its own global standards for the management of chemical substances, titled "Management Regulations for the Environment-related Substances to be Controlled which are Included in Parts and Materials (SS-00259),"*5 taking into account the related

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laws and regulations around the world and simultaneously the opinions of various stakeholders. In line with these standards, Sony ensures globally consistent management of chemical substances in parts and materials that make up its products.

*1 Directive on the restriction of the use of certain hazardous substances in electric and electronic equipment (RoHS).
*2 REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) is a regulation for managing chemical substances whereby companies are required to, among others, register, apply for authorization, notify, restrict and communicate information on certain chemical substances.
*3 J-Moss refers to Japanese Industrial Standards (JIS) for marking the presence of certain chemical substances in electrical and electronic equipment.
*4 Administrative Measures for the Restriction of the Use of Hazardous Substances in Electrical and Electronic Products regulates the use of certain hazardous substances in electronic products and components sold in the Chinese market.
*5 Management Regulations for the Environment-related Substances to be Controlled which are Included in Parts and Materials (SS-00259) refers to Sony standards that are used for giving directions to suppliers on chemical substances for items procured by Sony. (For more information, please refer to "Management Regulations for Environment-related Substances to be Controlled which are Included in Parts and Materials" on the Sony website.)

Management Regulations for Environment-related Substances to be controlled which are Included in Parts and Materials (SS-00259)

Complying with Regulations Governing Chemical Substances in Products

Sony has set up necessary procedures to ensure compliance with the EU's RoHS Directive and REACH Regulation requirements. In response to the CE marking requirement under RoHS Directive and REACH Regulation to provide information to customers and to submit notification, Sony has adopted the chemSHERPA*1 scheme based on IEC 62474.*2 This enables Sony to collect data on specified chemical substances in parts and materials purchased from suppliers for management in an internal database.

*1 chemSHERPA is a scheme that facilitates sharing information throughout an entire supply chain on chemical substances used in products.
*2 IEC 62474 is a set of international standards regulating the procedures, content, format and other aspects of reporting within the supply chain regarding the presence of chemical substances and constituent materials in electrical and electronic products.

Three Core Principles for Managing Chemical Substances in Products

To guide its efforts to manage chemical substances in products in compliance with Sony's own global standards for management of chemical substances, titled "Management Regulations for Environment-related Substances to be Controlled which are Included in Parts and Materials (SS-00259)," Sony has established three core principles:

Upstream Management

Sony introduced the Green Partner Environmental Quality Approval Program in 2002. This program outlines Sony's Green Partner Standards for chemical substance management. Sony audits suppliers based on these standards. Sony purchases parts only from suppliers who have passed this audit and have been certified as Green Partners. Sony also applies the Green Partner Environmental Quality Approval Program to manufacturing partners. To further enhance the efficiency of the system to manage chemical substances, Sony also supplies our primary suppliers with a List of Specified Raw Material Suppliers (a list of recycled plastic and, coated wire suppliers list) through our electronic procurement system.

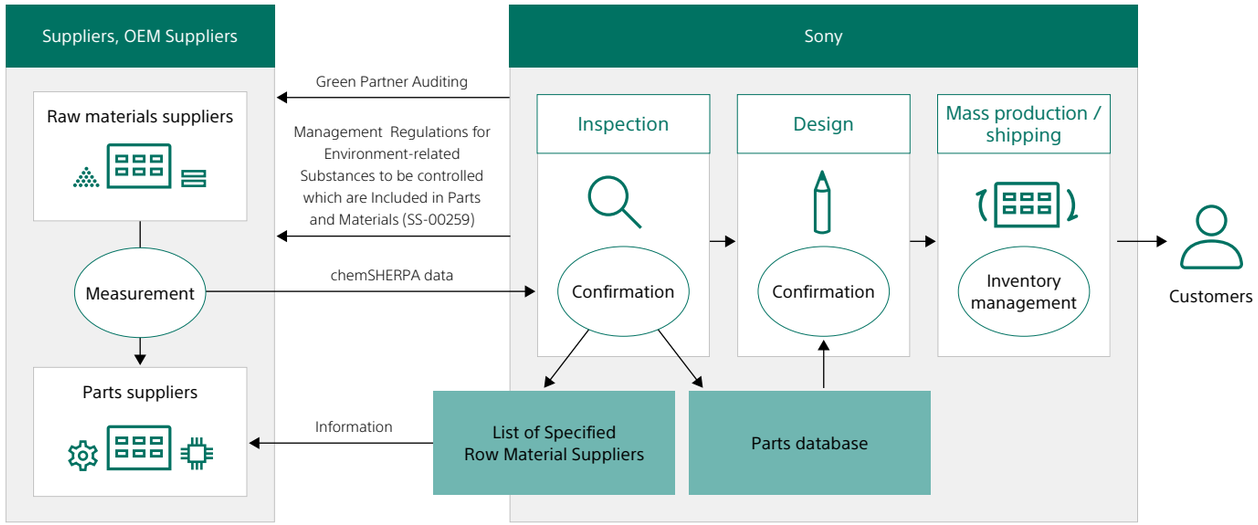
Management in Quality Control/Quality Assurance Processes

New parts and materials are tested to confirm whether they comply with "Management Regulations for Environment-related Substances to be controlled which are Included in Parts and Materials (SS-00259)," based on collected chemSHERPA data, in addition to conventional quality control standards. By implementing these strict management procedures worldwide, incompliant products are prevented from entering the market.

Utilization of Chemical Analysis

To prevent prohibited substances from accidentally entering products, Sony requires suppliers to conduct precision analysis (10 substances) on the specific parts and raw materials. For some high-risk substances Sony has also implemented internal control systems where we perform analysis to help confirm that prohibited substances are kept out of products.

System for Managing Chemical Substances in Products



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Management of Chemical Substances in Packaging Materials

Sony takes precautions to increase the safety of its packaging materials and ensure that hazardous substances, including heavy metals, are not mixed into packaging materials by managing materials in line with its proprietary "Management Regulations for Environment related Substances to be Controlled which are Included in Parts and Materials (SS-00259)." The packaging section of SS-00259 is based on, among others, EU Directive on packaging and packaging waste.

Organic Fluorine Compound Initiatives

Sony prohibits use of PFOA (perfluorooctanoic acid), PFOS (perfluorooctane sulfonic acid) and PFHxS (perfluorohexane-1-sulfonic acid), which are considered particularly harmful among PFAS (per- and polyfluoroalkyl substances), in our products.
PFAS in accessories, carrying cases and other textiles is prohibited as of January 2024. Currently, we are working to understand use of PFAS in electronics other than textiles to better understand usage amount and scope. Sony will continue to comply with individual national regulations and promote alternative options.

Reduction and Replacement of Chemical Substances of Very High Concern

Sony defines "Environment-related Substances to be Controlled" (hereafter "Controlled Substances") as certain chemicals that it has determined to have significant impact on both humans and the global environment, including substances that may not be controlled by laws (please refer to "Management Regulations for Environment-related Substances to be Controlled which are Included in Parts and Materials (SS-00259))." Sony either prohibits the use of these substances in parts or phases them out wherever a viable alternative that meets all product quality requirements and are technically and economically available. In addition, Sony specifies high-risk applications from collected application- and content-related information, considering the hazardous nature and extent of exposure (volume) as risk factors, and proceeds to prohibit the "Controlled Substances" in the specified use.

Management Regulations for Environment-related Substances to be controlled which are Included in Parts and Materials (SS-00259)

Replacement of Polyvinyl Chloride (PVC)

Improper disposal of PVCs poses a risk of generating hazardous substances. For example, Sony is concerned about the possibility that its small electronic products, in particular, could be collected to obtain valuable materials, and then the unwanted parts could be improperly incinerated and disposed of in landfills, thus causing adverse environmental impacts. In addition, there are also concerns about the environmental and health impact of some of the substances used as plasticizers and stabilizers in PVCs. Although PVCs are not currently regulated by any laws that apply to chemical substances used in electronic products, Sony works to reduce PVC content in individual components.
As a result, Sony does not use PVCs in product packaging materials (with the exception of some packing materials for devices, semiconductors, batteries, and similar items) or in sheets/laminates used for product housings, contactless IC cards, and carrying bags/cases for products (excluding those for professional use).
Sony has also successfully replaced PVCs by substitute materials for internal components that are difficult to remove prior to recycling, such as flexible flat cables, insulation plates, and heat-shrink tubes (excluding those for batteries). Also, Sony is working to end the use of PVCs in the housings and internal wiring of small electronic devices (the adoption of alternatives is subject to the ability to resolve issues relating to quality, technology, and supply).
As of the end of July 2025, Sony has replaced PVCs in new products and new models in the following products with alternative substances.

PVC-Free Product Categories*
Xperia™ Smartphone
WALKMAN® memory-type portable audio players
IC recorder / Sound Monitoring Receiver
Video Camera Handycam®
Digital Still Camera Cyber-shot™
Memory Stick™
SxS™ memory card

* Parts in which BFR is eliminated are as below (excluding bundled/standalone accessories):
Xperia Smartphones: in all plastic components.
Products other than Xperia Smartphones: in casings and internal wiring.

Examples of Polyvinyl Chloride (PVC) -Free Products and Brominated Flame Retardant (BFR) -Free Products

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Replacement of Brominated Flame Retardants (BFRs)

Some BFRs are harmful to human health and tend to remain in the environment and accumulate in living organisms. As is the case with PVC, improper incineration of BFRs carries a risk of releasing harmful substances into the environment. Sony has banned the use of components and materials containing any of three specified BFRs—polybrominated diphenyl ethers, polybrominated biphenyls, or hexabromocyclododecanes—and is working to phase out BFRs (the adoption of which is subject to the resolution of issues relating to quality, technology, and supply).
Also, Sony is working to use Sony developed environmentally sound, bromine-free flame retardant for the manufacture of a polycarbonate plastic flame retardant in some product categories such as LCD TVs.
As of the end of July 2025, Sony has replaced BFRs in new products and new models in the following products with alternative substances.

BFR-Free Product Categories*
Xperia™ Smartphone
WALKMAN® memory-type portable audio players
IC recorder / Linear PCM Recorder / Sound Monitoring Receiver
Video Camera Handycam®
Digital Still Camera Cyber-shot™
Interchangeable lens camera α™
Memory Stick™
SxS™ memory card

* Parts in which BFR is eliminated are as below (excluding bundled/standalone accessories):
Xperia Smartphones: in all plastic components.
Products other than Xperia Smartphones: in casings and main PWBs.

Examples of Polyvinyl Chloride (PVC) -Free Products and Brominated Flame Retardant (BFR) -Free Products

Sony has banned the use of tris (2-chloroethyl) phosphate (TCEP), a chlorinated flame retardant identified as carrying risks similar to those associated with brominated flame retardants, as well as tris (1-chloro-2-propyl) phosphate (TCPP), tris (1,3-dichloro-2-propyl) phosphate (TDCPP) and short chain chlorinated paraffins. As of January 2024, it has also banned the use of Dechlorane Plus™.
For plastic external enclosures of electronics products, Sony will ban the delivery of parts or materials that use halogenated flame retardants from January 2026.

Substance Management in Xperia™ Smartphones

In the smartphone category, Sony began phasing out brominated flame retardants (BFRs) in circuit boards, casings, and cables starting in 2002, making it one of the first companies in the industry to phase out BFRs. Since then Sony has continued the journey and phased out BFRs in all parts, and also phased out chlorinated flame retardants (CFRs), polyvinyl chloride (PVC), as well as phthalates, beryllium, and antimony trioxide in plastic and resin.

Sony Mobile Critical Substances [PDF:151KB]

Development and Introduction Support for Low VOC Paint

Sony has long supported the development and introduction of water-based paints and other low VOC paints in order for manufacturers to reduce the volatile organic compounds (VOC) generated in the product painting process.
It's technically more difficult to ensure the coating performance and aesthetic beauty used to evaluate overall performance with water-based paints than with conventional paints. To remedy these points, Sony worked with paint manufacturers to learn how to optimize paint components, repeatedly undergoing a verification process at our in-house laboratory that was used to improve coating performance and aesthetic appearance.
Through this, we succeeded in developing a low environmental impact water-based paint that more than halves the VOC generated*1 while still maintaining the same performance as conventional paint. We also provided support for introducing coating equipment that is optimal for using water-based paint at coating manufacturers.
Once we had ensured the paints met the high quality standards required of Sony products, we began using them for some products in 2020, then for Vlog camera ZV-E1.*2

*1 Compared with individual parts.
*2 Water-based paint is used for the resin parts of the black model. Type of paint may be changed as needed for production time.

The black model of the Vlog camera ZV-E1 includes resin parts coated with water-based paint

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Biodiversity

Focus on Biodiversity

Recognizing the importance of natural capital, as the very foundation of human life, and the ecosystem services it supplies, Sony endeavors to avoid and reduce impact to, as well as recover, create and conserve biodiversity, both in its business activities and through community initiatives. In order to promote these initiatives, we conduct scenario analysis in accordance with TNFD Recommendations, perform scenario analysis* and ascertain risks and opportunities for natural capital and biodiversity, then review the countermeasures.
At each stage of the product lifecycle, Sony business activities are either dependent on or impact natural capital and biodiversity. We set and work toward goals with this in mind, especially at stages where this link is particularly prominent. We request that suppliers of raw materials and components and contract manufacturers take initiatives giving consideration to biodiversity. For paper resources closely tied to biodiversity, we are continuing efforts to reduce the amount of paper used, and prioritize the purchase of environmentally conscious paper. On the other hand, changes in land usage are cited as one of the causes of loss and deterioration of biodiversity. From a land use perspective on the site, we consider the impact of our business activities on neighboring ecosystems, carrying out biodiversity restoration, creation and conservation initiatives in the green areas of our manufacturing sites, as well as in the ecosystems of the surrounding area according to the region's specific needs.
Sony takes seriously the issue of plastic pollution in the oceans, which has become a worldwide crisis in recent years. We promote activities to reduce the amount of plastics used in products and in manufacturing sites, as well as the collection of plastic waste and cleanup activities at sites. Sony also recognizes that food is essential to the lives of all our employees and humanity as a whole. This is also linked to environmental issues such as soil pollution, deforestation, food loss and global warming. We work to communicate these issues to our employees and encourage them to have an environmentally conscious diet.

* See below for more information on scenario analysis in accordance with TCFD Recommendations.

→ Disclosure of Climate and Natural Capital-related Information in Accordance with TCFD and TNFD

Establishing the Deforestation Prevention Policy

Forest loss is a major cause driving many wildlife species toward extinction, threatening both biodiversity and the livelihoods of indigenous peoples. Additionally, deforestation releases the carbon dioxide stored in forests into the atmosphere, accelerating global warming. The main causes of forest destruction, reduction, and degradation include land-use conversion associated with deforestation, illegal logging that hinders sustainable forest management, non-traditional slash-and-burn agriculture that disregards natural recovery capacity, excessive wood fuel collection, and forest fires.
To eliminate such global deforestation, Sony Group will adhere to the Deforestation Prevention Policy. We follow this policy to promote environmental consideration when procuring paper, wood, biobased plastics and mineral resources, as well as when installing and operating renewable energy power generation facilities.

Deforestation Prevention Policy

(1) We use raw materials, components, and office paper that have been produced with consideration for the natural environment, indigenous peoples' rights, workers' rights, and safety in the countries of origin for renewable resources (paper, wood, bio-based plastics, etc.) and mineral resources.
(2) We encourage suppliers of raw materials and components and contract manufacturers to consider and implement biodiversity initiatives.
(3) We will evaluate the environmental impact of renewable energy power generation facilities during their installation and operation, and promote consideration to prevent any adverse effects on the environment.

Environmentally Preferable Paper Purchasing

Recognizing that paper resources are finite, Sony strives to use paper in an environmentally responsible manner, and it has established a related purchasing policy for paper and printed materials. We consistently strive to reduce paper use by purchasing paper that is environmentally conscious in terms of bleaching and printing, paper where the main raw material is recycled paper and paper that is sourced from properly managed forests as certified by relevant third party organizations. Particularly, we promote the use of FSC-certified paper,* which is evaluated for both its legality and for forest sustainability.
In fiscal year 2024, Sony used a total of approximately 585 metric tons of FSC-certified paper for such items as corporation publications, including company brochures and notices of general meetings of shareholders, product catalogs, calendars, business cards, and envelopes.

* Paper certified as being produced from wood in consideration of conservation by the Forest Stewardship Council (FSC).

→ Focus on Paper Resources

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Reducing Ocean Plastic Pollution One Blue Ocean Project

Sony takes seriously the issue of plastic pollution in the oceans, which has become a worldwide crisis in recent years. Since 2019, Sony has continued to work on the One Blue Ocean Project, an initiative to help reduce ocean plastic pollution. It involves promoting even more activities to reduce the amount of plastics used in products and in workplaces, as well as the collection of plastic waste and cleanup activities at each Sony site.

Logo of the One Blue Ocean Project

Sony is promoting One Blue Ocean activities for products and sites based on the following four initiatives. The main achievements of fiscal year 2024 are also outlined below.

Reducing Plastic and Utilizing Recycled Materials

For a wide range of products, Sony is reducing the size and weight of plastic parts, minimizing plastic packaging, and expanding the use of recycled plastic.
See below for fiscal 2024 results.

→ Reducing Use of Virgin Plastics Product Bodies
→ Reducing Plastic Packaging

Reducing Plastic Use in Production

Sony is further reducing the amount of plastic used at production sites. The amount of plastic waste generated from Sony production sites in fiscal year 2024 was reduced by 576 metric tons over fiscal year 2023. This represents an approximately 2,100 metric tons reduction over plastic waste generated in fiscal year 2018.

Reducing or Eliminating Single-use Plastics in Conference Rooms and Shops

Sony aims to eliminate the use of single-use plastics such as plastic bottles, straws, and cups in conference rooms and reception rooms. In addition, plastic bags will no longer be provided at in-company shops and cafes, and the use of single-use plastics such as straws and cups will be reduced and gradually phased out. At the same time, Sony is working to cultivate awareness among employees about the use of reusable shopping bags and personal cups.
In fiscal year 2024, we stopped using plastic bottles in conference rooms at 38 sites. We also stopped providing free plastic bags in shops and convenience stores at 23 sites, as well as plastic straws for in-house cafeterias at 23 sites.

Expanding Local Cleanup of Riverbanks and Shorelines

Sony employees at certain sites and group companies all over the world have been carrying out community cleanup activities along rivers and seashores, and these activities are being steadily expanded to even more sites. Employee awareness of measures to combat ocean plastic pollution will also be further enhanced.
In fiscal year 2024, 9,165 Sony Group employees and their families worked together to clean up 618 45-liter trash bags (approx. 5.6 metric tons) of trash during a total of 330 cleanup activities at 47 sites.

One Blue Ocean Project

Biodiversity Conservation Initiatives at Sony Sites

Conservation Initiatives

Conservation Activities in Sony Forest to Promote a Richer Ecosystem

Since its inception in 1972, the Kohda Site of Sony Global Manufacturing & Operations Corporation, a producer of products such as digital steel cameras, has protected a natural woodland on its site, naming it Sony Forest (Kohda). Sony Forest (Kohda) was designated as a wildlife sanctuary*1 (Kohda Northern Wildlife Sanctuary, Aichi Prefecture, Japan), and is vital to the neighboring ecosystem. Owls are at the top of the ecosystem pyramid, so in order to build a rich ecosystem inhabited by them, we continue activities at the Kohda Site such as building spaces for owls to fly and feed, as well as installing nest boxes. As a result of these efforts, inhabitation of endangered owls has been confirmed every year since 2016. Since 2023, we have been conducting demonstration testing of owl monitoring harnessing an AI environmental sound recognition system equipped with internally developed advanced signal processing technology. Through this system, we extract owl sounds captured by on-site microphones, increasing the efficiency of monitoring and furthering the establishment of sustainable environment conservation initiatives. In 2024, we carried out environmental improvement work based on the recording data, and confirmed the presence of rare species through a survey conducted across the entire forest in all four seasons. Then, in 2013, the Kohda Site began carrying out activities to secure and share seedlings of native species, necessary for regeneration of the local ecosystem. It has been promoting this through collaboration with local government, residents, and companies.
As Sony Forest (Kohda) initiatives continue, the Kohda Site was certified by the Japan Committee for the United Nations Decade on Biodiversity as the sixth exemplary project in 2015. In 2023, in acknowledgment of its value as a "secondary natural environment" and a "habitat for rare plants and animals," as well as an area where biodiversity conservation was implemented through private initiatives,*2 it was recognized by the Ministry of the Environment as Nationally Certified Sustainably Managed Natural Site.

*1 An area considered important for the protection of wild birds and mammals.
*2 Certification for sites in line with the 30by30 goal, where at least 30% of the land and sea is to be conserved as a healthy ecosystem by 2030 in order to halt biodiversity loss. Sony participates in the 30by30 Alliance for Biodiversity, as promoted by the Ministry of the Environment, Government of Japan

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Owl chick born in the Sony Forest (Kohda)

→ Acoustic Sensing Technology for Biodiversity Surveys

Rare Species Conservation at Kunisaki Satellite

Since its establishment, Sony Semiconductor Manufacturing Corporation's Oita Technology Center Kunisaki Satellite has upheld the principle of coexistence with the rich natural environment that surrounds it, working to maintain, utilize and protect the natural environment of its forests and other green spaces. In 2024, the site was recognized by the Ministry of the Environment as a Nationally Certified Sustainably Managed Natural Site based on its value as "a place where an ecosystem characteristic of secondary natural environments exists," "a place that provides ecosystem services and where a healthy ecosystem consisting of a diverse range of plant and animal species, mainly native species, exists," and "a place where rare plant and animal species live or are likely to live and grow." Through certification, the Kunisaki Satellite was registered in addition to Sony Forest (Kohda) in an international database as a part of Other Effective Area-based Conservation Measures, contributing to the 30by30 targets of the Kunming-Montreal Global Biodiversity Framework adopted at the 15th meeting of the Conference of the Parties (COP15).

Coral Conservation Efforts in Nagasaki Prefecture

Sony Semiconductor Manufacturing Corporation works to conserve the wild coral that grows around the beaches of Takashima off the southern coast of Nagasaki Prefecture and is important to the area's rich ecosystem. In 2019, we worked with the Yattaro de Takashima local preservation group, Associate Professor Yukio Koibuchi of the University of Tokyo, who develops coral cultivation shelves,* MM Bridge Co., Ltd., The Nippon Corrosion Engineering Co., Ltd., and CP Farm to build two coral cultivation shelves, and have continued to monitor their effects since installing them on the seabed of the area. The devices we've installed help conserve the biodiversity of the sea area as a habitat, breeding ground and source of nutrition for wildlife.

* Currently affiliated with the National Institute of Standards and Technology (USA) and a professor of the Chuo University Research and Development Initiative.

Growing coral

Coral Conservation Efforts in Nagasaki Prefecture

Monitoring Survey of the Recovering Gamo Tidal Flats

Sony Group Corporation's Sendai Technology Center (Sendai TEC) and Sony Storage Media Corporation (SSMC) are conducting a biological monitoring survey of the Gamo Tidal Flats (Sendai City, Miyagi Prefecture, Japan), which is about 4 km from the manufacturing site. The Gamo Tidal Flats were damaged by the tsunami caused by the Great East Japan Earthquake, devastating the surrounding pine forest and reed fields, leading to a critical situation for the area's flora and fauna. This rich natural area was originally inhabited by a variety of worms and gobies, is a breeding ground for little terns and Kentish plovers, and is also the wintering ground for the brant goose, a natural monument of Japan, and has been designated as a national wildlife sanctuary special protection area.

Since 2014, Sendai TEC and SSMC have been tracking the recovery of the Gamo Tidal Flats in collaboration with the Gamo Conservation Society environmental NGO. Over a decade has passed since the earthquake, and the environment of the Gamo Tidal Flats continues to recover. In a 2024 survey, 18 species of benthic life including Helice tridens, 22 species of birds including the great egret, 14 species of plants including the beach morning glory and Carex scabrifolia, and 3 species of fish, the goby (family: Gobiidae), Redlip morwong and flathead grey mullet, were confirmed. Seven rare species, including the Kentish plover (birds), and the Suaeda maritima (halophyte), were also observed.

Helice tridens is a dominant species found in large numbers in the Gamo Tidal Flats.

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Biodiversity Conservation Activities in Austria

The Sony DADC Thalgau plant in Austria is actively promoting activities to conserve biodiversity in the nature-rich region of the Thalgau-Fuschlsee Nature Reserve, located in the greater Salzburg area. In recent years, the habitat of the wild bee, which plays an important role in the ecosystem as a pollinator in this area, has been deteriorating due to climate change and housing development. Sony DADC Austria is implementing activities to protect the bee, such as installing beehives on the plant grounds, housing approximately 500,000 bees. In addition, to protect the ecosystem that lives in the grassland on the plant grounds and as a way of landscape management, employees let sheep of local farmers graze the land instead of using tractors that strain the soil.

A beehive

Expanding Ecosystems and Raising Awareness through Synecoculture™*1

Sony is expanding ecosystems and raising awareness through Synecoculture. Synecoculture is a farming method advocated by Masatoshi Funabashi, a researcher at Sony Computer Science Laboratories, Inc. and a representative of SynecO, Inc.*2 Through this method, a wide variety of plants are mixed and densely grown, maximizing self-organizing abilities, such as the circulation inherent in an ecosystem, to produce useful plants. The basic principles are "no tillage," "no use of fertilizers," and "no pesticides." By implementing Synecoculture, we aim to create a sustainable society, where human activities and the natural environment are compatible.

Since introducing Synecoculture in fiscal year 2020, Sony China continues to actively promote Biodiversity conservation through Synecoculture agricultural practices. In the last five years, Sony China has introduced the activities to 14 Sony sites, cultivated more than 120 plant species, organized over 20 times educational and collaborative harvesting activities and engaged over 1800 persons. In July 2024, Sony Digital Products (Wuxi) Co., Ltd. (SDPW) organized a summer Synecoculture event with 178 employees participating in the harvest of over ten types of pesticide-free vegetables. In March 2025, Shanghai Suoguang Visual Products Co., Ltd. (SSVE) launched the "Wow! Wow! Biodiversity" activity at the Tangzhen Children's Service Center in Shanghai, where young participants had the hands-on experience of planting eight types of vegetables.

The "Wow! Wow! Biodiversity" activity at the Tangzhen Children's Service Center in Shanghai

Overall, the project has expanded into community outreach, establishing a diversified ecological education system. This initiative exemplifies how employees can be more environmentally conscious while interacting with nature.

The greatest achievement of fiscal year 2024 was the official Synecoculture certification of Suzhou Farm, one of the largest Synecoculture farms in China. More than 200 types of vegetables have been cultivated at the over 2,500 square meter farm since its establishment, successfully building an ecosystem based on Synecoculture principles.

In fiscal year 2024, Suzhou Farm became the first Synecoculture certified farm in the China Region

In Japan, Sony/Taiyo Corporation started a Synecoculture farm in fiscal year 2022 with the support of SynecO, planting more than 210 species of plants and providing vegetables served in the employee cafeteria. In fiscal year 2024, the scope of activities was expanded by inviting employees to participate in harvesting vegetables and planting seeds. A lecture on Synecoculture was held at a nearby elementary school to convey the importance of biodiversity conservation to local children.

Sony Bank Inc. employed Synecoculture on a corner of a flowerbed in Hibiya Park (located near its head office), and installed signage directing visitors to the Synecoculture website to share the significance of this initiative. Furthermore, to create an opportunity for their employees to think about biodiversity and how to personally contribute to a sustainable society, they themselves manage the flowerbed, sharing information about how the plants are growing with the rest of the company via their newsletter.

*1 Synecoculture is a trademark of Sony Group Corporation.

*2 SynecO is a startup focused on building a new, beneficial relationship between human activity and the natural environment through solutions employing augmented ecosystems, such as Synecoculture, and other systems that support ecosystem evaluation and creation.

Sony Bank's Synecoculture™ Efforts (in Japanese)

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The Sony Bank Inc. Synecoculture flowerbed in Hibiya Park

Other Initiatives

- Volunteering to Protect Nature Reserves in the UK
- Old Growth Conservation Efforts in Kunisaki City, Oita Prefecture
- Promoting Forest Management Activity at So-net Forest (in Japanese)
- Protecting Spawning Grounds of the Endangered Loggerhead Turtle in Japan
- Environmental Protection Activity in New York City
- Participating in the Forest Conservation Project in Sumatra
- Participating in Panama's Biodiversity Event Festi Harpia 2019

Environmental Initiatives for Food

Sony has been working on environmental issues related to food in our Food for the Future project since 2021. We engage every employee in activities that encourage them to be aware of use of environmentally conscious food and take action in their daily lives through a variety of efforts, including distribution of a guidebook detailing environmentally conscious food, internal seminars and educational events, and providing meals that use environmentally conscious food in our employee cafeterias worldwide. October has been named Food for the Future Month, and in 2024, on-site cafeterias shared information about environmentally conscious food, provided meals that use them, and held seminars featuring expert keynote speakers from outside the company.

Food for the Future Month event at the employee cafeteria of Sony Digital Products (Wuxi) Co., Ltd. (China)

Food Waste Reduction Efforts at Sony Sites Worldwide

Sony business sites continued to implement various initiatives under the Food for the Future project in fiscal year 2024.

Sony EMCS (Malaysia) Sdn. Bhd. held a food composting workshop to raise employee environmental awareness. Employees learned how to reduce waste and build a sustainable food cycle by recycling used plastic bottles as compost containers to make compost from leftover and expired food. At the end of the workshop, employees were given enzymes and a home compost bucket so that they could continue composting at home. Sony Electronics (Singapore) Pte. Ltd. held an orange peel upcycling workshop where participants learned how to make enzymes from orange peels that can be used to make DIY sanitizers, fertilizers, and more. The workshop also highlighted the growing issue of food waste and was attended virtually by employees from across the region.

Sony headquarters in Japan, Sony Music Entertainment (Japan) Inc., Sony Semiconductor Manufacturing Corporation (SCK) Shiraishi Zao Technology Center, and SCK Kumamoto Technology Center held food drive events during Food for the Future Month. A food drive is an activity in which unused food items left over at home are collected and donated through local food banks to organizations and individuals in need, such as support groups for the underserved, children's cafeterias, and welfare facilities. The food drive was conducted at various locations, some of which were outside, while others had food collection boxes permanently set up, with each location taking advantage of its own unique characteristics. Approximately 400 food items were collected and donated to the Second Harvest Japan non-profit organization.

An orange peel upcycling workshop at Sony Electronics (Singapore) Pte. Ltd.

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Worldwide Cleanup Activities Catered to Regional Characteristics

As part of Sony's One Blue Ocean Project to combat marine plastic waste, business sites around the world carry out cleanup activities tailored to the regions they serve.

Sony Device Technology (Thailand) Co., Ltd. has been planting mangroves in an effort to conserve these forests since 1999. In 2024, the company cleaned up the mangrove area at Bang Pu Nature Education Centre, Samut Prakan, collecting about 100 kg of waste, mainly plastic. In fiscal year 2018, Sony Technology (Thailand) Co., Ltd. (STT) began its first reforestation initiative in Khao Kheow -Khao Chomphu Wildlife Sanctuary, Chonburi Province, and has since continued to expand these efforts. In 2024, STT planted 280 perennial trees, including teak, and collected 10 kg of waste from the Nong Nam Kheow public park.

STT planting perennial trees

At Sony India Software Centre Pvt Ltd., 21 employees collected 60 kgs of dry waste through a combined jogging and waste pickup activity called plogging,*1 during which they raised public awareness on proper waste disposal, encouraging people to be more mindful of not littering and maintaining cleanliness. Sony Hungary, in cooperation with Hungary's PET Kupa Plastic Cup Society, collected 43 bags*2 of waste through a cleanup activity in Budapest Park, mainly focusing on plastic waste.

Employees of Sony Middle East and Africa FZE together with their families, a total of 63 people, participated in cleanup in Bur Ruwayyah, Dubai, collecting 117 kg of waste with other companies and government agencies.

In Japan, employees and family members from Sony Group companies collected 82 bags of waste*2 through activities across the Tokyo Metropolitan area, including Arakawa and Tamagawa Rivers, around Yokohama Station and Katase Higashihama Beach. Additionally, Sony Semiconductor Solutions Corporation and Sony Semiconductor Manufacturing Corporation Fukuoka employees and their families participated in the Sazae-san and Dosukoi Beach Cleanup, collecting 16 bags*3 of waste.

*1 "Plogging" is a word combining the Swedish words *plocka upp* (to pick up) and *jogga* (to jog), creating a new kind of exercise combining litter cleanup and running.
*2 45 liter garbage bags
*3 30 liter garbage bags

Cleanup at Arakawa River

→ Reducing Ocean Plastic Pollution One Blue Ocean Project
Cleaning Up Marine Plastic Waste Across China

Wow! Wow! Biodiversity Project

Together with the Nature Conservation Society of Japan, Sony launched the Wow! Wow! Biodiversity Project in fiscal year 2015, as a platform for organizing nature appreciation events, holding photo contests for the general public and spreading awareness of biodiversity through social media. In fiscal year 2016, Sony China joined this project and is conducting similar awareness-raising activities in various cities across China. The annual photo contests have become popular in both Japan and China. Through the submission of photos, the splendor of nature and the importance of biodiversity are conveyed to more and more people.

The photo contest in China has received a total of approximately 13,500 entries from 2016 to 2024, shared via social media by employees from sites throughout the country. In total 2,183 photos have been collected, and 94,840 social media likes received in 2024. In 2024, the Wow! Creature Photo Contest in Japan featured the 10th Anniversary Special Wow! Video Award to commemorate its 10th anniversary, with 1,683 entries from 837 people. In addition to holding exhibitions of selected works in both Japan and China, there were also opportunities for the public to think about the importance of biodiversity, through activities such as biodiversity lectures and nature photographing workshops using Sony cameras.

An exhibition for the Creatures photo contest at Nagaike Park, Tokyo

Wow! Wow! Biodiversity Project (in Japanese)

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Creating Environmentally Conscious Products

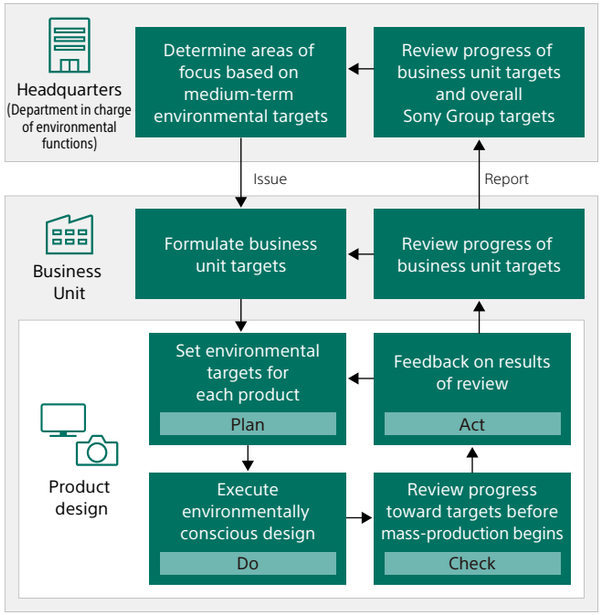
Promoting Environmentally Conscious Design

Sony has set medium-term environmental targets for products, including reducing annual power consumption, promoting resource conservation and managing chemical substances. Business units set areas of focus based on Sony medium-term environmental targets and targets based on the specific characteristics of the environmental impact throughout the lifecycle of targeted product categories.
In the course of product design, environmental targets are set for each product according to business unit targets and feedback about previous models to execute an environmentally conscious design. Environmental assessments are conducted and progress toward these targets is reviewed before mass-production of a product begins. Business units receive feedback on the results of this review, conduct their own review of progress with their medium-term environmental targets for each product, and report results to the department in charge of environmental functions at headquarters.
In turn, this department evaluates the targets and progress of each business unit and conducts an overall review of the Sony Group's progress on achieving its medium-term environmental targets. Based on the results of this review, Sony determines areas of focus for the subsequent fiscal year. This method enables Sony to execute ongoing environmentally conscious processes for the department in charge of environmental functions at headquarters, as well as each business unit and product, which in turn ensure the development of environmentally conscious products.

Designing Environmentally Conscious Products: Key Considerations

Observe Relevant Laws in Individual Countries	• Product energy efficiency regulations • Regulations concerning chemical substances in products • Product recycling regulations
Reduction of Energy Consumption	• Aim for zero energy use in standby mode • Reduce power use in all modes • Enhance the efficiency of external power supply • Incorporate energy-saving features in products
Resource Conservation	• Ease of disassembly/reparability • Use recyclable materials • Reduce product weight • Extend product life
Management of Chemical Substances	• Controlled substances • Compliance with technical standards
Other	• Improve shipping efficiency by limiting weight of packaged products

Management Structure for Environmentally Conscious Product Development



Examples of Environmental Features in Sony Products

Sony is working on environmentally conscious and recycling-conscious designs and is improving environmental performance in terms of energy and resource conservation in a wide range of product categories. Signature products for these efforts are introduced on the following website.

Sony Corporation | Environment
ENVIRONMENT - Sony Interactive Entertainment Japan

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Designing Recyclability and Reparability into Products

One initiative Sony is taking to ensure that its products are environmentally conscious involves designing them with recyclability and reparability in mind. This means, for example, labeling the material type of plastic used in parts to make it easier to extract resources from used products during recycling, and reducing the number of screws to make it easier to dismantle and repair the product. These specific environmental considerations are compiled and incorporated into the design of each product.

For example, Sony has issued Environmental Design Standards and Guidelines for TVs and Serviceability Standards, which are used when planning and designing new products, and monitors progress on meeting these standards. These design standards and guidelines reflect the trends in regulations inside and outside of Japan as well as Sony's medium-term environmental targets. Sony conducts an annual review and revision of these guidelines based on industry trends and the latest recycling information, which is gathered via regular sharing of information and opinions with the Green Cycle Corporation, an affiliate of Sony engaged in the recycling business. Additionally, in order to ensure compliance with the laws and regulations regarding circular economy in Europe, Sony provides information on repair and disassembly of the display products such as TVs and commercial monitors on the support page of the website for repair shops and recyclers, and provides dealers and retailers with reparability index information for TV and smartphone products sold in France.

Utilizing Life Cycle Assessment (LCA)

Product life cycle assessment (LCA) is a means of identifying and quantifying the environmental impact of products at all stages of their life cycles, which include the manufacture of materials and parts used in products, the assembly and transport of products, product use and standby mode, and end of life (i.e., disposal and recycling). LCA of major products helps us to clarify priorities for product improvement for all product categories and reduce the environmental impact of Sony products. LCA results are reflected in medium-term environmental targets and utilized in product design for the environment.

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Contributions to Solving Environmental Issues

Sony regards working to realize a sustainable society as a key theme and is conducting technological development and implementation to solve environmental issues in R&D departments of our companies, Sony Computer Science Laboratories, Inc. (Sony CSL), and other R&D organizations.

Synecoculture™ and Augmented Ecosystems

Conventional agriculture largely focuses on increasing productivity from a single crop by plowing topsoil, spreading fertilizer, and applying agrochemicals. These practices damage ecosystems and cause environmental problems. Sony CSL successfully conducted demonstration tests for Synecoculture,* a new agricultural practice that balances productivity and biodiversity, moving closer toward sustainability. Synecoculture has the potential to have a major global impact and is already contributing to desert greening and supporting local economies in the Sahel region in Africa, and helping to enhance food production and environmental conditions in China and South America. Synecoculture eliminates the need for plowing, fertilizing, and agrochemical use that impact the environment, by using material cycling that occurs naturally in ecosystems in a multifaceted manner, aiming to create rich ecosystems with a diverse mix of plants that coexist together and grow vibrantly.

Sony CSL is also working to supply new value through augmented ecosystems, which expand the applications for Synecoculture beyond food production to the creation of ecosystems with diverse objectives and functions. The project supports education to enhance the understanding of natural environments and adds new value to the basic infrastructure of urban and living spaces. SynecO Inc. was established to support the implementation and dissemination of Sony CSL's research. SynecO is working to create sustainable environments and industries based on the renewable natural capital in which society should be rooted. Its activities include a reforestation pilot project on the island of Sumatra.

* Synecoculture is a trademark of Sony Group Corporation.

Method of open-field agriculture and augmenting ecosystems utilizing the self-organizing power of the ecosystem

Synecoculture™ and Augmented Ecosystems
News Release: New Company Founding: SynecO, Inc.
News Release: Launch of Pilot Project to Utilize Synecoculture™ for Forest Restoration in Sumatra

Image Sensors Equipped with Global Shutter Technology for Automatic Reverse Vending Machines

Sony Semiconductor Solutions Corporation (SSS) supplies image sensors fitted with the global shutter technology Pregius™ to TOMRA, which is engaged in resource collection and recycling projects around the world. TOMRA uses the sensors in its reverse vending machines for plastic bottles.

Accurate sorting is an essential part of resource recycling, and TOMRA's reverse vending machines for plastic bottles and other drinks containers required high-speed, accurate sorting based on characteristics such as shape, material and barcodes. Conventional image sensors produce distortion when capturing high-speed objects, meaning they did not meet the required standard.

To meet the challenges TOMRA faced in creating its reverse vending machines, SSS has supplied image sensors equipped with its proprietary global shutter technology capable of capturing fast-moving subjects without distortion. This enables accurate reading of a bottle's shape and barcode in about one second, contributing to effective sorting and resource recycling.

Customers putting used bottles into a reverse vending machine from TOMRA

Sony Supplies Image Sensors for TOMRA Reverse Vending Machines

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Licensing of Triporous™

Triporous is a plant-based porous carbon material with excellent adsorption qualities. Sony obtained end-to-end patents on this material and began licensing Triporous in 2019. Triporous is made from rice husks, of which Japan alone generates around two million metric tons per year, and this excess biomass is part of approximately 100 million metric tons generated annually worldwide. Manufacturing Triporous can reduce air pollutants and greenhouse gases more than using incinerator disposal. Thanks to its microstructure derived from rice husks, Triporous has unique adsorption properties different from those of conventional activated carbon. Triporous has been shown to be highly effective in adsorbing surfactants commonly contained in factory and domestic wastewater, and some perfluoroalkyl substances (PFAS), which have become a prominent issue in recent years. Triporous is expected to contribute to improving water circulation and soil environments. Using Triporous filters in home water purifiers and treatment facilities helps to extend filter lifespan while reducing costs and waste. Triporous is being used in deodorizing, antimicrobial fibers for apparel and in cleansers for healthcare. Triporous has also been selected for a project commissioned by the Japanese Ministry of the Environment, and its use is expected to become even more widespread. Sony will work with partners to apply Triporous to solve a variety of social issues and help to bring about a more environmentally conscious, recycling-oriented society.

Triporous, a new material made from rice husks

Triporous™ Official Website
Triporous's Environmental Performance
News Release: Sony Begins Licensing of New Material Triporous™
News Release: Triporous™ Selected for Functional Material Development and Demonstration Project Commissioned by Ministry of the Environment in Japan (in Japanese)

External Sales of SORPLAS™ Recycled Plastic

Sony commenced external sales of its proprietary Sustainable Oriented Recycled Plastic (SORPLAS)* in 2014. SORPLAS is a flame-retardant recycled plastic that offers excellent heat resistance, durability, and recyclability. It contains up to 99% recycled materials. SORPLAS was first used in Sony products in 2011 and has since been incorporated into a wide variety of Sony products.

Sony aims to promote the recycling of resources and help reduce the environmental impact of society as a whole by offering SORPLAS to other companies. Many companies are interested in using SORPLAS. So far, it has been adopted for a wide variety of products, including televisions, cameras, smartphones, computers, lighting fixtures, and daily necessities such as travel goods and stationery.

* SORPLAS is an environmentally conscious plastic developed and provided by Sony Semiconductor Solutions Corporation.

SORPLAS recycled plastic pellets (black), recovered pellets (transparent: right) and Sony's original flame retardant (left)

SORPLAS™, Sony's Original Flame-Retardant Recycled Plastic
News Release: Sony commences external sales of SORPLAS™ flame-retardant recycled plastic material that achieves high durability and heat resistance, and comprises up to 99% recycled content

Virtual Production Technology

Sony provides virtual production technology to creators that has the potential to reduce environmental impact of content production. The combination of large LED displays, cameras, camera tracking system, and a real-time 3DCG rendering engine allows creators to shoot stage sets and performers in front of a virtual 3DCG background image on the LED displays and combine CG and live action without post processing. The technology enables in-studio filming that blends live-action footage with computer-generated imagery in real time to achieve the look of being on-location. According to a study conducted by Sony Pictures Entertainment, this technology could reduce greenhouse gas emissions by approximately 52%* compared to on-location productions. In addition, 3DCG virtual backgrounds can be used repeatedly to minimize waste.

* Values assuming that no renewable energy is used

Virtual production shooting

Environmental Considerations in Content Production

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Acoustic Sensing Technology for Biodiversity Surveys

Leveraging the noise canceling and object-based spatial sound technologies cultivated in our audio business, Sony developed an acoustic sensing system that can distinguish bird calls from other noises, which helps in biodiversity surveys.

The initiative began in 2023 with a survey to monitor the owls living in Sony Forest (Kohda) of the Kohda Site of Sony Global Manufacturing & Operations Corporation. Sony developed an AI-based environmental sound recognition system that leveraged advanced signal processing to filter rain and insect noises out of recordings taken within the forest, extracting the sounds made by the owls for more efficient surveying.

In 2024, we also provided technical support to the Map of Life Rapid Assessments (MOLRA) team based at Yale University in the XPRIZE Rainforest Competition, where participants developed technologies for rapidly surveying biodiversity in rainforests. The event culminated in a final competition in the Amazon rainforest to identify the most species through processing and analyzing data of a 100 hectare drone survey. Sony developed signal processing to remove the sound of drone blades and provided an acoustic sensing system where AI detected birdsong characteristics, helping the team take second place by identifying 225 species.

Sony is currently working with partner companies in Japan and abroad on a project to survey the biota in urban green spaces, ultimately aiming to commercialize these environmental technologies.

The drone and microphone used in the XPRIZE Rainforest Competition
(Photo: Cat Kutz, MOLRA Team ©)

XPRIZE Rainforest Competition
→ Conservation Activities in Sony Forest to Promote a Richer Ecosystem

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Environmental Communication

Worldwide Environmental Communication

Through hosting special events and supplying special content, Sony is helping to raise the environmental awareness of society. Sony provides a wide variety of stakeholders with environmental information in an accurate, timely and continuous manner.

Taking Advantage of Sony Events to Raise Environmental Awareness

Sony conducts activities to raise environmental awareness at events where group companies participate.

Initiatives at Music Events

Sony Music Entertainment Inc. partnered with local government and residents of Miyazaki Prefecture (Japan) to carry out multifaceted environmental efforts for Hinata Fes 2024, a music festival held in the prefecture by Japanese pop idol group Hinatazaka46. Visitors were encouraged to pay more attention to environmental issues through sales of merch made of recycled and organic materials, and food and beverage booths offering fare made from environmentally conscious ingredients. Charging spots and some booths used solar power generated at the University of Miyazaki that was transported to the venue via electric vehicles courtesy of the Miyazaki Toyota Motor Corporation. After the festival, Hinatazaka46 members joined in a SNOOPY Loves NATURE "Team UP!" event to clean the venue with visitors and locals.

Hinatazaka46 and Ohisama combine fun with sustainability (in Japanese)

→ Initiatives Through Characters

Hinatazaka46 members cleaning the area around the venue

Initiatives at International Exhibitions

Sony Group companies in China exhibited at the Carbon Neutrality Expo 2024 held in Shanghai, China in June 2024, where we shared a variety of Sony Group activities. The day's events included presentations on environmental technologies* such as Triporous™, a porous carbon material made from the rice husks which are considered as excess biomass; SORPLAS™, a flame-retardant recycled plastic that can significantly reduce CO_2 emissions from production compared to flame-retardant virgin plastic for the same application; and Synecoculture™, a farming method that aims to create an augmented ecosystem. As a part of entertainment business initiatives, we also showcased the development of an environmental conservation-themed game title with the aim of using game as an opportunity to consider balance between humanity and nature, in addition to sharing the experience of producing a music video with virtual production technology, which can help reduce CO_2 emissions and keynotes on raising environmental awareness through film production.
We also exhibited on sustainability themes at the China International Import Expo, held in November 2024 to promote trade. In addition to the aforementioned technologies, we also shared local environmental initiatives with visitors including government officials and media representatives.

* For further details on these environmental technologies, see "Contributions to Solving Environmental Issues" below.

→ Contributions to Solving Environmental Issues

Initiatives at Sports Events

Since 2015, Sony Electronics Inc. (SEL) in the United States has partnered with organizations to present the Sony Open in Hawaii, a PGA Tour event* with a strong focus on the environment. In 2025, we continued our efforts to reduce the event's environmental footprint through ongoing energy and resource efficiency practices. The tournament has been recognized by the State of Hawaii Green Business Program since 2016. SEL continues to collaborate with the Hawaii Bicycling League to offer a bike valet service to promote environmentally-conscious transportation. To mitigate the impact of the 2025 event, SEL supported the Hawaiian Legacy Reforestation Initiative to restore wildlife corridors and native habitats by planting native and endemic trees. In conjunction with the tournament, SEL co-hosted an electronic waste recycling event for local residents, offering attendees admission tickets to the tournament and coupons toward their next Sony purchase to encourage community participation.

* PGA Tour is the US men's professional golf tour.

Environmental Activities Leveraging Entertainment Business

Sony capitalizes on its influential entertainment business to promote environmental activities.

Raising Awareness Using Gaming Technology

Sony Interactive Entertainment (SIE) and PlayStation Studios developed Climate Station™. Climate Station uses virtual reality technology to allow people to view, interact with, and understand complex climate data to raise awareness about climate change. Cutting edge game technology is used to visualize the impact of different future scenarios on our planet. SIE demonstrated Climate Station at the 28th United Nations Climate Change Conference (COP28) and the sixth United Nations Environment Assembly (UNEA-6) to NGOs, governmental and educational stakeholders. SIE also used Climate Station to prepare videos comparing warming scenarios at different COP locations which were displayed at COP29 in Baku.

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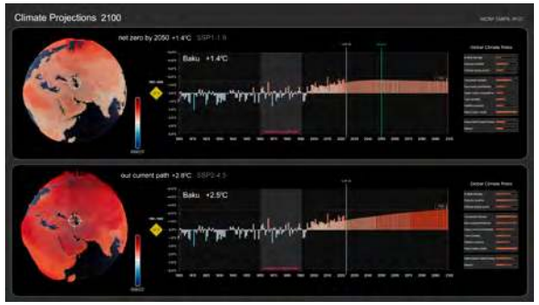

Warming scenarios at COP29 location shown by Climate Station

Initiatives in Television Content

Sony Pictures Entertainment supported the United Nations (UN) ActNow Campaign through the award-winning television franchise *Shark Tank* to inspire actions for the Sustainable Development Goals (SDGs). Sharks, Dragons and Lions* from the *Shark Tank* franchise came from around the world to the UN Headquarters in New York to learn about the SDGs and how to take action on the most pressing challenges for people and the planet. They were briefed by leading experts and high-level UN officials on topics including climate change, with emphasis on the fact that they, as business leaders and entrepreneurs, have the power to make a difference in achieving the SDGs. In 2024, the visit was featured as a video segment in the season finale of season 15 of *Shark Tank* in the U.S., as well as in other regions, such as India and Brazil.

* Business leaders from the global Shark Tank franchise.

Participating in Initiatives of the Music Industry

Sony Music Group (SMG) actively participates in the Music Climate Pact (MCP) to promote decarbonization and share climate change insights within the music industry. SMG has initiated the Physical Audio Eco-Tier Program, an initiative to reduce environmental impact of vinyl production by identifying improvement areas supported by science-backed data from MCP's industry studies. Moreover, SMG, Universal Music Group, and Warner Music Group founded the Music Industry Climate Collective (MICC) to address global climate challenges and develop comprehensive guidance for measuring Scope 3 GHG emissions in the music industry. In 2024, MICC launched a stakeholder engagement initiative to gather feedback and refine the guidance. In addition to deepening engagement with stakeholders across the music industry, SMG is pursuing environmental strategies to measure and manage its carbon footprint, source sustainable materials, and uphold supply chain standards.

The Sony Music Group joins the Music Climate Pact

Initiatives Through Characters

Sony Creative Products Inc. (SCP) handles domestic marketing of the beloved global IP "Peanuts" in Japan. Under the theme "SNOOPY Loves NATURE" for activities in Japan starting in fiscal year 2023, SCP held SNOOPY Loves NATURE "Team UP!" cleanup events that are open to the public and further utilize the IP to support other cleanup activities across the country. Events were held at three locations across Japan in fiscal year 2024, including cleanup activities and workshops open to the public. Displaying Snoopy costumes encouraged people of all ages to both think about environmental action and enjoy cleanup. We also sold T-shirts and other merchandise featuring Peanuts characters to raise money for the cause, donating a portion of the proceeds to NPOs engaged in cleanup activities.

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Cleaning up with Snoopy

Environmental Communication Through Official Websites and Social Media

Sony regularly shares environmental information on the websites and social media of our group companies. In fiscal year 2024, we released an animated video communicating Road to Zero, Sony's Global Environmental Plan, as well as a video showcasing environmentally conscious product packaging. To celebrate Earth Day on April 22, the perfect time to think about the global environment, we published a message from the CEO on the website of our group headquarters, the Sony Group Corporation, with other group companies sharing information on their own environmentally conscious products and initiatives on their respective websites and social media channels. In addition to product information, the Sony Corporation official website also runs a series of interviews featuring creators who tackle environmental issues, providing visitors with opportunities to consider the global environment.

Raising the Environmental Awareness of Employees

Sony shares information on environmental issues with employees of the global Sony Group. All Group employees in Japan are required to take an environmental e-learning course, and the teaching materials from the course are being used to conduct environmental education at business sites outside of Japan. Sony is raising the environmental awareness of Group employees worldwide, using channels such as the corporate intranet to provide timely environmental information. Sony conducts events and educational activities for employees at its business sites around the world, to introduce environmental issues and Sony's environmental initiatives. For example, in 2024, Sony conducted online seminars on the issues of ocean plastic pollution and environmentally conscious food for all employees in Japan.

Stakeholder Engagement

Sony is active in a wide range of fields, and its stakeholders have diverse expectations. In order to promote a healthy, spiritually abundant, sustainable society, Sony is deeply committed to stakeholder engagement, a process whereby it seeks to earn greater trust from stakeholders and cooperate with them to achieve common aims.

→ Partnership and Participation in Multi-Stakeholder Frameworks

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Technology

Overview

Basic Approach

Sony conducts research and development as a creative entertainment company with a solid technological foundation with the aim of "filling the world with emotion through the power of creativity and technology." To realize its long-term "Creative Entertainment Vision," Sony leverages the power of technology to drive growth in diverse businesses and to create synergies between them. Through the Sony Group's wide-ranging products, content and services born from these efforts, Sony is dedicated to creating a world with limitless *kando* (emotion) while helping to solve the problems faced by humanity, society and our planet.

Structure

R&D

Through its technological development, Sony is focused on working with creators to advance entertainment and create new entertainment experiences. In particular, it works on technologies to further support content creation, develop content and IP across business boundaries, and boost fan engagement. Specific examples include virtual production and mixing technologies that facilitate the creation of video and audio, development of 3D content combining Sony's sensors and 3D modeling technologies, and haptics technology that provides richer experiences for fans.
Sony has also built a new engagement platform for cross-group development and utilization of diverse data, technologies, and solutions with the aim of expanding and deepening fan and creator engagement and accelerating synergy creation across the entertainment sector.
In addition, in consideration of the rapid evolution of AI in recent years and seeing AI as a means to support people, Sony engages in fair, transparent, responsible development of AI and will continue to advance the effective utilization of this technology to enhance fan and creator engagement and contribute to all of the business areas in which Sony operates.
Furthermore, Sony Research is playing a central role in advancing cutting-edge AI research and development. Examples of its work include research and development on next-generation AI agents in game creation to enhance in-game experiences and contribute to efficient game development and collaboration with the semiconductor business to improve efficiency in design and manufacturing processes.
Additionally, to increase its strength as an organization, Sony is advancing systems whereby technology talent with diverse backgrounds and values transcend business boundaries to understand the latest technological trends and share insight as part of cross-group collaboration and other activities.
Group companies and their research and development teams leverage their powerful technological assets to enhance fan and creator engagement through products, services and content while also collaborating with academia to create new innovations and deliver exceptional experiences.

Sony Group Portal Website | Technology that Fills the World with New *Kando*
Sony Establishes Sony Research to Undertake Unprecedented Disruptive Research in Sensing, AI and Digital Virtual Spaces

Sony Computer Science Laboratories

Sony Computer Science Laboratories, Inc. (Sony CSL) was established in 1988 to pioneer new research fields and paradigms, as well as new technologies and businesses, for the good of humanity, society and our planet. Sony CSL gives free rein to its researchers and is committed to creating a better future via creative and imaginative research.
As of 2025, Sony CSL is researching a diversity of themes, including AI and data analysis at its laboratories in Tokyo, Paris, Kyoto and Rome, ranging from social issues in areas such as ecosystems and urban planning to augmentation of human capabilities and creativity. It strives to channel the fruits of its research back into society.

Sony CSL

Sony Computer Science Laboratories

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Programs

Sony Acceleration Platform

The Sony Acceleration Platform started in 2014 as an initiative to promote the creation of new business within Sony Group with the aim of creating new value leading to a richer, more sustainable society and began providing business acceleration services beyond Sony in October 2018. Starting in 2024, in addition to new businesses, while working to solve various business development-related issues, the platform has further strengthened collaboration with external partners to expand the solutions it delivers. Thus far, services have been delivered in more than 900 cases across 27 industries, with 31 new businesses created from scratch. To further accelerate collaboration with companies and organizations to promote business development, it also launched a business matching service called the Boundary Spanning Service in 2025. The Sony Acceleration Platform engages in open innovation with companies and organizations, aiming to bring people's ideas to life and create an affluent and sustainable society.

Sony Acceleration Platform

Sony Acceleration Platform (in Japanese)

Sony Innovation Fund

Sony has participated for many years in the global ecosystem for creating new businesses and supporting the business growth of venture companies. It established the Sony Innovation Fund in 2016, the Innovation Growth Fund in 2019, the Sony Innovation Fund: Environment to support companies tackling global environmental issues in 2020, and in 2021 launched an innovative program to support ESG initiatives by companies that it invests in. Sony Ventures Corporation, established in July 2021, launched the Sony Innovation Fund 3 L.P. in February 2022. This new investment fund, which completed a final closing with a total of 26.5 billion yen, invests in venture companies in industries that are expected to show strong growth. The new fund brings the total Assets Under Management (AUM) to over 60 billion yen. The Sony Innovation Fund 3 L.P. is intended to contribute to social progress and the creation of sustainable societies via ESG-focused investment and support for venture companies.

Sony Innovation Fund

Sony Innovation Fund

Sony Group Portal Website | News Release | Sony Ventures Corporation Completes Final Closing of the "Sony Innovation Fund 3 L.P." (SIF3) with a Total of 26.5 Billion Yen

Sony Research Award Program

The Sony Research Award Program is an open innovation program for research and development. The program is open to universities and research institutions in North America, Europe, and India, and calls for research proposals, sponsoring grant awards recipients with research funding and opportunities to collaborate with Sony's diverse R&D organizations. Launched in 2016 for North American universities, the program has expanded to cover more regions and research institutions and granted awards to a total of 201 research projects by fiscal year 2024. It contributes to making Sony's R&D advanced and promoting R&D on innovative technologies and their implementation in society on a global scale.

Sony Group Portal Website | Sony Research Award Program

Sensing Solution University Collaboration Program (SSUP)

The Sensing Solution University Collaboration Program (SSUP) is a program that, with the keywords of "Sensing" and "Collaboration," offers joint research and research support programs utilizing Sony Group's sensing solutions, as well as related activities to encourage co-creation and to support education. It aims to create a better future and bring surprise and excitement to people, sensing the world to derive solutions for real-world problems as well as to create entertainment. Beginning in 2019, SSUP has globally conducted joint research with 61 university laboratories (40 in Japan and 21 overseas) by fiscal year 2024.

SSUP

Sensing Solution University Collaboration Program

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Sony Women in Technology Award with *Nature*

Sony Group Corporation and Nature established the Sony Women in Technology Award with *Nature* in March 2024. This award honors outstanding early to mid-career women researchers who are spearheading breakthroughs for the betterment of society and the planet in the field of technology (science, engineering, and mathematics). Three winners were recognized at the inaugural award ceremony, held in February 2025. The award grants each winner a prize of 250,000 USD to support and accelerate their technological research.

SONY WOMEN IN TECHNOLOGY AWARD with *Nature*

- Sony Group Portal Website | News Release | Announcing the Launch of "Sony Women in Technology Award with *Nature*"
- Sony Group Portal Website | News Release | Celebrating the Winners of the Inaugural Sony Women in Technology Award with *Nature*
- Women in Technology | Sony Women in Technology Award with *Nature*

Arc & Beyond

Sony Group Corporation founded the non-profit organization Arc & Beyond Association, Inc. in April 2024 with the mission of creating businesses that resolve social issues in collaboration with diverse partners. This initiative established a non-profit fund, the Arc & Beyond Fund, which dedicates the investment profit it generates to creating and operating businesses that resolve social issues. Sony has contributed 3 billion yen to the fund as part of its commitment to tackling social issues. Based on its Purpose of "Expanding possibilities for people through collective effort and technology," Arc & Beyond aims to take a new approach to resolving social issues and contribute to building a society where everyone can experience *kando*.

Arc & Beyond

- Sony Group Portal Website | News Release | "Arc & Beyond," a Non-profit Organization Established by the Sony Group, Announces Call for Co-creation Partners to Address Social Issues
- Arc & Beyond

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Developing Technology to Solve Sustainability Issues

Sony regards working to realize a sustainable society as a key theme and is conducting technological development to solve both environmental and social issues.

Environmentally and Socially Beneficial Products and Services

Sony works to create products, services and systems that solve environmental and social issues through our businesses in a wide range of areas.
In terms of products, we supply image sensors equipped with Pregius™ global shutter technology for use in automatic plastic bottle collection equipment made by TOMRA, a company that offers global collection, reuse and recycling solutions. In our materials business area, Sony provides licenses for Triporous™, an adsorbent material developed in-house by Sony that purifies water and air. We also supply SORPLAS™, which enables a recycled material utilization rate of up to 99%.
Additionally, in order to address issues such as the proliferation of fake images and false information due to the rapid evolution of generative AI models, Sony works to enhance the trustworthiness of image-based content by providing news agencies and photographers involved in news reporting with Camera Authenticity Solutions that verify the authenticity of images through compliance with Coalition for Content Provenance and Authenticity (C2PA)* standards and the use of Sony's proprietary in-camera digital signature.
In terms of services and systems, for video production, Sony provides virtual production technology that enables simultaneous shooting of virtual backgrounds and real subjects without being constrained by time or location.

In addition, starting in 2023, WWF Japan, WWF Indonesia, Sony Group Corporation and SynecO have launched a pilot project to introduce Synecoculture™, an agricultural method that utilizes the self-organizing function of ecosystems, for the restoration of forests in Sumatra, Indonesia. The project aims to verify the effectiveness of Synecoculture in forest restoration activities in the places where manual work is constrained.
Further details on these products and services can be found on the following pages.

* A standards-setting organization that develops open standards and technical specifications for the provenance and authenticity of digital content.

→ Contributions to Solving Environmental Issues
→ Partnership with WWF Japan
Camera Authenticity Solutions

Examples of products and services that contribute to the resolution of environmental and social issues (clockwise from top left): Logo for Triporous, a new material made from rice husks; SORPLAS recycled plastic pellets (black), recovered pellets (transparent: right) and Sony's original flame retardant (left); Synecoculture; Virtual production shooting; an Alpha 1 II camera that supports Camera Authenticity Solutions; a reverse vending machine from TOMRA

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Ethics and Compliance

Overview

Basic Approach

Under our Purpose & Values we strive to earn trust for the Sony brand through ethical and responsible conduct and such commitment supports Sony's value creation.

With this in mind, Sony's ethics and compliance program is designed to comply with laws, manage key group-wide risks and foster an ethical corporate culture. The program is continuously improved, taking into account changes in the business environment, based on both best practices and global regulatory expectations.

Sony has also adopted in-depth group-wide policies, procedures and controls for key risk areas such as antitrust, anti-corruption, and privacy and personal information management. Senior management evidences its commitment to ethical business conduct by repeatedly communicating the importance of staying true to the Code and leading by example.

Structure

Sony instituted a global ethics & compliance network to ensure effective oversight and implementation of our program by all Sony Group companies.

Looking to the Future

Sony continuously assesses its risks and engages in ongoing reviews and program improvements to maintain and elevate an ethical corporate culture. Senior management continues to allocate necessary resources to achieve Sony's goal of ethical and responsible business conduct and compliance with all applicable laws and regulations by all Sony Group personnel.

■ Milestones

2001:	Established the Compliance Division in Sony Corporation (Current "Ethics & Trust Department, Sony Group Corporation")
2003:	Adopted the Sony Group Code of Conduct Established the Compliance Hotline (Current "Sony Ethics & Compliance Hotline") Established the Global Ethics & Compliance Network
2008:	Established the Compliance Monitoring Function
2009:	Established the Compliance Leadership Team
2018:	Revised Sony Group Code of Conduct
2024:	Revised Sony Group Code of Conduct Reorganized the Global Ethics & Compliance Network

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Global Ethics & Compliance Network

Overview

Sony's global ethics and compliance program is designed to support ethical and responsible business conduct. It is a shared endeavor among directors, management, and employees at all levels here at Sony, with each person taking ownership and responsibility for ethical business conduct and compliance with the law and in every interaction. Sony established a group-wide ethics & compliance network (the "Global Network") to strengthen effective implementation of the ethics and compliance program throughout Sony Group. The Global Network was reorganized in 2024 into a structure better suited for Sony's current business portfolio.

In the Global Network, Business Domain Heads and management have a responsibility as the first line for ensuring an ethical culture and managing legal risks associated with the business. Sony's ethics and compliance personnel and departments, as the second line, provide support, advice and oversight to the business to support an ethical culture and effective risk management.

Sony's Monitoring Team and Audit departments provide objective and independent assurance.

The Global Network (i) establishes a centralized compliance risk related management framework in line with best practices; (ii) provides necessary support and guidance to ethics and compliance personnel embedded in the business; and (iii) monitors compliance with the risk management framework to provide effective oversight, address gaps between the ethics and compliance program's requirements and actual operations, and drives consistency and continuous program improvement across all Sony Group companies.

Roles

Executives in charge of Compliance:

Provide top-level leadership for the Global Network and oversee Sony's global ethics and compliance program.

Sony Group Corporation Ethics & Trust Department:

Under the Executives in charge of Compliance and with support of the Compliance Leadership Team, designs and implements Sony's group-wide ethics and compliance program and network, and provides updates to the Board of Directors and the Audit Committee. It also works with the Compliance Leadership Team members and the Ethics & Compliance Officers to conduct comprehensive risk assessments and implement compliance policies, procedures, and internal controls to prevent and detect unethical behavior. It provides oversight of investigations related to potential legal or policy violations.

The Compliance Leadership Team:

Provides advice and recommendations regarding program activities and input into operational and regional views. The team is comprised of the Senior Vice President in charge of Compliance, all Ethics & Compliance Strategy Leaders, the Head of Monitoring Team and experienced legal/compliance personnel from Sony Group companies.

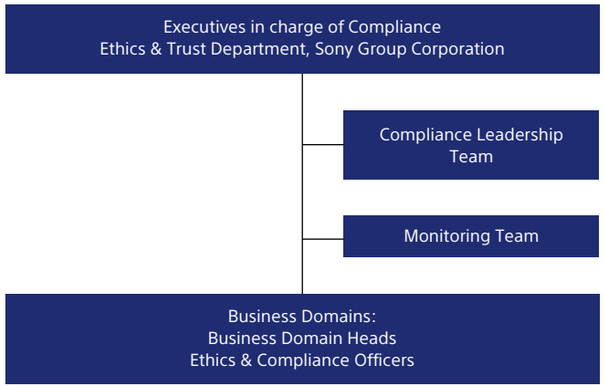
Monitoring Team:

Helps to measure the effectiveness and maturity of Sony's global ethics and compliance program by conducting periodic and global-based assessments on program implementation and by undertaking risk-based compliance audits and validations of internal controls.

Business Domain Heads and Ethics & Compliance Officers:

Implements and executes the ethics and compliance program and other activities to effectively manage the legal and regulatory risks and maintain the ethical culture in their Business Domain.

Global Ethics & Compliance Network



Oversight by the Board of Directors and Audit Committee

The Sony Group Corporation Board of Director's Audit Committee provides oversight of Sony's program. The Audit Committee receives monthly reports as well as periodic, in-person updates concerning the ethics and compliance program's activities. Reports to the Audit Committee include information about global regulatory developments, top and emerging risks, and data used to inform program design, implementation and effectiveness, such as data derived from program assessments, audit and investigation results, compliance hotline metrics, ethical culture survey results, and employee training data. It also includes information about program improvements. The Sony Group Corporation Board of Directors also receives annual updates on compliance related risks and Sony's global ethics and compliance program.

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The Sony Group Code of Conduct

The Code of Conduct is the cornerstone of Sony's ethics and compliance program and applies to all Sony board members, officers and employees ("Sony Group personnel").

The Code explains what we should do in our day-to-day work to earn trust for the Sony brand, embracing Sony's Purpose & Values. The Code provides a set of guiding principles to conduct our business activities on a principled path. Staying true to the Code is the basis for earning trust from stakeholders, and such continued efforts contributes to Sony's sustainable growth.
Sony engages with colleagues, business partners and the communities in which Sony does business based on the Code.

Please refer to the below page for the overview of the Code.

→ The Sony Group Code of Conduct / Sony's Basic Policy for Sustainability Initiatives

Sony periodically updates the Code of Conduct as part of its continued effort to provide clear direction on Sony's ethical principles and to maintain the Code's effectiveness.

The Code confirms Sony's commitment to its core ethical values in every aspect of its business operations and includes guidance on key areas such as:

- **Earn Trust**
  Earn Trust for the Sony Brand / Make Sound Business Decisions / Speak Up
- **Contribute to the World**
  Contribute to a Sustainable Society / Live with Planet Earth
- **Empower and Respect People**
  Respect Human Rights / Embrace Diversity of People and Foster Respect / Engage in Sound Labor and Employment Practices / Maintain a Healthy and Safe Work Environment
- **Strive to Create and Deliver *Kando***
  Be Diverse and Competitive / Deliver *Kando* Experiences / Market Honestly / Compete Fairly
- **Collaborate Responsibly**
  Collaborate with Business Partners / Source Responsibly
- **Embrace Creativity and Technology**
  Use Technology Responsibly / Create and Protect Intellectual Property / Safeguard Confidential Information / Respect Privacy / Maintain Information Security
- **Safeguard Sony's Integrity**
  No Corruption / Avoid Conflicts of Interest / Protect Sony's Assets / Keep Accurate Records and Reports / Make Appropriate Public Disclosures / No Insider Trading / Follow Trade Control Laws / Follow Tax Laws / Communicate Responsibly

Sony also recognizes its responsibility as a member of a global society. The Code reflects principles set out in relevant ethical guidelines, which include (among others):

- Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises
- The United Nations Global Compact
- The United Nations Guiding Principles on Business and Human Rights
- The United Nations Universal Declaration of Human Rights
- Sustainable Development Goals (SDGs)

Sony also actively participates in Keidanren (Japan Business Federation), an alliance of Japan's leading corporations and observes the standards in the Charter of Corporate Behavior of Keidanren. These standards are also embodied in the Code.

The Code was approved by the Sony Group Corporation Board of Directors and adopted by the decision-making bodies of every Sony Group company as their respective code of conduct. Sony Group managers, at all levels, are responsible for promoting the Code as part of their ongoing commitment to creating a culture of integrity and ensuring ethical and responsible business conduct. The Code, which is available on Sony's website and on each Sony Group company's intranet, is provided in 25 languages to help ensure that it is clearly understood by Sony Group personnel and relevant third parties working for Sony. Sony provides additional translations as necessitated by changing workforce demographics.

Sony Group Code of Conduct [PDF: 2.96MB]

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Sony's Ethics and Compliance Program

The Basics

Sony's ethics and compliance program starts with "Tone from the Top." Senior management continuously communicates the importance of being true to Sony's core ethical values. Their commitment is supported by a robust ethics and compliance program aligned with business processes, including ongoing risk assessments, policies and procedures, training and messaging, third party management, resources for reporting, and monitoring and audits. Sony continuously improves its program in accordance with regulatory guidance and other leading practices that organizations with mature ethics and compliance programs have found to be effective.

Risk Assessment Areas under Ethics and Compliance Program

Sony conducts ongoing risk assessments to help ensure that Sony's ethics and compliance program activities effectively mitigate and manage relevant top risks. When conducting risk assessments, the Ethics & Compliance Officers perform the risk evaluation process for relevant ethics and compliance risks in their respective business domain together with the management of the business, and then the SGC Ethics & Trust Department evaluates the overall risk of Sony Group based on the business domains' risk evaluation results. Key legal and compliance risk areas assessed include:

- Antitrust / Competition
- Bribery
- Conflict of Interest
- Economic Sanctions
- Environmental Related
- Financial Regulations
- Fraud
- Information Security
- Infringement of Intellectual Property
- Insider Trading
- Labor and Employment Related
- Money Laundering
- Privacy / Personal Information Protection
- Product Safety / Product Compliance
- Public Disclosure
- Supply Chain Related
- Trade Compliance
- AI Related

Policies and Procedures

Sony's global policies provide necessary rules and procedures to help ensure ethical and responsible business conduct and compliance with applicable laws and regulations. For example, Sony maintains global policies in each of the following risk areas:

- Sony Group Anti-Bribery Policy
- Sony Group Third Party Engagement Policy
- Sony Group Record Retention Policy
- Sony Group Global Policy on Antitrust / Competition Law Compliance
- Global Insider Trading Prevention Policy

These policies are regularly communicated to all Sony Group personnel and relevant third parties as appropriate. Policies are regularly reviewed to ensure that they clearly state Sony's direction on important matters, reflect current legal and business requirements, and are effectively implemented by the relevant business units.

Antitrust and Competition Law Compliance

Sony seeks to outperform competition based on the merits of its products, services and entertainment, not by unfair business practices. Sony complies with all antitrust and competition laws and does its part to promote a fair and competitive marketplace. Sony has implemented the Sony Group Policy on Antitrust / Competition Law Compliance, which explains the purpose of competition laws and guides employees on compliance with such laws. Sony personnel monitor changes and developments in competition laws and maintain up-to-date controls, policies, and procedures for compliance with these laws.* Sony has also developed robust, customized training courses to raise awareness regarding competition laws and to reinforce the policy requirements.

* Sony's material legal and regulatory proceedings in fiscal year 2024 are disclosed in our Form 20-F: "Item 8. Financial Information A. Consolidated Statements and Other Financial Information. Legal Proceedings," p. 94.

Form 20-F (Annual Report) for Fiscal Year ended on March 31, 2025

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Training and Messaging

Sony adopted a "Compliance Education Protocol" to ensure that minimum ethics & compliance training and communications in critical risk areas are provided to all employees and relevant third parties working for Sony. For example, all Sony Group personnel and relevant third parties working for Sony are required to complete comprehensive Code of Conduct training and Proper Workplace Conduct training within 90 days of first providing services to Sony. Refresher comprehensive Code of Conduct training must also be completed at least every four years. In addition, in-depth training on key Code of Conduct topics must be completed at least once every two years and training on information security and privacy must be completed at least annually. Additional compliance training is mandated based upon risk assessments and employee and third-party roles and responsibilities. Key ethics & compliance training includes:

- Anti-Bribery
- Third Party Engagement
- Antitrust and Fair Competition
- Import / Export Trade Compliance
- Manager Training

Furthermore, frequent messaging concerning Code topics and key risk areas is provided to all Sony Group personnel and relevant third parties working for Sony.

Third Party Management

Sony established internal rules and procedures to help ensure compliance with applicable laws and regulations related to potential third party risks, which include: bribery, money laundering, economic sanctions, trade controls, tax matters, and supply chain laws related to the procurement of electronics products.
These rules are designed to help ensure that Sony only does business with reputable third parties.

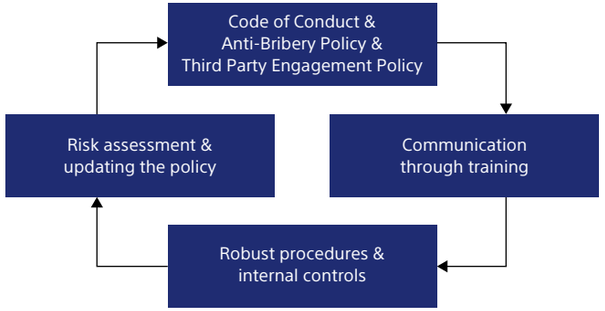
Third Party Due Diligence

The Sony Group Third Party Engagement Policy was established to help ensure compliance with applicable laws and regulations related to potential third party risks, which include: bribery, money laundering, economic sanctions, trade controls, tax matters, and supply chain laws related to the procurement of electronics products. This policy describes the methodology for assessing the risk profile for higher risk transactions and includes risk-based due diligence and pre-approval requirements. Required due diligence is performed by the employees responsible for the transaction with support from legal, finance and accounting as appropriate. The results of due diligence determine whether the transaction can proceed or whether it can only proceed subject to additional safeguards. Ongoing monitoring for red flags is required and due diligence must be refreshed periodically after the commencement of the transaction. All personnel involved in third party onboarding, including relevant personnel in Sony's finance, accounting, trade controls and legal functions are required to receive training on this policy.

Anti-Bribery and Corruption

Sony believes that corruption negatively impacts the communities and economies where we do business and that it must be eliminated to realize a sustainable, inclusive, and transparent society. One of the core principles set forth in the Code is the need to give due consideration to the impact of our business activities on the interest of our stakeholders. The Code prohibits all types of corrupt practices. Sony also adopted global policies ("Sony Group Anti-Bribery Policy" and "Sony Group Third Party Engagement Policy") that contains rules and procedures designed to prevent corruption involving government officials.
Sony closely monitors global anti-corruption laws and enforcement trends to ensure that Sony's global ethics and compliance program and internal controls properly address these evolving risks.

Sony's Anti-Bribery and Corruption Program



Policies

- The Code prohibits improper payments in every transaction, whether with a government official or with a private party.
- The Sony Group Anti-Bribery Policy provides rules and procedures designed to prevent government corruption including pre-approval rules and limitations on the amount and type of permitted expenditures.
- The Sony Group Third Party Engagement Policy provides rules and risk-based procedures, including due diligence and pre-approvals for any third party that may interact with a government official on Sony's behalf.

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Communication through Training

- Sony provides extensive training and support to assist local management with policy compliance. For example, all Sony employees receive training on anti-bribery and corruption expectations as part of the Code of Conduct training upon hire. Refresher training is also provided at least every four years thereafter.
- In addition, employees who are at a higher risk for interactions with government officials (i.e., senior management, marketing, sales, procurement and any other employees identified as dealing with government officials) receive more focused anti-corruption training at least every two years and more frequently if indicated by risk assessments. This enhanced training includes training on Sony's specific policy pre-approval and due diligence requirements.
- For personnel in Sony's control functions (legal, finance, accounting, other control personnel) the above described training is supplemented by live, in-person training.

Robust Procedures & Internal Controls

- Sony has implemented robust internal controls and accounting processes designed to detect and prevent violations of company policies relating to improper payment risks and to ensure accurate books and records.
- Third parties (including intermediaries such as distributors and sub-agents) who interact with government officials on Sony's behalf, joint venture partners, parties to acquisition targets and certain investments are subject to risk based due diligence. In accordance with the due diligence procedures specified based on risk levels, including but not limited to whether the transaction involves any red flags or high risk territories that Sony specifically identifies in its polices, types of transactions and whether the transaction involves any intermediaries such as distributors and sub-agents, employees handling the transaction and professional functions such as the Finance, Accounting, or Legal departments in each company perform due diligence together as appropriate. Due diligence is performed periodically thereafter if the transaction is continuous in its nature. Any transacting parties (including intermediaries such as distributors and sub-agents) who pose high risks must also agree to abide by applicable anti-corruption laws and regulations and Sony's Anti-Bribery Policy and Third Party Engagement Policy.
- Concerns are promptly investigated via the Global Network and legal department of each subsidiary. Appropriate action for the case such as disciplinary, remedial and/or corrective action is considered and implemented. Such remediation activities are monitored until completed.

Risk Assessment & Updating Policy

- Sony conducts periodic anti-corruption assessments and audits of its business to raise overall awareness, detect potential misconduct, and monitor compliance with anti-corruption laws and policy.

Sony continues to leverage opportunities to share both knowledge and best practices across its system.*

* Sony's material legal and regulatory proceedings in fiscal year 2024 are disclosed in our Form 20-F: "Item 8. Financial Information A. Consolidated Statements and Other Financial Information. Legal Proceedings," p. 94.

Form 20-F (Annual Report) for Fiscal Year ended on March 31, 2025

Elimination of Anti-Social Forces

Sony strongly opposes anti-social forces that threaten to disrupt the order and safety of the community. Sony will not entertain relationships with members of anti-social forces. Furthermore, Sony will not give economic benefits to, or accept illegal demands from, any anti-social force. Sony ensures that it does not do business with members of organized crime and other anti-social forces by performing due diligence procedures on its business partners and providing relevant communications to its employees.

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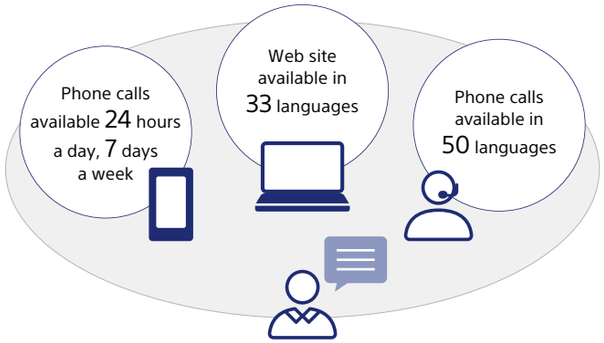
Reporting Concerns

Sony believes that a "speak up / listen up" culture—where employees are encouraged to raise concerns and feel confident that they can do so without fear of retaliation—is a key to early detection and prevention of ethical and regulatory problems.

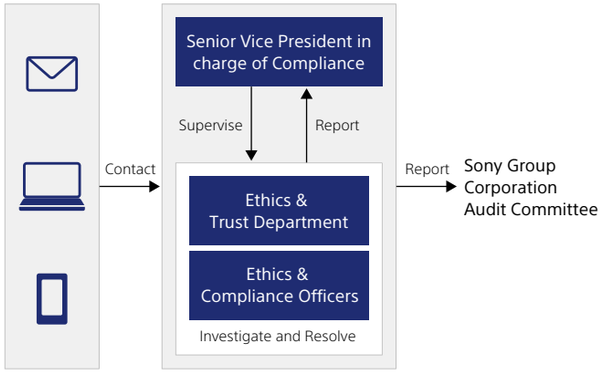
Multiple Reporting Channels

Sony provides many different types of resources to employees to enable them to raise concerns, including the Sony Group Ethics & Compliance Hotline ("Hotline").



The Hotline is available online (in 33 different languages) or by phone, 24 hours a day, seven days a week. The phone lines are staffed by specially trained third-party representatives, with translators in up to 50 different languages. All information provided to the Hotline is handled confidentially. Calls to the Hotline are not recorded or traced, and reporters may remain anonymous to the extent permitted by law.

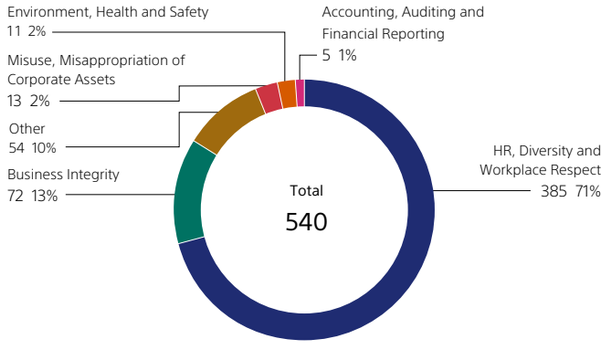
How Sony Operates the Hotline / How Sony Investigates Reported Matters



All concerns raised through the Hotline are investigated independently of ordinary internal reporting structures. Third party representatives, following the receipt of concerns, check possible conflicts of interest before providing necessary information to the appropriate ethics and compliance personnel. The ethics and compliance personnel review each report to determine the appropriate investigator with subject matter expertise to conduct the investigation. Under the oversight of Sony Group Corporation Ethics & Trust Department and respective Ethics & Compliance Officer, the ethics and compliance personnel and the investigator investigate the reported allegations, collect more information, and take other actions as appropriate. They may also work with internal or external legal and/or other subject matter experts to determine how to best investigate and resolve the allegations. When violation of law or company policy is confirmed, management will take any necessary corrective action to improve business operating systems or take disciplinary action against employees involved in the violations. Each Ethics & Compliance Officer reviews all reports, responses and investigation results for all companies in their business domain to help ensure matters are fully and fairly addressed. The concerns raised by the Hotline are reported to Sony Group Corporation Ethics & Trust Department either immediately or on a monthly basis, depending on the nature of the case, and are reported to the Sony Group Corporation Audit Committee.

In fiscal year 2024, the Hotline received 540 concerns. The pie chart below shows the total number of concerns received in fiscal year 2024 by category. 71% of raised concerns related to employees, diversity, and the workplace. 13% related to business integrity.

FY2024 Reported Concerns by category



Notes: The figures in percentages are rounded to the nearest whole number.

In fiscal year 2024, 88 concerns were substantiated and remediated as appropriate. The remainder includes cases that were unsubstantiated, and cases under investigation, among others.

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The table below are examples of issues raised through our Hotline, including information about how these issues were addressed.

FY2024 Hotline Cases

Issue(s) Raised	Guidance	Action(s) Taken
A Sony employee used inappropriate language in the workplace.	The Sony Group Code of Conduct provides that Sony aims to create an environment free from harassment or discrimination of any kind.	An investigation confirmed the allegation. The subject employee was warned and provided with coaching by the company.
A Sony employee charged personal expenses on their expense report.	The Sony Group Code of Conduct provides that Sony assets may only be used for legitimate business purposes. We must not use Sony assets for our personal benefit.	An investigation confirmed the allegation. The employee was terminated and required to pay back all personal expenses.
A Sony employee did not accurately record his/her absence during his/her working hours. The manager had approved such hours without checking it thoroughly.	The Sony Group Code of Conduct provides that Sony personnel must not cause records to be inaccurate or create records that are misleading or artificial.	An investigation confirmed the allegation. The employee was warned and the manager was provided with coaching on how to review attendance records in line with Sony policy.

How Sony Promotes Speak-Up Resources

Sony continuously promotes both the need to raise concerns as well as the various resources available for employees to raise their concerns. The Code clearly states that every employee is responsible for speaking up to protect their colleagues and Sony. Code of Conduct training and ongoing messages also promote the importance of reporting concerns and advise employees that their concerns can be directed to either their manager, human resources personnel, legal and compliance personnel, or the Sony Ethics & Compliance Hotline. Since Sony understands that employees may prefer to raise concerns with their manager in the first instance, training is also provided to all managers on how to create an environment where employees feel comfortable speaking up when they observe unethical behavior. This training instructs managers on how to handle concerns and prevent any appearance of retaliation.

No Retaliation

Sony strictly prohibits retaliation in any form. The Code and other internal rules explicitly provide that Sony does not tolerate any form of retaliation against anyone for making a good faith report or for cooperating in an investigation of a report. Sony keeps information provided to the Hotline confidential to the extent possible. Sony promotes its policy against retaliation in training and communication to all Sony Group personnel and imposes strict consequences in the event anyone is found to have engaged in retaliatory behavior.

Monitoring / Audit

Sony has multiple mechanisms to measure the effectiveness and maturity of Sony's global ethics and compliance program. These mechanisms include: conducting reviews of program implementation on a global basis and using advanced analytics on data from various sources, such as the Hotline and ethical culture survey results, third party benchmark information and audit/review results. Sony also conducts risk-based compliance reviews, audits and validations of controls.

Compliance Program Review

Sony's Monitoring function is focused on monitoring Sony's ethics and compliance program. One of its key monitoring activities is conducting periodic Compliance Program Reviews. The Compliance Program Review is conducted in collaboration with ethics and compliance personnel in each group company, utilizing an automated real-time process, and also serve as educational initiatives for the ethics and compliance personnel. For each finding/gap identified through the review process, action plans are developed, and the remediation progress is monitored.
Sony intends to continue conducting periodic reviews to ensure continuous ethics and compliance program improvement. We have recently launched our Compliance Program Review in 2025.

Ethical Culture Survey

Sony periodically conducts an anonymous global survey containing detailed perceptions of Sony's ethical culture. The survey is designed to measure ethical culture and the effectiveness of the ethics and compliance program. Each Ethics & Compliance Officer works with Sony group companies in their business domain that participated in the survey to analyze their results and to take appropriate actions to improve ethical culture and compliance program effectiveness.
Our most recent survey, conducted in fiscal year 2024, showed improvement to Sony's overall ethical culture survey results from prior years.

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Privacy and Personal Information Management

Sony believes it is important to protect the personal information of Sony's customers, employees and other stakeholders and thus ensure trust.
The global privacy landscape has undergone unprecedented transformation in recent years. There has been ongoing legislative change in relation to data privacy and adjacent areas such as artificial intelligence, cyber and digital services. This has been accompanied by geopolitical instability and rapid technology advancement such as machine learning and AI.
To be able to respond to these changes and to ensure Sony continues to earn stakeholders' trust, Sony continues to strengthen its global data protection and privacy program with ensuring even closer collaborations among relevant corporate functions. Sony's approach to compliance, including data privacy, continues to be grounded in a group-wide governance structure that enables the effective management of potential risks and incorporates appropriate controls into business processes, systems and products to safeguard the personal information of Sony customers, employees and other stakeholders.

Privacy Governance

Led by Sony Group Corporation's Senior Vice President responsible for Privacy, Sony has a governance structure of privacy and personal information management that covers the entire Sony Group. Sony's privacy management is governed by a set of global policies and standards, which are based on applicable laws, principles and best practices. These policies set forth Sony's group-wide commitment to privacy and define practices and procedures to be followed by Sony executives and employees to ensure appropriate handling and protection of the personal information that Sony collects, stores and/or processes.
Sony routinely reviews and revises these policies and standards to address changes in the risk landscape, and the regulatory environment. For example, Sony introduced a set of Ethical Privacy Principles via its global privacy management framework, which are designed to ensure trust with our customers, employees and other stakeholders through the proper and ethical handling of personal information.

Sony monitors the global implementation of and with those policies. In addition, Sony has a monitoring program in place to periodically assess the Group's compliance with Sony's overarching privacy management framework and to proactively identify and manage potential privacy risks. Under the direction of Sony Group Corporation's Senior Vice President responsible for Privacy, the Sony Group Corporation Privacy Section, Privacy Officers and Legal departments responsible for privacy and personal information management at Sony Group companies work together to ensure effective implementation of policies and standards. In addition, Sony has a Privacy Leadership Team consisting of privacy leaders from across the Group. This team is responsible for advising on and supporting Sony Group Corporation's Senior Vice President responsible for Privacy, with setting privacy strategy and direction.
Strong executive support for, and governance of privacy are essential. Accordingly, executives at Sony Group Corporation and each Sony Group company take responsibility for playing an active role in managing privacy risks within their organizations and instilling a culture that respects privacy and builds trust.

Safeguarding Privacy and Personal Information

Sony continues to enhance protection of personal information by evaluating and addressing privacy risks through the use of a global privacy management framework that promotes the integration of privacy principles and requirements into Sony's data processing activities at each stage of the data life cycle.
To maintain the stakeholders' trust, Sony looks for ways to improve practices, implement stronger controls, and provide more robust security to protect personal information and other information entrusted to its care.

Employee Training

Sony believes every employee has a role to play in safeguarding privacy. To increase the education and awareness of our workforce, Sony requires all employees to receive information security and privacy training. In addition, Sony provides privacy specialist personnel with regular training and awareness on new privacy requirements and hot topics, as well as running privacy-related working groups and group-wide privacy compliance projects.

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Customer-first Business Operations

Sony Financial Group is in charge of Sony's financial services business and pursues business operations from a customer-oriented perspective throughout. As a financial holding company, Sony Financial Group Inc. has clarified this initiative as its customer-first business operation policy and, as subsidiaries, Sony Life Insurance Co., Ltd., Sony Assurance Inc. and Sony Bank Inc. each go further to establish business operation policies fine-tuned to their respective activities. These policies are reviewed periodically to respond to factors such as changes in the business environment, and the progress of their initiatives is reported regularly to the respective companies' boards of directors or relevant senior management and disclosed on their websites.

"Customer-first Business Operation Policy" and Relevant Initiatives

- Sony Financial Group Inc.
- Sony Life Insurance Co., Ltd. (in Japanese)
- Sony Assurance Inc. (in Japanese)
- Sony Bank Inc.
- Sony Financial Group [Customer-first Business Operation Policy] Performance of Fiscal Year 2024 Initiatives (in Japanese)

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Corporate Governance

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Basic Approach

Historically, Sony Group Corporation has consistently focused on effective group management by evolving its governance while diversifying its businesses, the regions it serves and its capital procurement methods. Sony Group Corporation therefore continuously strives to strengthen its corporate governance system based on the understanding that corporate governance is an essential basis to promote our management in order to fulfill the company's corporate social responsibility and increase corporate value over the mid- to long-term. To operate Sony effectively, Sony Group Corporation continues to approach its corporate governance through two basic precepts:

(a) The Board of Directors (the "Board"), a majority of which is comprised of independent Outside Directors, focuses on effective oversight of management's operation of the business and maintains a sound and transparent governance framework by utilizing the Nominating Committee, the Audit Committee and the Compensation Committee; and

(b) The Board determines Sony's fundamental management policies and other material matters and delegates to the Senior Executives (including Corporate Executive Officers), who assume important roles for the management of Sony, decision-making authority to conduct Sony's business operations broadly in line with their respective responsibilities, as defined by the Board, with a view to promoting timely and efficient decision-making within Sony.

Structure

In furtherance of these efforts, Sony Group Corporation has adopted a "Company with Three Committees" corporate governance system under the Companies Act of Japan (Kaishaho) and related regulations (collectively the "Companies Act"). Under this system, Sony Group Corporation has introduced its own requirements to help improve and maintain the soundness and transparency of its governance by strengthening the separation of the Directors' function from that of management; maintaining what the company believes is an appropriate Board size, which enables the members of the Board to actively contribute to discussion; and advancing the proper functioning of the statutory committees.

■ Milestones

1961:	Issued American Depositary Receipts (ADRs); Started US-GAAP accounting
1970:	Listed on the New York Stock Exchange and began disclosing quarterly earnings
1971:	Started appointing Independent Directors
1997:	Introduced a new corporate executive officer system
2003:	Adopted a Company with Three Committees system
	Appointed the outside Director as the Chair of the Board
2005:	Majority of the Board became independent
	All members of the Audit Committee became outside Directors
2015:	Split out business units as subsidiaries
2018:	All members of the Compensation Committee became outside Directors
2021:	Launched Sony Group Corporation
	All members of the Nominating Committee became outside Directors

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Corporate Strategy, Business Strategy and Other Policies

The Board sets and determines the fundamental management policy, including the mid-term plan and annual business plan pursuant to the Charter of the Board by fully examining multiple perspectives based on the ideas of management led by the Chief Executive Officer ("CEO"). Please refer to the pages below for Sony's Purpose & Values, the Mid-Term Corporate Strategy for Sony, the business strategy for each business segment, and the vision of Sony's founder:

Sony Group Portal Website
- About Sony Group
- Corporate Strategy
- Business Briefing
- Vision of Founder and Basic Policy for Sustainability Initiatives
- The Founding Prospectus

For details such as policies, approaches, plans and initiatives on sustainability, please refer to the pages below.

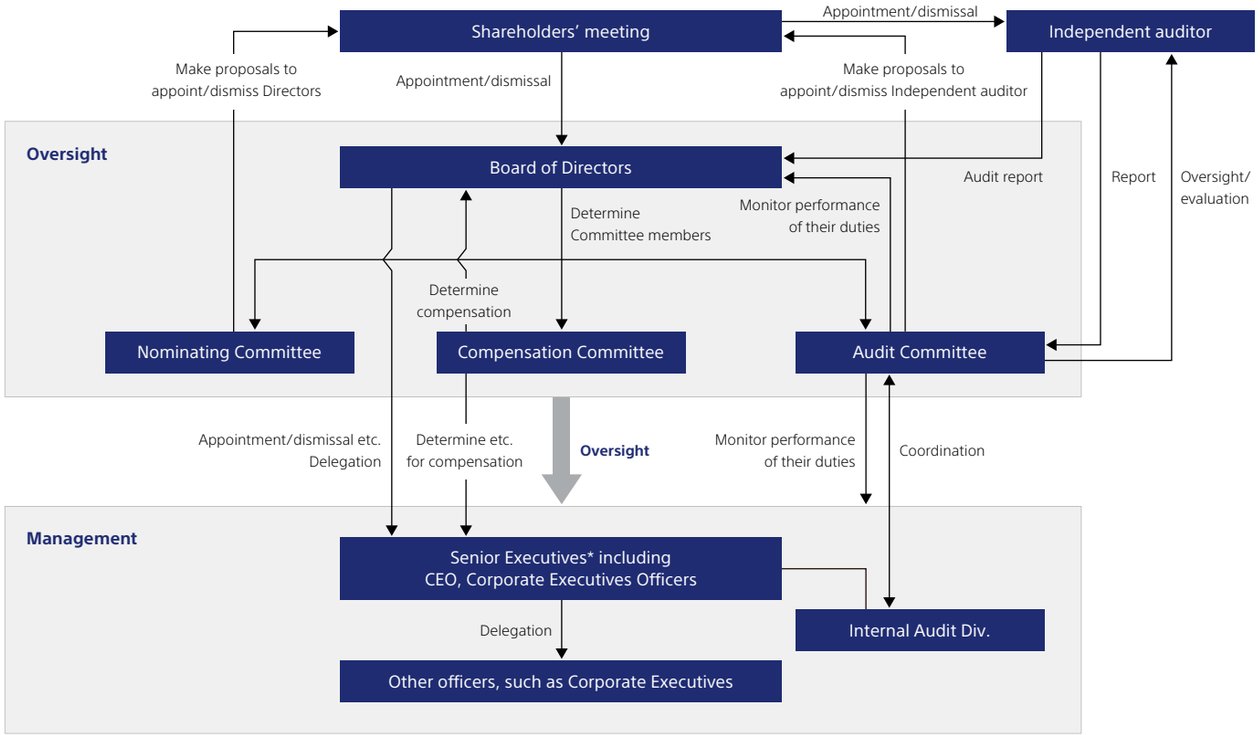
→ Sony's Basic Policy for Sustainability Initiatives
→ Environment
→ Respect for Human Rights
→ Sony's Diversity and "An Organization that Embraces Diverse Perspectives"

Governance Framework

Sony Group Corporation is governed by the Board, the members of which are elected at the Ordinary General Meeting of Shareholders. Under the Companies Act, a "Company with Three Committees" is required to have three committees: a Nominating Committee, an Audit Committee and a Compensation Committee, each consisting of Directors appointed by the Board. The Companies Act also requires the Board to appoint Corporate Executive Officers (Shikko-yaku), who make decisions regarding the execution of Sony's business activities within the scope of the authority delegated to them by the Board. Sony Group Corporation has appointed its CEO, who is responsible for Sony's overall management, and other officers who are responsible for important and extensive headquarters functions as Corporate Executive Officers. Sony Group Corporation has also appointed Corporate Executive Officers, including the CEO and other executives, that assume important roles for the management of Sony as Senior Executives. In addition, Sony has designated management team members as Business CEOs, Chief Officers, or Corporate Executives in accordance with their respective roles and responsibilities.

Sony Group Portal Website | Executives

Corporate Governance Structure



* Senior Executives: Corporate Executive Officers and certain other senior officers that assume important roles for management of Sony

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The Board of Directors

Members: 11 Directors including 9 outside Directors

As of June 24, 2025

Name	Position/Principal Activities Outside Sony	Years as Director	Committee Membership/Assignment				Experience and Expertise, etc.						
			Audit Committee Member	Nominating Committee Member	Compensation Committee Member	Director in Charge of Information Security	CEO or Equivalent Position of Business Enterprise	Global Business	Diversity (Gender/ Nationality)	Engineering/ IT/ Technology	Sony Group Business Segment/ Relevant Industry	Finance/ Accounting	Risk Management/ Government Relations
Kenichiro Yoshida	Representative Corporate Executive Officer, Chairman	11	–				●	●		●	●*2	●	●
Hiroki Totoki	Representative Corporate Executive Officer, President and CEO	6	–				●	●		●	●*2	●	●
Wendy Becker*1 (Chair of the Board)	Chairperson of the Board, Logitech International S.A. Independent Non-Executive Director, Chair of Remuneration Committee, GSK plc	6		Chair			●	●	●		● (Telecommunication Service/Consumer Goods)		●
Keiko Kishigami*1	Certified Public Accountant in Japan Board Member, WWF Japan	5	■					●	●			●	●
Joseph A. Kraft Jr.*1	CEO, Rorschach Advisory Inc.	5	Chair	■		■		●	●		● (Financials)	●	●
Neil Hunt*1	Chief Product Officer, Vibrant Planet, PBC Board member, Roku, Inc. Former Chief Product Officer, Netflix, Inc.	2				■		●	●	●	● (Entertainment/ IT/Software)		●
William Morrow*1	CEO, DIRECTV Entertainment Holdings LLC	2			Chair		●	●	●	●	● (Telecommunication Service/ Entertainment)	●	●
Shingo Konomoto*1	Chairman, Member of the Board, Nomura Research Institute, Ltd.	1	■				●	●		●	● (IT)	●	●
Yoriko Goto*1	Certified Public Accountant in Japan Former Board Chair, Deloitte Tohmatsu Group and Deloitte Touche Tohmatsu LLC	Newly appointed	■					●	●			●	●
Nora Denzel*1	Outside Director, Gen Digital Inc. Lead Independent Director, Advanced Micro Devices, Inc. Former Senior Vice President of Big Data, Intuit Inc.	Newly appointed			■	■		●	●	●	● (IT/ Software/ Semiconductor)		●
Masayuki Hyodo*1	Chairman of the Board of Directors, Sumitomo Corporation	Newly appointed		■	■		●	●				●	●

*1 An outside Director who satisfies the requirements under Item 15, Article 2 of the Companies Act of Japan.

*2 Executive Directors Kenichiro Yoshida and Hiroki Totoki have comprehensive knowledge of each business within the Sony Group and play an important role in developing and executing the overall management strategies of the Sony Group.

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Purpose/Authority

- To determine Sony's fundamental management policies
- To oversee the management of Sony's business operations as an entity independent from Sony's management
- To appoint and dismiss the statutory committee members
- To appoint and dismiss Corporate Executive Officers, and oversee the status of appointment/dismissal of Senior Executives other than Corporate Executive Officers
- To appoint and dismiss Representative Corporate Executive Officers

For the matters to be decided by the Board and the matters to be reported to the Board, refer to the page below.

The Board Charter

Policy Regarding Composition of the Board

With a view toward securing effective input and oversight by the Board, the Nominating Committee reviews and selects candidates for the Board with the aim of assuring that a substantial part of the Board is comprised of qualified outside Directors that satisfy the independence requirements established by Sony and by law. The Nominating Committee selects candidates that it views as well-suited to be Directors in light of the Board's purpose of enhancing Sony's corporate value. The Nominating Committee broadly considers various relevant factors, including a candidate's capabilities (such as the candidate's work and other experience, achievements and expertise), availability, and independence, as well as diversity, including gender and internationality, in the boardroom, the appropriate size of the Board, and the knowledge, experience and talent needed for the role. Under the Charter of the Board (the "Board Charter"), Sony Group Corporation also requires that the Board consist of not fewer than 8 Directors and not more than 14 Directors. In addition, since 2005 the majority of the members of the Board have been outside Directors.

Qualifications for Directors and Limitation of Re-election

The qualifications for Directors of Sony Group Corporation under the Board Charter are generally as summarized below. As of June 24, 2025, all Directors satisfy the qualifications for Directors as set forth below, and all outside Directors satisfy the additional qualifications for outside Directors and are also qualified and designated as Independent Directors under the Securities Listing Regulations of the Tokyo Stock Exchange.

Director Qualifications

- He/she shall not be a director, a statutory auditor, a corporate executive officer, a general manager or other employee of any company in competition with Sony in any of Sony's principal businesses (a "Competing Company") or own 3% or more of the shares of any Competing Company.
- He/she shall not be or have been a representative partner or partner of Sony's independent auditor the past three years before being nominated as a Director.
- He/she shall not have any connection with any matter that may cause a material conflict of interest in performing the duties of a Director.

Additional Qualifications for Outside Directors

- He/she shall not have received directly from Sony, during any consecutive twelve-month period within the last three years, more than an amount equivalent to 120,000 USD, other than Director and committee fees and pension or other forms of deferred compensation for prior service (provided such compensation is not contingent in any way on continued service).
- He/she shall not be an executive director, corporate executive officer, general manager or other employee of any company whose aggregate amount of transactions with Sony, in any of the last three fiscal years, exceeds the greater of an amount equivalent to 1,000,000 USD, or two percent of the annual consolidated sales of such company.

Also, each outside Director may be nominated as a Director candidate for re-election up to five times (six years, in total), and thereafter by resolution of the Nominating Committee and by consent of all of the Directors. Even with the consent of all of the Directors, in no event may any outside Director be re-elected more than eight times (nine years, in total).

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Reasons for Specification of the Experience and Expertise, etc. Required of Directors of the Corporation

Experience and Expertise, etc.	Reason for Specification
CEO or Equivalent Position of Business Enterprise	As the Board is required to comprehensively oversee the management of the Sony Group, the Corporation believes that experience and knowledge in corporate leadership as a top executive are important, and therefore specified this criterion.
Global Business	As the Sony Group has developed all its businesses globally and has headquartered half of its six main business segments in the U.S., the Corporation believes that management experience and insight developed in companies with global operations are important, and therefore specified this criterion.
Diversity (Gender/Nationality)	As the Sony Group operates diverse businesses, Sony believes that it is important to appoint Directors with various backgrounds, including gender and nationality, to oversee the management from multiple perspectives, and therefore specified this criterion.
Engineering/IT/Technology	As Sony brands itself "A Creative Entertainment Company with a Solid Foundation of Technology," the Corporation believes that experience and knowledge in technological research and development, as well as in the development of products and services using IT/digital technologies, are important, and therefore specified this criterion.
Sony Group Business Segment/ Relevant Industry	As the Board is required to evaluate the restructuring of the Corporation's business portfolio, as well as supervise the Sony Group's six main businesses segments, the Corporation believes that experience and knowledge related to its businesses or its relevant industries are important, and therefore specified this criterion.
Finance/Accounting	As the Board is required to supervise the Sony Group's financial strategies and accounting practices effectively, the Corporation believes that experience and knowledge in finance and accounting are important, and therefore specified this criterion.
Risk Management/ Government Relations	As the Board is required to oversee responses to major changes in the environment surrounding the Sony Group including geopolitical risks, information security, and the rise of new technologies such as AI, global environmental challenges and social division, the Corporation believes that experience and knowledge in risk evaluation and management, and experience and knowledge in government agencies/NGOs/specialized institutions are important, and therefore specified this criterion.

Matters Related to Outside Directors

Sony Group Corporation expects that each outside Director play an important role in ensuring proper business decisions by Sony and effective input and oversight by the Board through actively exchanging opinions and having discussions about Sony's business based on his or her various and broad experience, knowledge and expertise. Considering these expectations, the policy and procedures on the election of Director candidates, including independent outside Director candidates, are set forth as described above. As of June 24, 2025, the Board has 11 Directors, nine of whom are outside Directors. The Chair of the Board is an outside Director; all members of the Nominating Committee, the Compensation Committee and the Audit Committee are outside Directors.

Policy and Procedure for Selection and Dismissal of Senior Executives

Sony Group Corporation appoints Corporate Executive Officers including the CEO and other officers that assume important roles for the management of Sony as "Senior Executives."
The Board has the authority to appoint and dismiss and assign the roles and responsibilities of or to request a report regarding such matters for Senior Executives, including the CEO, and exercises such authority as necessary.
In making decisions on the appointment of Corporate Executive Officers, including the CEO, the Board considers whether candidates for CEO meet certain qualifications for the CEO position which are set by the Nominating Committee and whether candidates for other Corporate Executive Officer positions have the necessary skills, capabilities, experiences and achievements that correspond to such Corporate Executive Officers' expected roles and responsibilities. The Board also receives a report on the status of appointment and dismissal of Senior Executives other than Corporate Executive Officers. The term of office of Senior Executives, including the CEO, is one year. The Board discusses, determines and/or oversees their re-appointment upon the expiration of each term considering the factors described above as well as their latest performance. The Board dismisses a Corporate Executive Officer, as necessary, in the event that the Board recognizes such Corporate Executive Officer is disqualified after discussions amongst the members of the Board or the Nominating Committee, even in the middle of the term for such Corporate Executive Officer.

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Nominating Committee

Members: 3 outside Directors

Name	Position
Wendy Becker	Chair of the Nominating Committee (Outside Director)
Joseph A. Kraft Jr.	Nominating Committee Member (Outside Director)
Masayuki Hyodo	Nominating Committee Member (Outside Director)

Purpose/Authority

- To determine the content of proposals regarding the appointment/dismissal of Directors to be submitted for approval at a General Meeting of Shareholders
- To evaluate management succession plans, which the CEO develops, for the CEO and other executives designated by the Nominating Committee

The Nominating Committee determines the content of proposals regarding the appointment and dismissal of Directors, considering the policy on composition of the Board, the qualifications for Directors and the limitation of re-election of Directors. Please refer to the page below for more details.

→ The Board of Directors

Policy Regarding Composition of the Nominating Committee

Under the Companies Act, the Nominating Committee shall consist of at least three Directors, the majority of whom shall be outside Directors. Also, under the Board Charter, the chair is to be selected from among the outside Directors. In determining whether to appoint or remove a member of the Nominating Committee, continuity of the Nominating Committee shall be duly taken into account. As of June 24, 2025, the Nominating Committee is comprised of three outside Directors.

Management Succession Plans

Management Succession

Sony places priority on CEO succession to realize sustainable value creation throughout the Sony Group. In the CEO succession planning process, the Nominating Committee, composed entirely of independent outside directors, vets potential successors based on the Sony CEO's qualification. It does so in frequent consultation with executives, including the CEO, and reports its recommendations to the Board of Directors. In addition to CEO succession planning, the Nominating Committee assesses succession plans for Senior Executives with key management responsibilities for individual business units and headquarters functions, based on reports from management side, including the CEO.

CEO Succession Planning Process

CEO succession planning involves defining the qualifications that Sony seeks in CEOs able to manage its diverse businesses as a unified Group, screening both internal and external candidates, and comparing the two groups, so as to ensure the thoroughly objective evaluation of successor candidates. Sony looks for candidates both internally and externally on a year-round basis. The Nominating Committee narrows down the pool of candidates by vetting them in light of their potential to fulfill the CEO role. In doing so, Nominating Committee members also interact with the candidates not only during formal meetings but also through individual interviews and offsite opportunities, to gain a deeper understanding of each individual. The Committee also reviews both near-term and longer-term CEO successor candidates based on their anticipated timelines toward becoming CEO.

New Management Structure as of April 1, 2025

Kenichiro Yoshida, Representative Corporate Executive Officer, Chairman and CEO (at the time), proposed to Mr. Yoshihiko Hatanaka, Chair of the Board and Chair of the Nominating Committee (at the time) that Hiroki Totoki, Representative Corporate Executive Officer, President, COO and CFO (at the time), would assume the position of President and CEO, and the Nominating Committee conducted a multifaceted review about the proposal, and then the proposal was unanimously approved by the Board in January 2025. As part of the planned transition process, Hiroki Totoki was delegated responsibilities such as presiding over the General Meeting of Shareholders held on 2024, attending key business management meetings, and delivering a speech at CES, one of the world's largest technology conference. Through these measures, a structured transition was implemented, and Hiroki Totoki assumed the role of President and CEO as of April 1, 2025.

Under the new management structure, with the aim of positioning our headquarters as that of a global entertainment company, we established a lean structure to enable dynamic and efficient decision-making in response to a constantly changing business environment, by enhancing the diversity of experience and backgrounds within our leadership team, and reducing hierarchical levels.

To clarify management roles according to their responsibilities for the management of the entire Group or of each business, each of the Chief Executive Officers of Sony Group's major businesses has been designated as a "Business CEO"; each of those assisting the CEO who oversees the entire Group's management, and who has responsibility for wide-ranging headquarters functions, has been designated as a "Chief Officer"; and each of the executives in charge of functions at the Group headquarters has been designated as a "Corporate Executive."

Audit Committee

Members: 4 outside Directors

Name	Position
Joseph A. Kraft Jr.	Chair of the Audit Committee (Outside Director)
Keiko Kishigami	Audit Committee Member (Outside Director)
Shingo Konomoto	Audit Committee Member (Outside Director)
Yoriko Goto	Audit Committee Member (Outside Director)

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Purpose/Authority

- To monitor the performance of duties by Directors and Corporate Executive Officers
- To oversee and evaluate the independent auditor

Policy Regarding Composition of the Audit Committee

Under the Companies Act, the Audit Committee shall consist of at least three Directors, the majority of whom shall be outside Directors. In addition, under the Board Charter, each member of the Audit Committee ("Audit Committee Member") shall satisfy all of the following qualifications:

- He/she shall not be a Director engaged in the business operations of Sony Group Corporation or any of its subsidiaries, a Corporate Executive Officer, an accounting counselor, a general manager or other employee of Sony and
- He/she shall meet the independence requirements or such other equivalent requirements of the U.S. securities laws and regulations as may from time to time be applicable to Sony Group Corporation. The chair is to be selected from among the outside Directors. The Audit Committee Members shall be selected from among the persons who possess appropriate experience and talent as well as the necessary finance, accounting and legal knowledge to serve on the Audit Committee. In determining whether to appoint or remove the Audit Committee Member, continuity of the Audit Committee shall be duly taken into account.

Moreover, at least one Audit Committee Member shall meet the audit committee financial expert requirements or such other equivalent requirements of the U.S. securities laws and regulations as may from time to time be applicable to Sony Group Corporation. The Board makes a determination on whether or not such Audit Committee Members meet these requirements. As of June 24, 2025, the Audit Committee is comprised of four outside Directors, two of whom (Keiko Kishigami and Yoriko Goto) are "audit committee financial experts" within the meaning of Item 16A of Form 20-F under the Securities Exchange Act of 1934, as amended.

Policy on Selection of Independent Auditor Candidates and Independence of Independent Auditor

With respect to the candidates for independent auditor nominated by the CEO and other Corporate Executive Officers, the Audit Committee evaluates the nomination, prior to making a decision on the candidates. The Audit Committee continues to evaluate the independence, the qualification and the reasonableness as well as the performance of the independent auditor so appointed. For more details on activities of the Audit Committee, please refer to the page below.

→ Structure of Audit by the Audit Committee, Internal Audit and Accounting Audit, and Status Thereof

Compensation Committee

Members: 3 outside Directors

Name	Position
William Morrow	Chair of the Compensation Committee (Outside Director)
Nora Denzel	Compensation Committee Member (Outside Director)
Masayuki Hyodo	Compensation Committee Member (Outside Director)

Purpose/Authority

- To set policy on the content of individual compensation for Directors, Corporate Executive Officers and other officers
- To determine the amount and content of individual compensation of Directors and Corporate Executive Officers in accordance with the policy, and oversee the determination regarding the amount and content of individual compensation of Senior Executives other than Corporate Executive Officers

Policy Regarding Composition of the Compensation Committee

Under the Companies Act, the Compensation Committee shall consist of at least three Directors, the majority of whom shall be outside Directors. In addition, the chair is to be selected from among the outside Directors. A Director who is a CEO, a Chief Operating Officer ("COO") or a Chief Financial Officer ("CFO") of Sony Group Corporation or who holds any equivalent position shall not be a member of the Compensation Committee. In determining whether to appoint or remove a member of the Compensation Committee, continuity of the Compensation Committee shall be duly taken into account. As of June 24, 2025, the Compensation Committee is comprised of three outside Directors.

Basic Policy Regarding Director and Senior Executive Remuneration

The basic policy regarding remuneration for respective Directors and Senior Executives including Corporate Executive Officer determined by the Compensation Committee is as follows:

Basic Policy Regarding Director Remuneration

The primary duty of Directors is to supervise the performance of business operations of the Sony Group as a whole. In order to improve this supervisory function over the business operations of the Sony Group, which is a global company, the following two elements have been established as the basic policy for the determination of remuneration of Directors. No Director remuneration is paid to those Directors who concurrently serve as Corporate Executive Officers.

- Attracting and retaining an adequate talent pool of Directors possessing the requisite abilities to excel in the global marketplace; and
- Ensuring the effectiveness of the supervisory function of Directors.

Based on the above, Director remuneration shall consist of the following components. The amount of each component and its percentage of total remuneration shall be at an appropriate level determined in accordance with the basic policy above and based on research conducted by a third party regarding remuneration of directors of both Japanese and non-Japanese companies.

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Type of Remuneration	Description
Fixed remuneration	● The amount of fixed remuneration shall be at an appropriate level determined in accordance with the basic policy above and based on research conducted by a third party regarding remuneration of directors of both Japanese and non-Japanese companies.
Stock-based compensation	● Restricted stock or RSUs are granted to further promote shared values between Directors and shareholders and incentivize Directors to develop and maintain a sound and transparent management system.
Restricted stock	● Any Director to whom restricted stock is granted may not sell or transfer the granted shares during his/her tenure, and in principle, such restriction is to be released when such Director resigns.
Restricted stock units	● In principle, RSUs held by Directors will be vested when he/she resigns, and the common stock of Sony Group Corporation ("Common Stock") will then be delivered to the Directors upon vesting.

Basic Policy Regarding Senior Executive Remuneration

Senior Executives are key members of management responsible for executing the operations of the Sony Group as a whole, or respective businesses of the Sony Group. In order to further improve the business results of the Sony Group, the following two elements have been established as the basic policy for the determination of remuneration of Senior Executives.

- Attracting and retaining an adequate talent pool possessing the requisite abilities to excel in the global marketplace; and
- Providing effective incentives to improve business results on a short-, medium- and long-term basis.

Based on the above, Senior Executive remuneration shall basically consist of the following components. The amount of each component and its percentage of total remuneration shall be at an appropriate level determined in accordance with the above basic policy and the individual's level of responsibility and based on research conducted by a third-party regarding remuneration of management of both Japanese and non-Japanese companies, with an emphasis on linking Senior Executive remuneration to business results and shareholder value.

Type of Remuneration	Description
Fixed remuneration	● The amount of fixed remuneration shall be at an appropriate level determined based on research conducted by a third party regarding remuneration of management of both Japanese and non-Japanese companies, according to his/her responsibility, and in order to maintain competitiveness in recruiting talent.
Remuneration linked to business results	● Structured appropriately and based on appropriate indicators to ensure that such remuneration effectively incentivizes Senior Executives to achieve financial targets for the mid- to long-term and financial targets for the corresponding fiscal year. ● Specifically, the amount to be paid to Senior Executives shall be determined based on the level of achievements of the two metrics below, and can fluctuate, in principle, from 0% to 200% of the standard payment amount ("Business Results Linked Standard Payment Amount") depending on the level of achievement. (1) Certain key performance indicators linked to the consolidated (without the Financial Services segment) or individual business results of the Sony Group during the corresponding fiscal year, such as operating income and operating income margin (collectively, the "Financial Performance KPIs"), which are based on the areas for which each Senior Executive is responsible. (2) Achievement of the Group Sustainability Evaluation. ● The Group Sustainability Evaluation is an evaluation of efforts by Senior Executives to enhance the mid- to long-term corporate value and sustainable growth of the Sony Group as a whole, not just their respective businesses and organizations, and includes management succession planning and investment in human capital, sustainability initiatives related to social value creation and ESG (environment, social and governance), value creation through collaborations among the businesses of the Sony Group, and engagement indicators based on employee surveys. ● The Business Results Linked Standard Payment Amount shall be determined so that such amount is within a certain percentage of the cash compensation (total of the fixed remuneration and the remuneration linked to business results), which percentage shall be determined in accordance with each individual's level of responsibility. ● The Corporation adopted a clawback policy for the recoupment of compensation. (Please see below Reference: Clawback Policy.)
Stock-based compensation	● Stock acquisition rights, and restricted stock or RSUs are granted to incentivize Senior Executives to increase mid- to long-term shareholder value. ● As a general policy, remuneration for a Senior Executive who has greater management responsibility and influence over the Sony Group as a whole has a higher proportion of stock-based compensation, which is directly linked to the corporate value. (Please see "Reference: Executive Compensation Package Designed to Focus on Long-Term Management" below.) ● The amount of stock-based compensation shall be determined so that the amount is within a certain percentage of the total cash compensation (total of the fixed remuneration and the remuneration linked to business results) and stock-based compensation.
Stock acquisition rights	● The exercise of the stock acquisition rights is, in principle, restricted during a one-year period from the allotment date, and one-third of the total number of exercisable stock acquisition rights will be vested and be exercisable each year thereafter. (All of the allocated stock acquisition rights will be exercisable on and after three years from the allotment date.)
Restricted stock	● The Senior Executives to whom restricted stock is granted, in principle, may not sell or transfer the granted stock before the third anniversary date of the Ordinary General Meeting of Shareholders of the fiscal year when the subject restricted stock was granted.
Restricted stock units (vested after three years)	● In principle, all RSUs held by the Senior Executives will be vested after three years have passed since the date of grant of the RSUs, and the Common Stock will be delivered to the Senior Executives.
Restricted stock units (vested after resignation)	● In principle, all RSUs granted to Senior Executives every year during his/her tenure will be vested at the time of resignation and the Common Stock will be delivered to the Senior Executives
Phantom restricted stock plan*	● Points determined every year by the Compensation Committee shall be granted to Senior Executives every year during his/her tenure, and at the time of resignation, the remuneration amount shall be calculated by multiplying the Common Stock price (closing price) by the individual's accumulated points.

* Phantom restricted stock plan is being gradually replaced by restricted stock units (vested after resignation)

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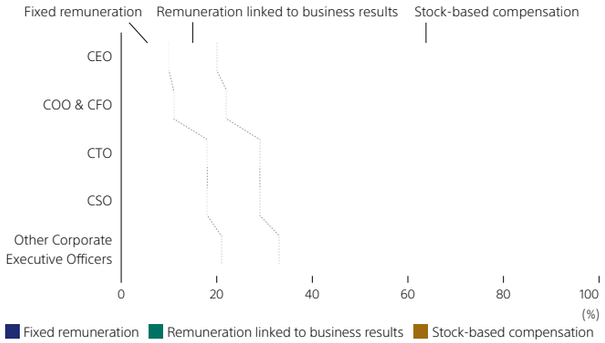
(Reference: Executive Compensation Package Designed to Focus on Long-Term Management)

The bar chart below shows the components of remuneration for Corporate Executive Officers for the fiscal year ended March 31, 2025. For this chart, the remuneration linked to business results is based on the Business Results Linked Standard Payment Amount for each Corporate Executive Officer. As to the stock-based compensation, the underlying amount is calculated based on the weighted-average fair value per share of stock acquisition rights and the RSUs at the date of their grant in the fiscal year ended March 31, 2025. Accordingly, the components of remuneration based on the amounts actually paid will be different from the chart below.



Notes: Due to rounding, individual sums may not total 100%.

(Reference: Stock-Based Compensation)

Sony Group Corporation introduced stock acquisition rights, restricted stock and RSUs as forms of stock-based compensation, granted to the Directors and the Senior Executives including Corporate Executive Officers.

The purpose of the stock-based compensation for the outside Directors is to incentivize the outside Directors to develop and maintain a sound and transparent management system by further promoting shared values between the shareholders and the outside Directors. Furthermore, the purpose of the stock-based compensation for the Senior Executives including Corporate Executive Officers is to further reinforce management's alignment with shareholder value, and to incentivize management to improve mid- to long-term performance and increase shareholder value.

The details of such stock-based compensation, including vesting conditions, recipients and number of grants, are determined or supervised by the Compensation Committee based on research conducted by a third party regarding stock-based compensation of both Japanese and non-Japanese companies. In addition, in determining the number of shares or units to be granted, the impact on dilution of the value of the shares of Sony Group Corporation is monitored.

(Reference: Clawback Policy)

In October 2022, the SEC adopted rules relating to the mandatory recovery of erroneously awarded incentive-based compensation received by certain current or former executive officers, and the NYSE has, in turn, adopted listing standards in connection with such rules. Accordingly, Sony Group Corporation's Compensation Committee adopted a clawback policy, with an effective date of October 2, 2023 (the "Clawback Policy"). The Clawback Policy provides for the mandatory recovery of erroneously awarded incentive-based compensation received by each Executive Officer (as defined in the Clawback Policy) during the three-fiscal-year period prior to the date Sony Group Corporation is required to prepare an Accounting Restatement (as defined in the Clawback Policy), in accordance with the above rules and standards. The amount of erroneously awarded incentive compensation that the Executive Officers would be required to repay is the amount of incentive-based compensation paid to the Executive Officer that exceeds the amount the Executive Officer would have received had it been determined based on the restated amounts, computed without regard to any taxes paid. The recovery of such compensation applies regardless of whether an Executive Officer engaged in misconduct or otherwise caused or contributed to the requirement of an accounting restatement.

Procedures to Determine Remuneration of Directors and Senior Executives

Based on the policy outlined above, the amount and content of the compensation for each Director and Senior Executive, including Corporate Executive Officers, are determined by the Compensation Committee or otherwise under the supervision of the Compensation Committee. Specifically, in principle, as for Directors, each year at the meeting of the Compensation Committee held after the Ordinary General Meeting of the Shareholders, the amount of basic remuneration and the content of compensation for the corresponding fiscal year are determined. Thereafter, at the meeting of the Compensation Committee held after the corresponding fiscal year end, the final amount of compensation of each Director is determined. As for the Senior Executives, each year at the meeting of the Compensation Committee held at the end of the previous fiscal year, in principle, the amount of basic remuneration and the content of compensation for the corresponding fiscal year are determined or reviewed. Thereafter, at the meeting of the Compensation Committee held after the corresponding fiscal year end, the final amount of compensation for each Senior Executive is determined or supervised. For determining the amount of the remuneration linked to business results for each Senior Executive, the Business Results Linked Standard Payment Amount, the targets for the Financial Performance KPIs and targets for the Group Sustainability Evaluation are determined and thereafter, the amount of such remuneration is determined based on the level of achievement of such targets for the Financial Performance KPIs and the individual performance at the meeting of the Compensation Committee held after the corresponding fiscal year end for Corporate Executive Officers or otherwise under supervision by the Compensation Committee for Senior Executives other than Corporate Executive Officers.

The amount of compensation of each Director and Senior Executive including Corporate Executive Officers for the fiscal year ended March 31, 2025 was also determined by the Compensation Committee or otherwise under supervision by the Compensation Committee according to the procedure above. The Compensation Committee concluded that the amount and content of the compensation was in accordance with the policy set forth in section above.

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Corporate Executive Officer Remuneration Linked to Business Results for the Fiscal Year Ended March 31, 2025

The Business Results Linked Standard Payment Amount for each Corporate Executive Officer for the fiscal year ended March 31, 2025 was determined to be in the range between 60% and 100% of the amount of the fixed remuneration of such Corporate Executive Officer according to his/her responsibility.

The formula to calculate the amount of the remuneration linked to business results to be paid to Corporate Executive Officers is as follows.

The amount of the remuneration linked to business results to be paid to Corporate Executive Officers	=	Business Results Linked Standard Payment Amount*1	×	The payment rate of the remuneration linked to business results*2 (0% to 200%)

*1 Business Results Linked Standard Payment Amount: Determined to be in the range between 60% and 100% of the amount of the fixed remuneration of each Corporate Executive Officer.

*2 Payment rate of the remuneration linked to business results: Determined in principle, within the range from 0% to 200% based on (i) the achievement of Financial Performance KPIs based on the areas for which each Corporate Executive Officer is responsible and (ii) the achievement of the Group Sustainability Evaluation.

The Financial Performance KPIs and the weighting of such Financial Performance KPIs used for Corporate Executive Officers in the fiscal year ended March 31, 2025 were as follows:

KPI	Weight	Target Range to be achieved for the fiscal year ended March 31, 2025	Result for the fiscal year ended March 31, 2025
CAGR of Operating Income (Consolidated without Financial Services segment)	70%	9.2%–10.0% (CAGR from the fiscal year ended March 31, 2024 to the fiscal year ended March 31, 2025)	23.3%
Operating Income Margin (Consolidated without Financial Services segment)	30%	9.9%–10.0% (the fiscal year ended March 31, 2025)	10.6%

CAGR of operating income and operating income margin (consolidated without the Financial Services segment) were determined as the Financial Performance KPIs under the fifth mid-range plan of the Sony Group to place greater emphasis on profit-based growth.

The target range to be achieved for CAGR of operating income for the fiscal year ended March 31, 2025, was set between 9.2%, which is the CAGR calculated based on the consolidated operating income without the Financial Services segment of 1,035.3 billion yen for the fiscal year ended March 31, 2024, and the forecast for the consolidated operating income without the Financial Services segment of 1,130 billion yen for the fiscal year ended March 31, 2025, which was disclosed in May 2024, and 10%, which is the target under the fifth mid-range plan. (This range was set as the performance level at which the achievement rate of the KPI is deemed to be 100%.)

The target range to be achieved for operating income margin for the fiscal year ended March 31, 2025, was set between 9.9%, which is the forecast for the consolidated operating income margin without the Financial Services segment for the fiscal year ended March 31, 2025, which was disclosed in May 2024, and 10%, which is the target under the fifth mid-range plan. (This range was set as the performance level at which the achievement rate of the KPI is deemed to be 100%.)
The results for the Financial Performance KPIs for the fiscal year ended March 31, 2025 were as follows: CAGR of operating income: 23.3%, operating income margin: 10.6%, each exceeding the targeted range.

As outlined above under "Basic policy regarding Director and Senior Executive remuneration," remuneration linked to business results for Senior Executives for the fiscal year ended March 31, 2025 was determined based on the level of achievement of the indicators which were selected based on the areas of responsibility of the relevant Senior Executive and the achievement of the Group Sustainability Evaluation. The amounts to be paid to the Senior Executives were, in principle, determined within the range from 0% to 200% of the Business Results Linked Standard Payment Amount. As a result, the ratio of remuneration linked to business results of Corporate Executive Officers for the fiscal year ended March 31, 2025 varied from 141.3% to 164.9% of the Business Results Linked Standard Payment Amount.

Support for Activities of Directors, the Board and the Committees

Sony Group Corporation engages in various activities to enhance the oversight function of the Board over management's operation of Sony's business as follows:

Outside Director Initiatives

The Chair of the Board, who is an outside Director, leads the Board's activities and secures the appropriate cooperation, communication and arrangement among outside Directors and Senior Executives. As an example of such initiatives, outside Directors' meetings have been held, generally on the same day as each Board Meeting, for the purpose of exchanging information and sharing information with respect to recognized issues among outside Directors. The Board also conducted Directors' strategic workshops with management, business site visits by Directors, and meetings with the Chair of the Board and the CEO. All of these activities were aimed at securing better understanding by outside Directors of Sony's business and management's challenges and encouraging strategic discussions among Directors. At a workshop held over two days in December 2024, through direct dialogue with the management team of Sony Group Corporation including the CEOs of each business segment, the Directors exchanged opinions about the business environment and challenges surrounding each business, as well as strategies to address them. At the workshop, Directors also intensively discussed Sony Group's mid- to long-term strategies and challenges, including the development of new businesses. In March 2025, the outside Directors visited the offices of Sony Music Entertainment (Japan) Inc. ("SMEJ"), CloverWorks Inc., an animation production subsidiary of SMEJ, and the Ginza Sony Park to observe creative production sites and exhibition spaces, and exchanged opinions with the management of the Music and animation businesses.

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Secretariat Offices for the Board and Each Committee

The company has established secretariat offices of the Board and each Committee to support the activities of the members and encourage constructive and proactive discussion at the meetings of the Board and each Committee. Each secretariat office endeavors to distribute necessary materials for the meetings in advance and to provide other information such as accounting information, organizational charts, press releases, external analyst reports and credit rating reports, as appropriate. Each secretariat office explains the meeting agenda to the members and provides them with presentation materials in advance of each meeting date and facilitates deliberation in separate meetings or briefing sessions depending on the nature of matters to be discussed. Each secretariat office also provides the absent members with a follow up briefing, as appropriate. In addition, under supervision by the Chairs of the Board and each Committee, each secretariat office shares the annual schedule of the meetings and anticipated agenda items in advance with the members, in order to appropriately set the frequency of meetings and the number of agenda items to be deliberated at each meeting.

Provision of Necessary Information

When the company is requested to provide additional information, each secretariat office endeavors to provide the members such information promptly. Also, each secretariat office verifies appropriately whether requested information is provided smoothly. In the event that the members consult with external specialists, participate in various seminars and so on to perform their duties, the costs and expenses in connection with such activities are borne by the company in accordance with applicable internal rules.

Audit Committee Aide

With the approval of the Board and with the Audit Committee's consent, the company has established the Audit Committee Aide to support the activities of the Audit Committee. The Audit Committee Aide does not concurrently hold positions related to the business operations of Sony and, upon instruction by each Audit Committee member, conducts investigations into and analyzes auditing matters and engages in physical inspections or visiting audits either by him/herself or by cooperating with relevant departments in order to support the Audit Committee.

Policy on Director Training

Newly appointed Directors receive briefings by Senior Executives and outside experts regarding their expected roles and responsibilities, including their legal duties as a Director or as a member of the Committees, as well as briefings about the business, financial status, organization and governance structure of Sony. Also, throughout their tenure, each Director receives compliance-related training in accordance with internal protocols and briefings on matters relevant to each Director's fulfillment of his/her roles and responsibilities including the current status of Sony's business.

Evaluation of the Board and the Committees' Effectiveness

Policy for Evaluation

Sony Group Corporation believes that it is important to endeavor to improve the effectiveness of the Board and each Committee in order to support Sony's business operations and enhance the corporate value of Sony. To achieve this goal, Sony Group Corporation conducts evaluations of the effectiveness of the Board and of each Committee (the "Evaluation") annually, as a general rule.

Recent Evaluation

From February through May 2025, under the leadership of the Chair and Vice Chair of the Board, the Board conducted the Evaluation mainly in respect of Board and Committee activities in the fiscal year ended March 31, 2025 after confirming that actions proposed in response to the results of the previous Evaluation were appropriately taken. The recent Evaluation was conducted with the support of a third-party outside counsel with expertise in Japanese and global corporate governance practices (the "Outside Counsel") in order to ensure transparency and objectivity and to obtain professional advice.

Procedure of the Recent Evaluation

First, the Board confirmed that the actions proposed to be taken in response to the results of the previous Evaluation were taken, and it discussed and confirmed the proposed procedures for the Evaluation for the fiscal year ended March 31, 2025. Thereafter, the third-party evaluation was conducted by the Outside Counsel in accordance with the following steps:

- Reviewed relevant material, such as the minutes of Board meetings, and attended a Board meeting;
- Confirmed with the Board secretariat office and each Committee's secretariat office how meetings of the Board and Committees were conducted;
- Gathered responses to a questionnaire from each Director (including the Peer Review*) about the current status and practices of the Board and each Committee, such as the composition of the Board, operation of the Board, commitments of each Director, activities of each Committee and procedures of the previous Evaluation;
- Interviewed the Chair of the Board, the Vice Chair of the Board and the Chair of each Committee, newly appointed Directors (including the Peer Review*), and some of the Corporate Executive Officers; and
- Researched other global companies' practices in Japan and the U.S., and compared them with the company's practices.

* Peer Review: A mutual evaluation among Directors. In the fiscal year ended March 31, 2025, it was conducted through a questionnaire and interview of all Directors.

The Board then received, reviewed and discussed the Outside Counsel's report on the results of its evaluation. The Board confirmed the effectiveness of the Board and the Committees.

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Summary of the Results of the Recent Evaluation

Based on the following findings, the Outside Counsel reported that, as assessed in the previous Evaluation, the Board is established and operated in a manner sufficient to be highly evaluated:

- The results of the questionnaire and interviews show that all Directors rate the effectiveness of the Board, including each Committee, highly.
- The changeover of the CEO went smoothly, and the process of the changeover was highly evaluated.
- With the addition of the newly appointed Director, there has been an increase within the Board of market-focused members with top management experience at listed companies.
- Initiatives to improve effectiveness of the Board continue to be implemented.
- In terms of the Board's composition and other various aspects, the Board has characteristics that are highly evaluated in many respects in comparison with the boards of listed companies in the U.S. as well as in Japan.

Following discussion and analysis based on the Outside Counsel's report, the Board re-affirmed that the Board and each Committee were functioning effectively as of May 2025. The Outside Counsel also suggested several ideas on possible options for the Board and Committees to further improve their own effectiveness.

Actions in Response to the Results of the Evaluation

In order to increase the corporate value of Sony, Sony Group Corporation will take appropriate actions to further enhance functions of the Board and the Committees in response to the results of the Evaluation, as well as various comments and opinions given by Directors and the Outside Counsel during the Evaluation process.

- Monitored the progress of the fifth mid-range plan and long-term growth strategy;
- Discussed the growth through IP value maximization and the technology platform supporting IP value maximization;
- Continuously supervised risks related to cybersecurity, economic security and geopolitics; and
- Continued engagement with external investors.

Senior Executives and Other Officers

Senior Executives (In Sony Group Corporation, Corporate Executive Officer and Business CEO)

Total number of Senior Executives: 15 (including 6 Corporate Executive Officers)

Sony Group Portal Website | Executives

Purpose/Authority

Determines and executes Sony's business activities in accordance with their roles and responsibilities determined by the Board

Delegation of Authority from the Board

The Board determines the fundamental management policies and other material matters related to the operation of Sony's business. The Board assigns the duties of Corporate Executive Officers, including the CEO, by determining the areas over which each Corporate Executive Officer is in charge and by determining the scope of Senior Executives. Then, it delegates its decision-making authority to the CEO with a view to promoting timely and efficient decision-making within Sony. The CEO further subdelegates a part of such authority to other Senior Executives.

Other Officers (In Sony Group Corporation, Corporate Executives)

Total number of other officers: 8

Purpose/Authority

Carries out their assignments within designated areas, such as headquarters functions and/or R&D, in accordance with the fundamental policies determined by the Board and Senior Executives.

Details of Actions Taken by the Board and Committees

Details of Actions Taken by the Board

During the fiscal year ended March 31, 2025, the Board convened nine times. The attendance records of respective Directors are as follows.

Name	Meeting Records*1	Attendance Records*1
Kenichiro Yoshida	9 times	9 times (100%)
Hiroki Totoki	9 times	9 times (100%)
Yoshihiko Hatanaka*2	9 times	9 times (100%)
Wendy Becker	9 times	9 times (100%)
Sakie Akiyama*2	9 times	9 times (100%)
Keiko Kishigami	9 times	9 times (100%)
Joseph A. Kraft Jr.	9 times	9 times (100%)
Neil Hunt	9 times	9 times (100%)
William Morrow	9 times	9 times (100%)
Shingo Konomoto*3	8 times	8 times (100%)

*1 The numbers of the Meeting Records and the Attendance Records are those applicable to the fiscal year ended March 31, 2025.

*2 Mr. Yoshihiko Hatanaka and Ms. Sakie Akiyama, who were Directors during the fiscal year ended March 31, 2025, retired as Directors at the conclusion of the Ordinary General Meeting of Shareholders on June 24, 2025. Yoriko Goto, Nora Denzel and Masayuki Hyodo were newly appointed as Directors at the Ordinary General Meeting of Shareholders on June 24, 2025.

*3 Because Shingo Konomoto was newly appointed as Director at the Ordinary General Meeting of Shareholders on June 25, 2024, the numbers of his Meeting Records and Attendance Records differ from those of other outside Directors.

4 Ms. Toshiko Oka, who retired as a Director at the Ordinary General Meeting of Shareholders on June 25, 2024, attended the one Board meeting held prior to her retirement.

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During the fiscal year ended March 31, 2025, the Board discussed a variety of matters, such as a review of Sony's business performance on a quarterly basis, Sony's business portfolio including the Partial Spin-off of the Financial Services business, progress and reviews of the results of the fifth mid-range plan, formation of a business plan for the fiscal year ending March 31, 2026, strategically important M&A, the transition to a new management structure, initiatives to maximize IP value across entertainment categories, effectiveness of internal controls (including the ethics and compliance program) and risk management (including cybersecurity risks and geopolitical risks), as well as Sony's initiatives and strategies related to social changes (including sustainability).

Details of Actions Taken by the Nominating Committee

During the fiscal year ended March 31, 2025, the Nominating Committee convened seven times. The attendance records of respective Directors are as follows.

Name	Meeting Records*1	Attendance Records*1
Yoshihiko Hatanaka*2	7 times	7 times (100%)
Wendy Becker	7 times	7 times (100%)
Joseph A. Kraft Jr.	7 times	7 times (100%)

*1 The numbers of the Meeting Records and the Attendance Records are those applicable to the fiscal year ended March 31, 2025.
*2 Mr. Yoshihiko Hatanaka, who was a member of the Nominating Committee during the fiscal year ended March 31, 2025, retired as a member of the Nominating Committee at the conclusion of the Ordinary General Meeting of Shareholders on June 25, 2025. Accordingly, Masayuki Hyodo was newly appointed as a member of the Nominating Committee pursuant to the resolution at the Board meeting held on June 24, 2025.
3 Ms. Toshiko Oka, who retired as a member of the Nominating Committee at the Ordinary General Meeting of Shareholders on June 25, 2024, attended the one Nominating Committee meeting held prior to her retirement.

During the fiscal year ended March 31, 2025, the matters given consideration by the Nominating Committee included policies on selecting outside Director candidates, exploring Director prospects, and CEO succession. In addition, the Nominating Committee assessed succession plans for Senior Executives with key management responsibilities for individual business units and headquarters functions, based on management, including CEO, reports. With respect to the selection of candidates for outside Directors, as a priority item for the current fiscal year, the Nominating Committee confirmed the policy that candidates for outside Directors should be selected from persons who have experience as CEOs or as business unit leaders or equivalent positions at global companies, and persons who have considerable expertise and professional experience in finance and accounting, and the Nominating Committee held discussions based on such policy. As a result, three new outside Director candidates were appointed based on this policy. Regarding the appointment of Senior Executives, Kenichiro Yoshida, Representative Corporate Executive Officer, Chairman and CEO (at the time), proposed to the Nominating Committee that Hiroki Totoki, Representative Corporate Executive Officer, President, COO and CFO (at the time), would assume the position of President and CEO, and the Nominating Committee conducted a multifaceted review about the proposal and then concluded that the proposal would contribute to the mid- to long-term enhancement of the Sony Group's corporate value and agreed to submit it to the Board. In addition, in connection with the CEO transition, the Nominating Committee reviewed and assessed succession plans for Senior Executives with key management responsibilities under the new CEO, Hiroki Totoki.

Details of Actions Taken by the Audit Committee

During the fiscal year ended March 31, 2025, the Audit Committee convened six times. For further information about the attendance records of respective Directors and specific considerations by the Audit Committee during the fiscal year ended on March 31, 2025, refer to "Structure of Audit by the Audit Committee, Internal Audit and Accounting Audit, and Status Thereof."

Details of Actions Taken by the Compensation Committee

During the fiscal year ended March 31, 2025, the Compensation Committee convened five times. The attendance records of respective Directors are as follows.

Name	Meeting Records*1	Attendance Records*1
Wendy Becker*2	5 times	5 times (100%)
Sakie Akiyama*2	5 times	5 times (100%)
William Morrow	5 times	5 times (100%)

*1 The numbers of the Meeting Records and the Attendance Records are those applicable to the fiscal year ended on March 31, 2025.
*2 Wendy Becker and Ms. Sakie Akiyama, who were members of the Compensation Committee during the fiscal year ended March 31, 2025, retired as members of the Compensation Committee on June 24, 2025. Accordingly, Nora Denzel and Masayuki Hyodo were newly appointed as members of the Compensation Committee pursuant to the resolution at the Board meeting held on June 24, 2025.

The specific matters given consideration by the Compensation Committee included the Corporation's policy regarding the determination of individual remuneration for Directors and Senior Executives, including Corporate Executive Officers, for each fiscal year, and the amount and content of such remuneration. The Committee also considered the total number of stock acquisition rights to be issued for the purpose of granting stock options to Corporate Executive Officers and employees of the Corporation and directors, other officers and employees of the Corporation's subsidiaries, and other stock-based compensation utilizing shares of the Corporation's stock such as RSUs. In the fiscal year ended March 31, 2025, the Compensation Committee revised the evaluation metrics for remuneration linked to business results in accordance with the financial targets for the fifth mid-range plan. The Committee also discussed and determined the compensation structure and levels under the new management structure effective April 1, 2025. For the fiscal year ending March 31, 2026 and beyond, the Committee conducted a comprehensive review of and discussion on its policy regarding future use of stock-based compensation with consideration of other companies' trends in Japan and other countries.

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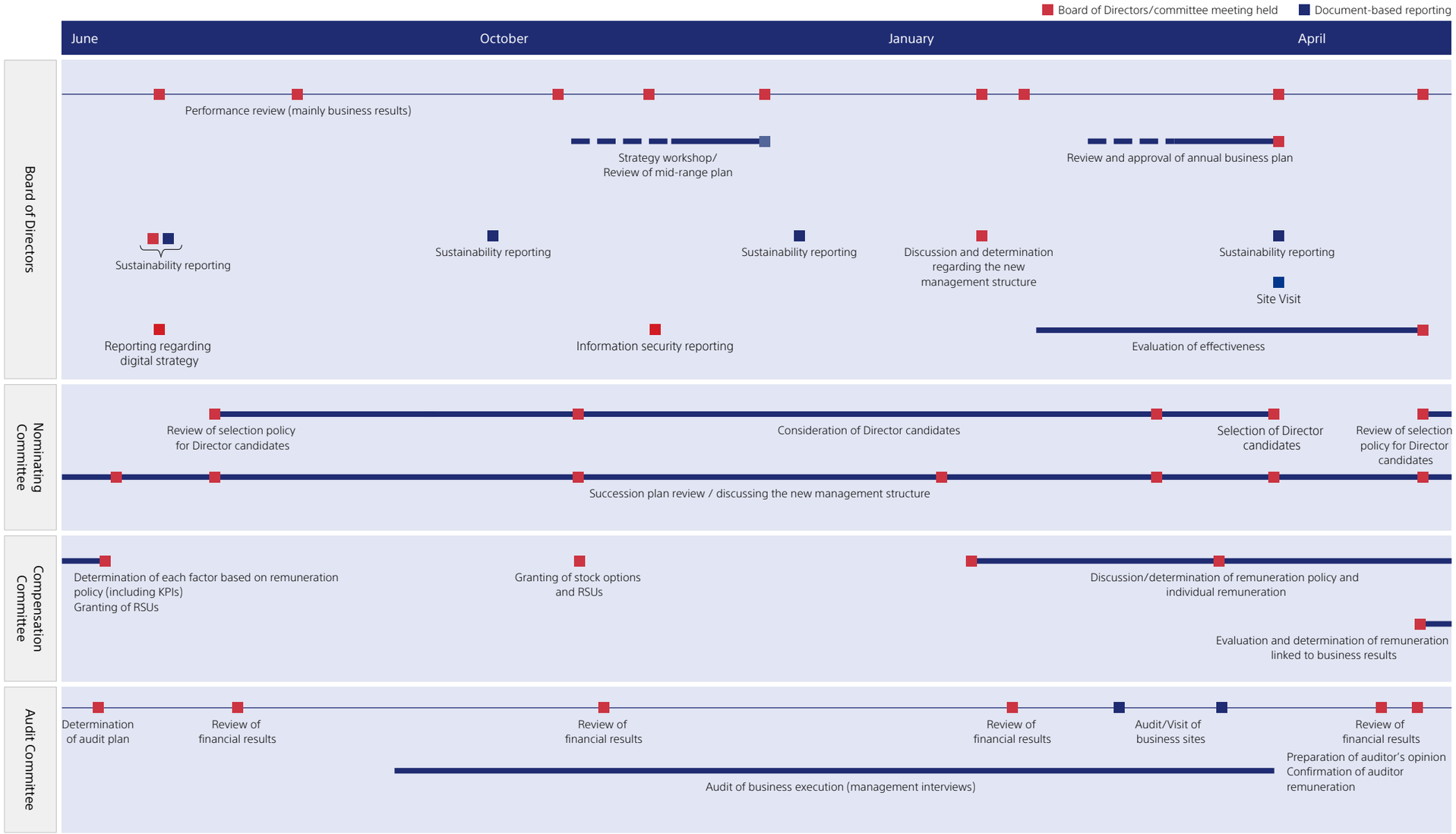
Annual Activity Cycle of the Board and Committees (Fiscal Year ended on March 31, 2025)



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Internal Control and Governance Framework

At a Board meeting held on April 26, 2006, the Board reaffirmed the internal control and governance framework in effect as of the date of determination and determined to continue to evaluate and improve such framework going forward, as appropriate. At Board meetings held on May 13, 2009 and April 30, 2015, the Board amended and updated the internal control and governance framework, and as of May 15, 2025, the Board reaffirmed that such framework was in effect and determined to continue to evaluate and improve such framework going forward, as appropriate. These determinations were required by and met the requirements of the Companies Act of Japan. For the content of the reaffirmation and the status of its implementation determined by the resolution of the Board dated as of May 15, 2025, please refer to the page below.

Sony Group Portal Website | Internal Control

As for the summary of the principal framework of the internal control and governance framework based on the Board determination above, please refer to the following.

Financial Reporting Framework

Sony's internal control over financial reporting is designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with Internal Financial Reporting Standards (IFRS).
Sony formed a cross-functional steering committee comprised of management in charge of the principal Sony headquarters functions to monitor the actions necessary to maintain effective internal control over financial reporting, including documenting, testing and evaluating internal controls and overseeing and assessing the global evaluation.

Based on the evaluation by Sony Group Corporation, CEO and CFO have concluded that Sony maintained effective internal control over financial reporting as of March 31, 2025.

Disclosure Control Framework

The securities of Sony Group Corporation, are listed for trading on exchanges in Japan and the U.S. As a result, Sony is obligated to make various disclosures to the public in accordance with applicable securities laws, regulations and rules in those countries and listing standards of the stock exchanges on which Sony Group Corporation's shares are listed. Sony is committed to full compliance with all requirements applicable to its public disclosures.
Sony Group Corporation's policy on investor relations activities is to aim to disclose accurate information in a timely and fair manner, as well as to endeavor to promote constructive dialogue with shareholders and investors, with a view to maximizing corporate value by building a relationship of trust with shareholders and investors. Sony Group Corporation has established disclosure controls and procedures as an approach to implement this policy. All personnel responsible for the preparation of submissions to and filings with the Tokyo Stock Exchange, the U.S. Securities and Exchange Commission and other regulatory entities, or for other public communications made on behalf of Sony, or who provide information as part of that process, have a responsibility to ensure that such disclosures and information are full, fair, accurate, timely and understandable, and in compliance with the established disclosure controls and procedures.
Sony Group Corporation has established "Disclosure Controls and Procedures" outlining the process through which potentially material information is reported from important business units, subsidiaries, affiliated companies and corporate divisions and is reviewed and considered for disclosure in light of its materiality to Sony. As a body to assist the CEO and the CFO of Sony Group Corporation, in designing, implementing and evaluating the Disclosure Controls and Procedures, Sony Group Corporation has established the "Disclosure Committee," which is comprised of members of senior management who are in charge of a part of Sony's headquarters functions. In order to ensure appropriate and timely disclosure, the Disclosure Committee shall evaluate events that are reported by the important business units, subsidiaries, affiliated companies and corporate divisions in accordance with Sony's internal rules in light of their materiality to Sony. Based on such evaluation, the Disclosure Committee shall review the necessity of disclosure in accordance with applicable securities laws, regulations and rules, as well as the listing standards of the relevant stock exchanges, and report to the CEO and CFO for their determination.

Corporate Governance Report (In Japanese)

Risk Management Framework

Each business unit, subsidiary/affiliated company and corporate division of Sony periodically reviews and assesses risks and establishes and maintains necessary risk management systems (such as detection, communication, evaluation and response) for the area for which they are responsible. In addition, Senior Executives, including the Corporate Executive Officers, of Sony Group Corporation have established and currently maintain a system to identify and control risks that may cause losses to Sony Group regarding the areas for which they are responsible. The Corporate Executive Officer in charge of group risk control shall comprehensively promote and manage the establishment and maintenance of the systems stated above through the activities with related departments.
Examples of risks that may significantly impact investor judgements include reduced market relevance and profitability due to intensifying competition from competitors; newly incurred costs to comply with laws and regulations in countries and regions where Sony operates; impact on global operations due to trade restrictions and economic sanctions imposed by certain countries and retaliatory measures to them; impairment of long-lived assets; and changes in consumption behavior caused by the increasing prevalence of new technologies and distribution platforms.

Form 20-F (Annual Report) for Fiscal Year ended on March 31, 2025

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Crisis Management System Framework

One aspect of risk management is the proper handling of crises if and when they arise, and the proper preparation for such crises. Sony Group's crisis management and business continuity activities predominately occur at the business and operational level closest to the events Sony Group may encounter. Since some events can have a significant impact on Sony as a whole, Sony Group Corporation has established a group crisis management procedure to enable a swift and organized group-wide response to crises as needed.

Framework on Business Continuity Planning

Sony has strengthened its business continuity planning (BCP) to enhance risk management throughout the supply chain. The group identifies, analyzes, and evaluates business risks to mitigate the risk of business disruptions due to such emergencies as earthquakes, natural disasters, and accidents.
Sony's electronics business was significantly impacted by the Great East Japan Earthquake and severe flooding in Thailand in 2011, and by the earthquakes in Japan's Kumamoto region in 2016. Nevertheless, Sony's employees and top management rallied together, capitalizing on their experiences in implementing measures to ensure business continuity, and succeeded in minimizing the impact of production disruptions. Knowledge gained from recovery efforts after the Kumamoto earthquakes was shared with relevant companies and local firms through industry bodies, to enhance the competitiveness of Japanese industry and strengthen supply chains.
In response to COVID-19, Sony established a group crisis management system in fiscal year 2019, placing the highest priority on ensuring safety and preventing the spread of the virus, as well as taking swift action to minimize the impact on Sony businesses. At that time, Sony secured business continuity through its global coordination, including by establishing internal guidelines, implementing measures in accordance with those guidelines and preparing emergency supplies.
Sony Group Corporation has established policies for a group-wide crisis management and business continuity framework. This framework, which continues to be improved, is for reviewing crisis management and BCP at each Sony business and preparing for incidents and business disruptions that would significantly impact the entire Sony Group. Additionally, each domestic and international Sony Group business establishes and maintains crisis management and business continuity frameworks to minimize the impact of business interruptions. Sony also continues to strengthen rapid recovery potential by strengthening cooperation among relevant companies and organizations and conducting realistic exercises.
Sony regards its BCP as an important part of its business strategy. Sony will continue to implement effective, practical measures, such as enhancing risk management across its group-wide supply chains.

Main Initiatives for Reducing Business Disruption Risks for Building and Equipment

Countermeasures Against Earthquakes

Utilizing lessons learned from the Kumamoto earthquakes, Sony is establishing guidelines for seismic measures for Sony group companies in Japan. These measures, which are essential to the safety of employees, are established by determining the seismic wave activity at each business site and conducting simulations to assess risk. The seismic measures apply to building structures and utility facilities as well as non-structural materials such as ceiling materials, to enhance safety in an earthquake. Sony is implementing safety measures that are particularly high in priority.

Countermeasures Against Fire

The Sony Group has global guidelines to facilitate early fire detection and protection against the spread of fire in buildings and equipment. Under the guidelines, Sony's manufacturing sites around the world implement annual self-checks and are regularly audited on-site by the responsible department in Headquarters to verify compliance with them. Manufacturing sites implement Plan-Do-Check-Act (PDCA) cycles to address any uncovered issues and establish improvement plans to effectively reduce risks.

Countermeasures Against Flood-Related Damage

Sony has completed a survey of climate change-related flood risks at vulnerable business sites. Preventative measures will be taken depending on the situation to mitigate damage in the event of a flood and ensure that operations can be rapidly restored.

Examples of Reducing Business Disruption Risks

Semiconductor Development Center: Building Waterproof Walls to Reduce Flood Risk

Sony Semiconductor Solutions Inc. Atsugi Technology Center installed 1.4 km of waterproofing walls in 2024 to prevent flooding. Atsugi Technology Center conducts research, development, and design of CMOS image sensors and other semiconductor-related products. Sagami River, a first-class river, flows to the east of the center. If heavy rainfall exceeds the expected amount of rainfall and the upstream embankment breaks, the Center may suffer flooding damage.
In addition, if rainfall exceeds the city's capacity for handling, flood damage is expected. To address these risks, waterproofing walls are installed to prevent flooding. Inland water is drained to the outside of the Center through common ditches, and these measures significantly reduce the risk of flood damage.

Waterproof walls of the main gates and south gates

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Semiconductor Manufacturing Site: Seismic Isolation Structure and Initiatives to Reduce Fire Risks

The Nagasaki Technology Center of Sony Semiconductor Manufacturing Corporation became the first manufacturing site of the Sony Group to adopt a seismic isolation structure. This is being incorporated in its expansion building, which was completed in 2023. The seismic isolation system employs a hybrid seismic isolation structure with multiple base isolation devices to mitigate earthquake motion, and micro-vibration control essential for a semiconductor plant.
The expansion building is compliant with the Sony Group's global guidelines on building and equipment specifications, to reduce fire risk. For example, the building features an NFPA* compliant high-sensitivity smoke detection system and sprinklers, non-flammable exterior walls and exhaust ducts, and fire barrier walls between distribution transformers, for early fire detection and protection against the spread of fire.

* The National Fire Protection Association (NFPA) is a US-based organization that develops standards for fire prevention.

Hybrid seismic isolation structure

Cybersecurity

Like many companies, Sony faces increasingly sophisticated cybersecurity threats, so the importance of information security continues to grow. In recent years, malicious actors seeking to compromise the information systems of global companies continue to grow in number, and their attack methods are becoming more advanced. Sony recognizes the importance of cybersecurity, both in achieving financial success for the company and in maintaining the trust of its stakeholders, which include shareholders, customers, employees, suppliers, and business partners. To address this situation and ensure that Sony continues to earn customers' trust, Sony maintains and enhances an information security program.

Risk Management & Strategy

As part of Sony's risk management framework, Sony maintains and continuously strives to enhance its information security program. This program covers the entire Sony Group and is implemented in accordance with policies and standards, which include cybersecurity risk management and governance frameworks, and guidance, developed by Sony and based on globally recognized industry best practices and standards. The policies define information security responsibilities within Sony and outline certain actions and procedures that officers and employees are required to follow, including with respect to the assessment and management of cybersecurity risks to Sony, including its systems and information. The policies, standards, and guidance are structured to help Sony respond effectively to the dynamically changing environment of cybersecurity threats, cybersecurity risks, technologies, laws, and regulations. Sony modifies its policies, standards, and guidance as needed to adjust to this changing environment.
If Sony's cybersecurity risk management controls are overcome by a cyber attacker, Sony follows an incident response plan and escalation process as defined in the information security program. The response process includes an assessment of whether an incident may be material, and this assessment is adjusted as necessary as additional facts become known during the incident response. Any incident that is assessed as potentially material is escalated to Sony's senior management and is reported to the three outside Directors in charge of information security on Sony Group Corporation's Board of Directors (the "Board").
In the fiscal year ended March 31, 2025, Sony was the victim of several cyberattacks. None of these incidents was assessed to be material, nor did they materially affect Sony's business strategy, the results of its operations, or its financial condition. However, there can be no guarantee that this will be the case with a future incident.
Sony has also established policies and processes to help identify and manage cybersecurity risks associated with third parties, including companies that provide services and products to Sony, and companies that hold Sony information or have electronic access to Sony systems or information. The policies and processes include assessment of the cybersecurity and privacy programs at certain third parties, the use of this risk information when making contracting decisions, and the use of contract language that includes cybersecurity and privacy requirements.
Most of the information security program is implemented by Sony employees. Sony also engages the services of external providers to enhance and support its information security program, including leading cyber response specialists as may be needed, and consultants to evaluate and help improve organization, policies, and other aspects of the program.

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Structure and Governance of Sony's Information Security Program

Sony's information security program is under the responsibility of Senior Executives, specifically, the Sony Group Chief Digital Officer ("CDO"), and the Sony Group Global Information Security Officer ("GISO"), who report to the CDO.

Under the leadership of the CDO and the GISO, and supported by a global information security team that works across the entire Sony Group, Sony implements the cybersecurity risk management and governance frameworks that are described in its policies and standards. Each business segment of Sony has a senior information security leader, called an Executive Information Security Officer ("EISO"), who reports both to the GISO and to the senior management of the particular business unit. The EISOs and their associated teams are responsible for ensuring implementation and operation of the information security program in a way that is tailored to each specific business unit, including as it relates to the assessment and management of cybersecurity risks. The GISO coordinates with the EISOs to monitor the implementation of Sony's cybersecurity policies and standards. The current CDO has experience in launching and overseeing the development, technical operation, and business operations of large-scale network products and services at Sony, including overseeing implementation and operation of the information security program. The current GISO has more than 40 years of experience in cybersecurity. Before joining Sony, the GISO served as Deputy Chief Information Officer for Cybersecurity of the U.S. Department of Defense (the Department's equivalent of a Chief Information Security Officer) and before that, as the Chief Information Assurance Executive at the Defense Information Systems Agency (DISA), an agency of the U.S. Department of Defense.

The Sony Group CEO receives regular reports from the CDO and/or the GISO, additional reports as needed during the response to a cyber incident, and briefings from the CDO and GISO at various times during the year. The head of each Sony business segment also receives regular briefings from the CDO and the GISO, as well as reports and briefings from the business segment EISO.

The Board oversees Sony's information security risks, significant incidents, policies and key initiatives, including in the following ways. The full Board receives reports from the outside Directors in charge of information security as well as briefings several times a year from the CDO and the GISO, and also engages in discussion of these matters.

- Three outside Directors oversee Sony's information security efforts, via monthly meetings and ad-hoc incident response communications with the CDO and GISO.
- Joseph A. Kraft Jr., outside Director, serves simultaneously as the Chair of the Audit Committee.
- Neil Hunt, outside Director, has extensive experience in the development of large-scale information systems, including experience with the management of cybersecurity risks.
- Nora Denzel, outside Director, has wide experience in information technology at several Silicon Valley-based companies, including experience with the management of cybersecurity risks.

Employee Training as a Key Component of Information Security

Every employee has a critical role to play in protecting Sony's most sensitive information. To increase Sony employees' awareness of information security threats, Sony requires all personnel to receive annual information security training, where they learn how to report incidents and study the types of behaviors they must avoid in order to reduce risk. Sony employees also regularly receive phishing awareness training, which tests employees' knowledge of how to spot and avoid cyber-attacks delivered through fraudulent emails.

Structure of Audit by the Audit Committee, Internal Audit and Accounting Audit, and Status Thereof

Audit Structure and Status of the Audit Committee

The Audit Committee conducts the audit of the performance of duties by Directors and Corporate Executive Officers pursuant to applicable laws and regulations, and the Charter of the Audit Committee established by the Board, through deliberation at Audit Committee meetings (held six times during the fiscal year ended March 31, 2025), activities of Audit Committee Members (for example, reviewing reports relating to the execution of duties by the Corporate Executive Officers and employees of Sony Group Corporation, or directors, statutory auditors and employees of major subsidiaries of Sony and visiting audits at Sony's business sites), and activities of the Audit Committee supporting personnel (the Audit Committee Aide).

In addition, the Audit Committee conducts the "organizational audit" in cooperation with divisions in charge of internal audit and divisions in charge of internal control of Sony. Through the process, the Audit Committee receives periodical reports from these divisions at the Audit Committee meetings or other meetings to be held from time to time, requests them to conduct necessary investigation, and receives reports on its process and result. Furthermore, the meetings with divisions in charge of internal control of Sony were held ten times, and the meetings with the independent auditor were held nine times during the fiscal year ended March 31, 2025.

During the fiscal year ended March 31, 2025, the Audit Committee convened six times. The attendance records of respective Directors are as follows.

Name	Meeting Records*1	Attendance Records*1
Joseph A. Kraft Jr.	6 times	6 times (100%)
Keiko Kishigami	6 times	6 times (100%)
Shingo Konomoto *2	4 times	4 times (100%)

*1 The numbers of the Meeting Records and the Attendance Records are those applicable to the fiscal year ended March 31, 2025.

*2 Because Shingo Konomoto was newly appointed as a member of the Audit Committee pursuant to the resolution at the Board held on June 25, 2024, the numbers of his Meeting Records and Attendance Records differ from those of other members of the Audit Committee.

3 Ms. Toshiko Oka, who retired as a member of the Audit Committee at the Ordinary General Meeting of Shareholders on June 25, 2024, attended the two Audit Committee meetings held prior to her retirement.

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Specific considerations by the Audit Committee include review of audit plans in three-way audits, identification and audit of priority audit items for each fiscal year, review of financial results and disclosure documents related to financial results, review of development and operation of internal control systems, audit of financial reports and SOX 404-related activities, audit of internal audit activities, review of the content and process for determining the compensation of the independent auditors, audit of the appropriateness of audit by the independent auditors and evaluation of the independent auditors. In addition to these, the Audit Committee held interviews with Senior Executives and other officers to receive reports on matters such as the recognition of issues and the status of risk management in the respective areas of responsibility of each business and headquarter function, and engaged in dialogue. The priority audit items for the fiscal year ended March 31, 2025 were disclosure of non-financial information, risk management, and subsidiary management. Through audit activities conducted in cooperation with the internal audit division and the divisions of the Sony Group responsible for internal control, the following audit activities were conducted.

i) Disclosure of non-financial information

The Audit Committee received reports regarding the latest updates in Japan and other countries regarding the disclosure and assurance of non-financial information, such as climate change from the Internal Control Department and confirmed that the steps regarding sustainability issues were steadily taken amid changing environments. The Audit Committee also discussed with the independent auditors relevant disclosure and assurance standard trends.

ii) Risk management

In addition to confirming during the above-mentioned interviews with Senior Executives and Other Officers regarding Sony's overall risk management, including Sony's internal structure and challenges related to information security and anti-fraud, the Audit Committee received the reports from the Internal Control Department and discussed ways to enhance continuous responsiveness.

iii) Subsidiary management

The Audit Committee received the reports regarding the audit activities of certain subsidiaries from the heads of the Internal Audit Departments of each business segment and held discussions on them. Specifically, the Committee discussed with them the audit status and challenges of recently acquired subsidiaries. The Committee also had discussions with SFGI regarding preparations for the Partial Spin-off of the Financial Services business, the strengthening of its governance system and mid- to long-term business challenges. The Committee received the reports from the independent auditor on its audit plan, progress, and the results of the audit of Sony's consolidated subsidiaries.

Internal Audit Structure and Status

Sony Group Corporation established a department in charge of internal audit, the Risk & Control Department (which is composed of approximately thirty members), which coordinates closely with the internal audit departments of major subsidiaries around the world, and Sony Group Internal Audit Charter, and endeavors to maintain and enhance the internal audit structure of Sony in order to promote Sony's internal audit activities on a global basis. The Risk & Control Department and each Internal Audit Department of major subsidiaries of Sony ("Internal Audit Department") play an important function in maintaining Sony's governance in order to strengthen Sony's management structure, promote efficiency of management, and maintain and avoid any loss of material assets, including Sony's brand image, by evaluating the effectiveness of the internal control system and risk management structure of Sony through independent and objective audit.

The Risk & Control Department and each Internal Audit Department conduct the internal audit of each department or subsidiary that they supervise, in accordance with the annual audit plan that is established based on the risk assessments conducted at the beginning of each fiscal year and any matters proposed by Sony's management or the Audit Committee. Each internal audit is conducted under the planned audit procedure. Afterward, each Internal Audit Department follows up until the completion of any improvement plan developed based on the audit result.

In order to ensure its independence, fairness and objectiveness, the appointment and dismissal of the head of the Risk & Control Department is subject to the prior approval of the Audit Committee. The appointment and dismissal of the person in charge of each Internal Audit Department also require the prior approval of the head of the Risk & Control Department.

The Risk & Control Department makes periodic presentations on the result of internal audit to the Audit Committee, and the Senior Executive in charge of internal audit.

The Internal Audit Department also make periodic reports to the independent auditor on the status of the internal audit activities and the result of the audit. The audit report issued by the independent auditor is used for the planning of the internal audit and for conducting the internal audit.

Accounting Audit Status

Sony's accounting audit has been conducted by PricewaterhouseCoopers Japan LLC under an agreement since 2007. The certified public accountants who conducted the accounting audit of Sony for the fiscal year ended March 31, 2025, are as follows: Takeaki Ishibashi,* Yuko Harada,* Hitoshi Kondo,* and Shizue Takashima.* The team at PricewaterhouseCoopers Japan LLC that conducted Sony's accounting audit is composed of 24 certified public accountants and 101 other staff members.

* The number of years of continuous audit-related work is not stated because it is within 7 years.

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Policy and Governance Framework on Tax Strategy

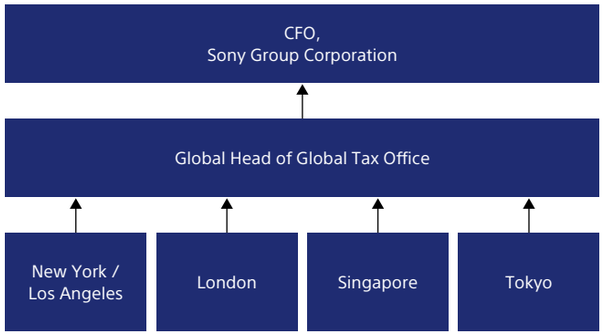
Tax Policy

Sony conducts its business, including managing its tax obligations, honestly, ethically and with integrity. The Sony Group Code of Conduct defines Sony's policy as being to comply with all applicable tax laws and regulations of each country and region where Sony conducts business as well as the common rules and guidance regarding international taxation. Sony understands and complies with both the spirit and letter of the laws and regulations that apply to its businesses.

Governance Structure

Based on the above global tax policy, each Sony group company has the responsibility to understand and comply with tax laws and regulations applicable to its businesses, with support from Sony's Global Tax Office (the GTO), which is in charge of Sony's overall tax position. The global head of the GTO reports directly to Sony Group Corporation's CFO based in Japan, who is a Corporate Executive Officer. Significant tax events are reported to the Audit Committee and are included in reports to the Board of Directors as necessary. The GTO has implemented a series of processes and controls to identify, manage and report tax risk appropriately. These include regular updates with finance teams, documented review processes, regular training for staff involved in tax return preparation and review, and regular updates with the global head of the GTO. Transactional taxes such as VAT and sales taxes, customs duty, employment taxes, and other taxes are the ultimate responsibility of the relevant divisional Finance Director for each business. The GTO has strong links with these divisional Finance Directors to ensure that, in the event of material risks being identified or errors made, the GTO provides support, including liaising with the relevant tax authority where necessary.

GTO Report Line



Approach to Tax Planning

Sony operates diverse businesses within a complex global environment, in which tax is an important factor. Sony believes in taking a principled and responsible approach to managing its tax affairs, in line with business objectives and operations. Sony does not engage in transactions where the sole aim is to achieve tax avoidance or profit shifting, which are against the spirit of tax laws. The tax function provides appropriate input as part of the approval process for business proposals to ensure the tax consequences are clearly understood. Sony is committed to fulfilling its obligation both to comply with applicable tax laws and to safeguard Sony's reputation. The jurisdictions in which Sony does business may offer various tax incentives such as enhanced deductions, credits and exemptions for certain types of income and expense to meet local policy objectives such as encouraging inward investment. Sony Group Corporation believes it has a duty to its shareholders to take advantage of such incentives where they are generally available to all taxpayers who meet the relevant criteria and the requirements to claim the incentive do not conflict with broader business objectives.

Tax Risks

Sony employs diligent professional care and judgment in assessing tax risk, and may take advice from third-party specialists and, where appropriate, consult with or obtain rulings from relevant tax authorities to support the decision-making process. However, tax law is not always clear and unambiguous, and differences in interpretation can arise. Sony monitors its tax positions closely and will not record an accounting benefit unless it determines based on consideration of the facts and the law that it is more likely than not that the position will be sustained.

Dealings with Tax Authorities

Sony seeks to maintain good professional relationships with tax authorities. When providing responses to Tax Authority questions, all responses are based on an honest and accurate representation of the facts as Sony understands them.

Transparency

Sony Group Corporation prepares and files annually a country-by-country report in accordance with Japanese law and prepares and files a transfer pricing master file in accordance with the laws of the countries where Sony does business.

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Relationship with Shareholders and Other Stakeholders

Sony's core corporate responsibility to society is to strive to enhance its corporate value through innovation and sound business practice. Sony recognizes that its business activities have direct and indirect impacts on the societies in which Sony operates, and therefore sound business practice requires that Sony's business decisions give due consideration to the interests of Sony's stakeholders, including shareholders, customers, employees, suppliers, business partners, local communities and other organizations. Sony Group's officers and employees must endeavor to conduct the business of Sony accordingly.

Policy and Status of Dialogue with Shareholders

Sony Group Corporation's basic policy for investor relations is to make public disclosures which are timely and fair, accurate and easily understandable, and provide a comprehensive picture, with the goal of maximizing enterprise value of Sony Group Corporation by building a relationship of trust with shareholders and investors. Pursuant to this policy, the Board appoints the CFO as the Corporate Executive Officer in charge of IR activities. Under the CFO's leadership, the Senior Vice President in charge of IR (the "IR SVP") and the department in charge of IR (the "IR Department") work to promote constructive dialogue with shareholders and investors. Collection of the information necessary to promote such dialogue is primarily carried out by the IR Department, in cooperation with relevant departments such as corporate planning, finance, accounting and corporate communications, as well as business units.

Status of Dialogue with Shareholders

In the fiscal year ended March 31, 2025, in addition to individual interviews and group meetings conducted by IR SVP and the IR Department, the management team of Sony Group Corporation, including the CEO, COO, CFO and other corporate executives, and the head of each business segment, conducted dialogues for investors, including Corporate Strategy Meeting, Business Segment Meeting, etc., as well as individual interviews and group meetings conducted after these events with a wide range of institutional investors from both in and outside of Japan, such as portfolio managers, analysts and governance/voting managers of major investment funds. Sony Group Corporation also arranged opportunities for individual dialogues between certain Outside Directors and a company which provides advisory services to institutional investors.
The interests of investors at these dialogues cover, in addition to an overview of financial results, the business environment/competitive advantage/potential growth of the entertainment business, centered on the G&NS businesses and the image sensor businesses, progress in creating synergies among businesses within the Group, such as utilization of IP in the entertainment businesses, business opportunities and risks resulting from generative AI, prospects in new areas such as anime and mobility, policy regarding the business portfolio, M&A, the content of the fifth mid-range plan for the three fiscal years started on April 1, 2024 and ending on March 31, 2027, approach to shareholder returns and environmental and other sustainability initiatives. The interests/opinions of investors obtained through such dialogues are fed back to the Board and management team to enhance Sony's disclosure and future dialogues.
Additionally, in preparation for the partial spin-off of the Financial Services business, Sony conducted individual meetings in which the CEO and CFO of SFGI engaged in discussions with a wide range of institutional investors both inside and outside of Japan regarding the growth strategy of the Financial Services business.
In addition to dialogue with institutional investors, Sony Group Corporation conducted multiple briefings for individual investors by the IR Department, providing opportunities to explain the overview and strategy of each business, as well as Sony's views on sustainability and shareholder returns, for the purpose of encouraging active dialogue with individual investors.

Sony's policy is not to disclose insider information when communicating with shareholders and investors. The IR Department reviews information to be disclosed in advance with other relevant departments, such as the Legal Department, and outside experts, as appropriate. In principle, a set of materials related to earnings announcements, materials for investor briefings such as Corporate Strategy Meetings, as well as timely disclosures are disclosed simultaneously in both Japanese and English. For the details of Sony Group Corporation's "Disclosure Controls and Procedures" and IR activities, please refer to the pages below.

→ Disclosure Control Framework
Sony Group Portal Website | Investor Relations

Administration of the General Shareholders' Meeting

Sony Group Corporation's policy on administration of the general shareholders' meeting is as follows.

Basic Policy for the General Shareholders' Meeting

Sony Group Corporation endeavors to develop an open environment where each shareholder could easily make a statement by the following points, as the basic policy for the general shareholders' meeting.

- Take any necessary measures to encourage the shareholders who find it difficult to attend the shareholders' meeting to vote
- Encourage direct communications between the shareholders who attend the general shareholders' meeting and Sony Group Corporation's management

Sony Group Corporation sets the date of the general shareholders' meeting appropriately. Further, since 2025, Sony Group Corporation has adopted hybrid virtual shareholders' meetings where participants can attend in-person or remotely, which enables shareholders who attend remotely to exercise their voting rights and therefore commits to evolve engagement with all shareholders.

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Activities to Secure the Rights of Shareholders

Sony Group Corporation endeavors to develop an environment in which shareholders can exercise their rights appropriately and effectively, to secure equal treatment of shareholders, including institutional investors who hold shares in a street name, and to consider the concerns of minority shareholders and foreign shareholders adequately, through confirming shareholder composition quarterly. As a part of these activities, Sony Group Corporation prepares the convocation notice, giving consideration to the accuracy of the information provided therein and the readability of such notice to facilitate informed voting by shareholders, both in Japanese and English. Sony Group Corporation strives to send the convocation notice for the general shareholders' meeting early enough to give shareholders sufficient time (about three weeks before the date of the general shareholders' meeting) to consider the agenda, and posts it on its website in advance. Sony Group Corporation also uses an electronic voting platform to allow electronic voting through the internet (via PC or smartphone).
For more information on the general shareholders' meeting, please refer to the page below.

Sony Group Portal Website | Shareholders' Meeting

Review of Voting Results

The voting results for each agenda item of the general shareholders' meeting and its analysis are reported to and reviewed by the Board as appropriate. The IR Department then takes any appropriate follow-up measures, such as engaging in dialogue with shareholders.

Relationship with Other Stakeholders

As a part of the Sony Group Code of Conduct, the CEO communicates and implements our thoughts and initiatives about Sony Group Corporation's social responsibility and relationship with stakeholders of Sony. The Board periodically receives a report on the status of the communications and the implementation of the Code of Conduct and reviews such report.

→ The Sony Group Code of Conduct
→ Stakeholder Engagement

Sony Group Corporation understands that there are various challenges in society, such as fulfilling the Sustainable Development Goals (SDGs) and identifies material challenges highly relevant with Sony's business operations, such as environmental challenges, diversity, and inclusion, through CSR Materiality Assessment. Sony Group Corporation will aim to engage in CSR activities with an understanding of such material challenges.

→ Sony's Basic Policy for Sustainability Initiatives
→ Environmental Policies and Targets
→ Sony's Diversity and "An Organization that Embraces Diverse Perspectives"
→ Evolving diversity of attributes supporting group growth

The Board periodically receives reports on the status of addressing such material challenges or the implementation of the Code of Conduct and reviews such reports. The Board also confirms whether the risk management structure would be established properly, and necessary actions would be planned and conducted with a recognition of sustainability as one of Sony's challenges within the risk management structure.

Shareholdings in Other Listed Companies

Sony Group Corporation and its subsidiaries may acquire and/or hold shares of other listed companies for the purpose of expanding Sony's business portfolio, promoting certain businesses within Sony, and enhancing Sony's relationships with the companies whose shares it holds. Sony's policy regarding shareholdings of listed companies (excluding Sony's subsidiaries), and its policy for exercising voting rights are as follows:

Policy Regarding Shareholdings of Listed Companies

Shareholding Policy

Sony Group Corporation and its subsidiaries decide whether to acquire or continue to hold shares of listed companies (excluding the acquisition and holding of shares by Sony Group Corporation's listed subsidiaries, and Sony Group Corporation's shareholding in its own listed subsidiaries) based on an appropriate examination of each investment, and choose to engage in such shareholding only if it is judged to meet Sony's business purposes and to have sufficient economic rationale. If it is determined that investments do not meet these criteria, Sony Group Corporation and its subsidiaries will avoid or reduce exposure to such holdings.

Method of Assessing Rationale for Shareholding

In all cases where Sony Group Corporation and its subsidiaries hold shares in listed companies (excluding shares held by Sony Group Corporation's listed subsidiaries, and Sony Group Corporation's shareholdings in its own listed subsidiaries) for reasons other than for the sole purpose of investment, Sony Group Corporation carries out a timely review to assess qualitatively the rationale for shareholding, the importance of Sony's business relationship with each company whose shares it holds (taking into account the progress of, and outlook for, any anticipated business collaboration between Sony and said company), and any anticipated positive impact of such shareholdings on Sony's business relationship with the company. In addition, Sony Group Corporation also assesses the appropriateness of these shareholdings via a quantitative assessment of expected return on investment and cost of capital. These evaluations are first carried out on the management side, after which the Board, which is responsible for overseeing business operation, carries out its own assessment based on the result of the evaluations by the management side.

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Details of the Assessment by the Board of Directors of Whether Individual Shareholdings Are Appropriate

Based on the above policy, at the Board meeting held on June 2025, Sony Group Corporation carried out an assessment of the rationale for its and its subsidiaries' shareholdings in listed companies (excluding shares held by Sony Group Corporation's listed subsidiaries, and Sony's shareholdings in its own listed subsidiaries) as of March 31, 2025. Based on the assessment, Sony will consider reducing its exposure to shareholdings for which it was determined that a reduction should be considered.

Policy for Exercising Voting Rights

Sony Group Corporation believes in the importance of enhancing the corporate value of the listed companies whose shares it holds, and Sony Group Corporation's own corporate value in turn, through the exercising of its voting rights. Accordingly, Sony aims to exercise its voting rights with the intention of increasing each company's mid- to long-term corporate value, after conducting comprehensive consideration of both the significance and economic rationale of its shareholdings, and reviewing the details of proposals. For example, Sony Group Corporation has established internal rules determining what factors should be taken into account when considering proposals about matters such as the appropriation of retained earnings, the appointment of directors, statutory auditors and accounting auditors, as well as shareholder proposals. Through these rules, Sony Group Corporation makes appropriate decisions regarding how it exercises its voting rights.

Business Relations with Companies who Invest in Sony Group Corporation

Should a company who holds shares of Sony Group Corporation's stock express the intention to sell such shares, Sony Group Corporation will not attempt to obstruct the sale by threatening to limit business transactions with the company, and will not engage in any transactions that would harm the common interests of the company or its shareholders.

Anti-Hostile Takeover Measures

Sony Group Corporation has not adopted any anti-hostile takeover measures. Sony Group Corporation will fully examine the necessity and rationale with respect to measures that could materially affect the interests of shareholders, such as the adoption of anti-hostile takeover measures, Sony's response in the event that its shares are subject to a tender offer and the implementation of capital policies resulting in a change in control or a major dilution, with the Board and/or the Audit Committee. Once this examination is complete, Sony will provide sufficient explanation to shareholders.

Related-Party Transactions

As a part of the Sony Group Code of Conduct established by the Board, Sony Group Corporation's officers and employees are prohibited from committing any conduct where their loyalties may be divided between Sony Group Corporation's interests and their own interests. To help ensure compliance with these requirements, Sony Group Corporation regularly reviews the status of related-party transactions, whether financial or otherwise, between Sony companies and officers in Sony or their close relatives. Furthermore, Sony Group Corporation requires its Directors and officers to obtain approval of the Board in connection with transactions between Sony Group Corporation and the Director or officer in accordance with applicable laws and regulations, the Board Charter and any other applicable internal rules. The Board is expected to approve any such related-party transactions only after an appropriate examination of the size and nature of the transaction, the requirements of applicable laws and regulations, the Board Charter and any other applicable internal rules, and after concluding that the interests of Sony Group Corporation and its shareholders are not adversely affected.

Policy for Shareholder Returns

Sony Group Corporation believes that continuously increasing corporate value and providing dividends are essential to rewarding shareholders. It is the policy of Sony Group Corporation to utilize retained earnings, after ensuring the perpetuation of stable dividends, to carry out various investments that contribute to an increase in corporate value, such as those that ensure future growth and strengthen competitiveness. Going forward, Sony Group Corporation will determine the amount of dividends based on an overall consideration of its consolidated operating results, financial condition and future business expectations.

Roles of Corporate Pension Funds as Asset Owners

Sony Group Corporation owns, as a domestic corporate pension plan, a closed-end defined-benefit corporate pension (the "Pension Plan"). The Pension Plan manages its assets in line with its Basic Pension Plan Management Policy (the "Basic Management Policy") which was set to secure beneficiaries' right of benefit and to increase the benefit. In order to realize a prudential and appropriate asset management structure in the Pension Plan, Sony Group Corporation appoints an asset management director of the Pension Plan who should have proper knowledge and skills, based on the nomination by the Senior General Manager of Sony Group Corporation's Finance Department, and an external advisor to supplement their specialties in asset management. Any decisions on fund management are made by the person who has the ultimate authority in accordance with the Basic Management Policy, after deliberation at the pension committee, which is composed of heads and/or personnel of the HR Department, the Accounting Department and the Finance Department which are related to the management of the Pension Plan, and then, any potential conflict of interests between Sony Group Corporation and the Pension Plan is properly controlled.
In addition, when asset management begins, the asset management guidelines which show matters to be complied with in asset composition, management method, etc., are issued to the managing trustee, and the compliance status pursuant to the guidelines is periodically reviewed and evaluated.

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Datasheet

Employees

(FY)

Item	Scope*1		Unit	2022	2023	2024
Number of employees	Sony Group*2	Total	Persons	113,000	113,000	112,300
		(Contract employees)	Persons	12,900	12,500	12,200
		Men	Persons	74,200*3	74,300*3	73,500*3
		Women	Persons	38,400*3	38,400*3	38,500*3
	Sony Group Corporation	Total	Persons	2,445	2,109	2,212
		(Contract employees)	Persons	103	114	138
		Men	Persons	1,769	1,456	1,521
		Women	Persons	676	653	691
	Japan*2	Total	Persons	56,400	57,200	57,500
		(Contract employees)	Persons	7,100	7,200	7,300
		Men	Persons	42,000	42,500	42,400
		Women	Persons	14,400	14,700	15,100
	Outside Japan*2	Total	Persons	56,600	55,800	54,800
		(Contract employees)	Persons	5,800	5,300	4,900
		Men	Persons	32,200*3	31,800*3	31,100*3
		Women	Persons	24,000*3	23,700*3	23,400*3
Number of employees by business segment*2	Total		Persons	113,000	113,000	112,300
	Game & Network Services		Persons	12,700	12,700	12,100
	Music		Persons	11,100	11,300	11,300
	Pictures		Persons	9,100	9,500	11,500
	Entertainment, Technology & Services		Persons	38,400	38,700	36,700
	Imaging & Sensing Solutions		Persons	20,300	19,700	19,200
	Financial Services		Persons	13,500	13,600	14,300
	All Other		Persons	2,100	1,900	1,700
	Corporate Employees		Persons	5,800	5,600	5,500

(FY)

Item	Scope*1			Unit	2022	2023	2024
Employee ratio by age group	Sony Group Corporation	Total	Men	%	72.4	69.0	68.8
			Women	%	27.6	31.0	31.2
		Under 30	Men	%	9.9	9.6	9.4
			Women	%	4.2	4.9	4.5
		30 - 39	Men	%	18.7	18.2	18.8
			Women	%	7.9	8.6	9.2
		40 - 49	Men	%	23.6	22.7	21.3
			Women	%	7.4	8.8	8.5
		50 - 59	Men	%	17.5	15.6	16.0
			Women	%	7.6	7.9	8.2
		60 and over	Men	%	2.6	2.9	3.2
			Women	%	0.6	0.7	0.8
	Japan	Total	Men	%	74.4	74.5	73.8
			Women	%	25.6	25.5	26.2
		Under 30	Men	%	9.8	9.9	10.1
			Women	%	4.9	4.7	5.2
		30 - 39	Men	%	16.5	16.2	16.3
			Women	%	5.7	5.8	6.1
		40 - 49	Men	%	22.2	21.4	20.5
			Women	%	7.1	6.7	6.5
		50 - 59	Men	%	21.9	22.3	21.7
			Women	%	6.8	7.2	7.2
		60 and over	Men	%	4.1	4.7	5.1
			Women	%	1.1	1.2	1.2

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Item	Scope*1			Unit	2022	2023	2024
Management positions	Sony Group Corporation	Total	Total	Persons	2,471	2,133	2,235
			Men	Persons	1,790	1,475	1,540
			Women	Persons	681	658	695
			Percentage of women	%	27.6	30.8	31.1
		Board of Directors*4	Total	Persons	8	8	8
			Men	Persons	4	4	5
			Women	Persons	4	4	3
			Percentage of women	%	50.0	50.0	37.5
		In-house directors	Total	Persons	2	2	2
			Men	Persons	2	2	2
			Women	Persons	0	0	0
			Percentage of women	%	0.0	0.0	0.0
		Senior Vice Presidents or higher*5	Total	Persons	24	22	22
			Men	Persons	21	19	19
			Women	Persons	3	3	3
			Percentage of women	%	12.5	13.6	13.6
		General Managers or higher	Total	Persons	104	96	110
			Men	Persons	90	81	92
			Women	Persons	14	15	18
			Percentage of women	%	13.5	15.6	16.4
		Senior Managers or higher	Total	Persons	258	224	242
			Men	Persons	214	180	189
			Women	Persons	44	44	53
			Percentage of women	%	17.1	19.6	21.9
		Assistant Managers or higher	Total	Persons	495	623	645
			Men	Persons	394	485	498
			Women	Persons	101	138	147
			Percentage of women	%	20.4	22.2	22.8
		All Other	Total	Persons	1,580	1,158	1,206
			Men	Persons	1,065	704	735
			Women	Persons	515	454	471
			Percentage of women	%	32.6	39.2	39.1
		Of which, people in management positions	Total	Persons	362	320	352
			Men	Persons	304	261	281
			Women	Persons	58	59	71
			Percentage of women	%	16.0	18.4	20.2
		Of which, people newly appointed in management positions	Total	Persons	31		34
			Men	Persons	25	20	25
			Women	Persons	6	9	9
			Percentage of women	%	19.4	31.0	26.5

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Item	Scope*1		Unit	2022	2023	2024
Women in the workforce	Sony Group		%	34.0	34.0	34.2
	Sony Group Corporation		%	27.6	31.0	31.2
	Japan		%	25.5	25.7	26.2
	Outside Japan		%	42.4	42.4	42.6
	United States		%	38.4	38.5	38.6
	Mainland China and Hong Kong Region		%	50.7	56.1	58.4
	Asia-Pacific*6		%	49.5	47.5	48.8
	Europe		%	35.3	36.1	36.3
	Other Areas*7		%	37.0	36.8	37.0
Management positions held by women*8	Sony Group		%	30.0	30.7	31.6
	Sony Group Corporation		%	16.0	18.4	20.2
	Japan		%	10.9	11.8	12.8
	Outside Japan		%	37.8	38.2	39.0
	United States		%	40.8	40.7	41.9
	Mainland China and Hong Kong Region		%	35.8	36.6	38.8
	Asia-Pacific*6		%	33.3	32.9	34.7
	Europe		%	36.1	37.4	37.6
	Other Areas*7		%	38.2	40.1	38.1
Average years of service	Sony Group	Total	Years	11.5	11.6	11.8
		Men	Years	12.1*3	12.1*3	12.3*3
		Women	Years	10.4*3	10.5*3	10.9*3
	Sony Group Corporation	Total	Years	16.4	15.8	15.8
		Men	Years	16.4	15.7	15.6
		Women	Years	16.5	16.1	16.3
	Japan	Total	Years	15.1	15.0	14.4
		Men	Years	15.2	15.1	14.4
		Women	Years	14.7	14.5	14.2
	Outside Japan	Total	Years	8.2	8.3	8.9
		Men	Years	8.2*3	8.3*3	9.0*3
		Women	Years	8.2*3	8.4*3	8.9*3

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Item	Scope*1		Unit	2022	2023	2024
Number of newly hired employees	Sony Group	Total	Persons	15,215	12,846	13,704
		Men	Persons	9,498*3	7,458*3	7,279*3
		Women	Persons	5,549*3	5,206*3	6,307*3
	Sony Group Corporation	Total	Persons	182	197	140
		Men	Persons	134	140	96
		Women	Persons	48	57	44
	Japan	Total	Persons	4,489	4,196	4,024
		Men	Persons	3,000*3	2,733	2,476
		Women	Persons	1,487*3	1,463	1,548
	Outside Japan	Total	Persons	10,726	8,650	9,680
		Men	Persons	6,498*3	4,725*3	4,803*3
		Women	Persons	4,062*3	3,743*3	4,759*3
Number of applicants per new graduate hire*9	Sony Group Corporation	All positions, men	Times	33.2	62.3	45.4
		All positions, women	Times	41.2	64.1	50.3
		Non-engineer positions, men	Times	58.6	55.8	43.6
		Non-engineer positions, women	Times	76.8	58.2	57.4
		Engineer positions, men	Times	25.8	66.7	46.6
		Engineer positions, women	Times	14.5	87.7	34.8
Turnover rate*10	Sony Group	Total	%	9.0	6.4	4.4
		Men	%	9.1*3	6.0*3	4.0*3
		Women	%	8.9*3	7.2*3	5.1*3
	Sony Group Corporation	Total	%	2.2	1.3	2.5
		Men	%	2.4	1.5	2.9
		Women	%	1.3	0.9	1.6
	Japan	Total	%	3.3	3.4	3.7
		Men	%	3.2	3.2	3.4
		Women	%	4.0	4.1	4.6
	Outside Japan	Total	%	15.0	9.3	4.9
		Men	%	17.9*3	9.7*3	4.7*3
		Women	%	11.3*3	8.7*3	5.2*3

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Item		Scope*1	Unit	2022	2023	2024
Per capita HR development investment*11		Sony Group Corporation	Yen	216,000	205,000	203,000
Training participation across Sony Group	Number of programs	Sony Group		18,218	19,778	17,755
	Number of times offered		Times	47,819	38,601	20,080
	Participants		Persons	437,262	421,165	288,944
	Cumulative total training time		Hours	1,462,334	1,735,760	1,601,486
	Number of programs	Japan		2,319	2,660	3,013
	Number of times offered		Times	7,332	11,647	8,780
	Participants		Persons	232,178	225,707	187,315
	Cumulative total training time		Hours	818,292	983,087	812,621
	Number of programs	Outside Japan		15,899	17,118	14,742
	Number of times offered		Times	40,487	26,954	11,300
	Participants		Persons	205,084	195,458	101,629
	Cumulative total training time		Hours	644,042	752,673	788,865
Percentage of employees with disabilities*12		Sony Group Corporation	%	2.76	2.76	2.75
		Japan	%	2.46	2.48	2.54
Average days of annual paid leave taken by employees		Sony Group Corporation	Days	14.2	15.8	14.2
		Japan	Days	13.3	14.6	14.0
Percentage of granted annual paid leave taken by employees		Sony Group Corporation	%	62.6	70.9	63.7
		Japan	%	62.4	68.6	66.0
Percentage of group companies with a flexible work policy*13		Japan	%	91.1	92.6	93.9
Average overtime hours per month		Sony Group Corporation	Hours	25.1	24.1	22.2

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Item	Scope*1		Unit	2022	2023	2024
Number of employees taking childcare leave (leave of absence) and childcare paid leave*14	Sony Group Corporation	Total	%	66.7	85.3	86.2
		Men	%	56.9	76.2	79.7
		Women	%	100.0	100.0	100.0
	Japan	Total	%	66.9	81.5	83.8
		Men	%	59.1	76.7	79.3
		Women	%	98.8	100.0	99.7
Employees who returned to work after childcare leave*15	Sony Group Corporation	Total	%	96.0	100.0	100.0
		Men	%	80.0	100.0	100.0
		Women	%	100.0	100.0	100.0
	Japan	Total	%	97.3	99.2	99.1
		Men	%	99.3	99.6	99.6
		Women	%	96.3	98.9	98.6
Retention of employees after childcare leave	Sony Group Corporation	Total	%	100.0	96.8	97.6
		Men	%	100.0	92.3	92.9
		Women	%	100.0	100.0	100.0
	Japan	Total	%	94.1	98.2	97.1
		Men	%	94.2	98.1	97.0
		Women	%	93.9	98.3	97.1
Employee engagement survey response rate	Sony Group		%	93	93	92
Employee engagement index*16	Sony Group		%	90	90	89

*1 Japan: Total of Sony Group companies including Sony Group Corporation
*2 Numbers rounded to the nearest hundred employees
*3 Employees included in these data are those for whom gender has been applied. Therefore, the sum of women and men employees is not equal to the total number of employees.
*4 Refer to the "Composition of Sony Group Corporation's Board of Directors" datasheet for the latest figures.
*5 Excluding people who serve on the Board of Directors.
*6 Southeast Asia, Oceania, India, South Korea and Taiwan Region
*7 Middle East, Latin America, Africa, and Canada
*8 The definition of "manager" varies in different countries, regions and companies.
*9 Figures include only general employment contracts (regular employees)
*10 Only voluntary turnover of regular employees.
*11 Employees included in these data are those who work for Sony Group Corporation
*12 Only companies with 101 or more employees, including special-purpose subsidiaries. As of the end of March 2025
*13 A collective term for telework, remote work, working from home, etc.
*14 Percentage of employees who used the programs during the current fiscal year among employees with newborns during the current year
*15 Percentage of employees who returned to work, among employees who completed their leave of absence by the end of the previous fiscal year.
*16 Percentage of employees who did not give an unfavorable response to four questions regarding employee engagement. Some of the four questions in the employee engagement index were replaced in 2023, so the 2022 index is also listed in the same group of questions.

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Occupational Health & Safety

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Item	Scope		Unit	2022	2023	2024
Workplace accident statistics*1 *2	Number of accidents causing absence from work	Global	Reports	57 (10)	66 (12)	50 (3)
	Number of lost workdays		Days	1,458 (638)	1,424 (224)	1,309 (119)
	Frequency rate		Points	0.27	0.31	0.23
	Severity rate		Points	0.0057	0.0056	0.0050
	Number of deaths		Persons	0	0	0
Number of sites with ISO 45001 certification*3		Manufacturing sites	Sites	50	54	57

*1 Scope of data for fiscal year 2024: 60 sites in Japan and 126 sites outside of Japan

*2 Totals include external contractors. Figures in parenthesis indicate accident data for non-Sony employees. Number of lost workdays for fiscal year 2023 was revised upon confirmation of actual numbers.

*3 Number of sites subject to ISO 45001 certification: functional organizations at headquarters, manufacturing sites, logistics sites, and R&D sites; total of 61

Human Rights

(FY)

Item	Scope	Unit	2022	2023	2024
Percentage of employees participating in human rights-related e-learning course	Sony Group Corporation and Group companies in Japan	%	94	95	73

Quality and Customer Service

(FY)

Item	Scope		Unit	2022	2023	2024
Consumer AV product service locations (global)	Electronics	Total	Sites	3,362	3,286	3,193
		Japan	Sites	421	405	395
		United States/ Canada	Sites	653	608	570
		Europe	Sites	728	726	699
		Mainland China and Hong Kong Region	Sites	553	567	562
		Asia-Pacific*1	Sites	531	531	531
		Other Areas*2	Sites	476	449	436

*1 Southeast Asia, Oceania, India, South Korea and Taiwan Region

*2 Middle East, Latin America and Africa

Responsible Supply Chain

(FY)

Item	Scope		Unit	2022	2023	2024
Number of CSR self-assessments at own electronics manufacturing sites	Own electronics manufacturing sites		Companies	12 (100%)	12 (100%)	12 (100%)
Number of supplier CSR assessments implemented	Electronics products supply chain	Assessment using questionnaire	Plants	406	235	367
		Written improvement instructions	Plants	75	9	21
		Remote assessment / on-site assessment	Plants	64	12	19
Addressing the issue of conflict minerals	Sony Group	Number of smelters and refiners identified	Site	337	345	339
		Number of smelters and refiners with recognition, including RMAP*1, identified above.	Site	246	237	229

*1 Compliant with RMAP, contained in the London Bullion Market Association Good Delivery List or certified by the Responsible Jewellery Council.

Community Engagement

(FY)

Item	Scope	Unit	2022	2023	2024
Community engagement*1	Sony Group	billion yen	Approx. 5.1	Approx. 4.7	Approx. 4.9
Sony Global Relief Fund for COVID-19*2	Sony Group	billion yen	Approx. 0.8	Approx. 0.9	Approx. 0.8
Global Social Justice Fund*2	Sony Group	billion yen	Approx. 3.5	Approx. 2.0	Approx. 3.0

*1 In addition to donations, sponsorships and independent program expenses (including facility operation expenses), this amount includes the market value of products donated

*2 Includes expenditures by fiscal year for Sony Global Relief Fund for COVID-19 and the Global Social Justice Fund

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Environment

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Item	Scope	Unit	2022	2023	2024
Annual energy consumption reduction rate per product (compared to fiscal year 2018)	Electronics products	%	Increased 3.9%	0.7% reduction	4.6% reduction
Greenhouse gas emissions: Scope 1 (direct emissions)*1	Group-wide ISO 14001 certified sites*2	Thousand mt-CO_2	230	241	☑ 235
Greenhouse gas emissions: Scope 2 (indirect emissions)*1	Group-wide ISO 14001 certified sites*2	Thousand mt-CO_2	736	826	☑ 810
Greenhouse gas emissions: Scope 3 (Other emissions)	*3	Thousand mt-CO_2	21,119	20,044	17,112
1 Purchased goods and services	*3	Thousand mt-CO_2	6,208	4,787	4,305
2 Capital goods*4	*3	Thousand mt-CO_2	1,801	2,321	2,053
3 Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	*3	Thousand mt-CO_2	188	140	136
4 Upstream transportation and distribution	*3	Thousand mt-CO_2	170	142	122
5 Waste generated in operations	*3	Thousand mt-CO_2	49	56	58
6 Business travel	*3	Thousand mt-CO_2	40	58	54
7 Employee commuting	*3	Thousand mt-CO_2	94	97	76
8 Upstream leased assets	*3	Thousand mt-CO_2	(N/A)	(N/A)	(N/A)
9 Downstream transportation and distribution	*3	Thousand mt-CO_2	6	12	10
10 Processing of sold products	*3	Thousand mt-CO_2	5	5	6
11 Use of sold products	*3	Thousand mt-CO_2	12,460	12,337	10,219
12 End-of-life treatment of sold products	*3	Thousand mt-CO_2	76	64	56
13 Downstream leased assets	*3	Thousand mt-CO_2	(N/A)	(N/A)	(N/A)
14 Franchises	*3	Thousand mt-CO_2	(N/A)	(N/A)	(N/A)
15 Investments*5	*3	Thousand mt-CO_2	22	25	16
Total for Scope 3 categories 2, 3, 4, 5, 6, 11, and 12	*3	Thousand mt-CO_2	14,784	15,117	☑ 12,699
Energy consumption by sites	Group-wide ISO 14001 certified sites*2	Thousand TJ	27	29	31

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Item	Scope	Unit	2022	2023	2024
Greenhouse gas emissions from sites*1	Group-wide ISO 14001 certified sites*2	Thousand mt-CO_2	965	1,067	1,044
		mt-CO_2 / million yen*6	0.084	0.082	0.081
Renewable electricity rate	Group-wide ISO 14001 certified sites*2	%	29.7	35.3	☑ 40.1
CO_2 Emissions from Product Transport	Sony Group	Thousand mt-CO_2	162	134	114
Total volume of resources used in products	Electronics products	Metric tons	459,206	365,957	312,454
Reduction in use of virgin oil-based plastic per product	Electronics products	%	3.4	16.1	22.1
Reduction in use of plastic packaging per product	Electronics products	%	22.2	25.1	28.4
Amount of recycled plastic used in products	Electronics products	Metric tons	8,471	8,127	8,589
Amount of Waste Generated at Sites	Group-wide ISO 14001 certified sites*2	Metric tons	54,944	65,375	68,512
Of which, amount of plastic waste generated	Group-wide ISO 14001 certified sites*2	Metric tons	5,988	6,567	5,991
Waste improvement per unit at sites	Group-wide ISO 14001 certified sites*2	%	31.6% worsen	50.9% worsen	30.1% worsen
Amount of waste recycled / thermally recovered at sites	Group-wide ISO 14001 certified sites*2	Metric tons	53,149	54,811	56,996
Amount of waste landfilled at sites*7	Group-wide ISO 14001 certified sites*2	%	2.5	0.9	0.7
Take-back of end-of-life products record*8	Electronics products*9	Metric tons	55,924	59,544	57,003
Water consumption at sites*8	Group-wide ISO 14001 certified sites*2	Million m^3	19.97	20.86	☑ 21.86
Water consumption improvement per unit at sites	Group-wide ISO 14001 certified sites*2	%	11.7% worsen	11.6% worsen	3.1% worsen
Amount of discharged water from sites	Group-wide ISO 14001 certified sites*2	Million m^3	16.87	19.67	☑ 20.80

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Sites with high water risk*10	Group-wide ISO 14001 certified sites*2	Sites	3 (3%)	3 (3%)	3 (3%)
Japan/East Asia	ISO 14001 certified sites*2	Sites	0 (0%)	0 (0%)	0 (0%)
United States	All ISO 14001 certified sites*2 in the region	Sites	0 (0%)	0 (0%)	0 (0%)
Europe	ISO 14001 certified sites*2	Sites	0 (0%)	0 (0%)	0 (0%)
Pan Asia	ISO 14001 certified sites*2	Sites	3 (43%)	3 (43%)	3 (43%)
Mainland China and Hong Kong Region	ISO 14001 certified sites*2	Sites	0 (0%)	0 (0%)	0 (0%)
Sites with high water consumption*11	Group-wide ISO 14001 certified sites*2	Sites	5 (5%)	5 (6%)	5 (6%)
Japan/East Asia	All ISO 14001 certified sites*2 in the region	Sites	5 (8%)	5 (9%)	5 (9%)
United States	ISO 14001 certified sites*2	Sites	0 (0%)	0 (0%)	0 (0%)
Europe	ISO 14001 certified sites*2	Sites	0 (0%)	0 (0%)	0 (0%)
Pan Asia	ISO 14001 certified sites*2	Sites	0 (0%)	0 (0%)	0 (0%)
Mainland China and Hong Kong Region	ISO 14001 certified sites*2	Sites	0 (0%)	0 (0%)	0 (0%)
Amount of BOD emissions from sites*12	Group-wide ISO 14001 certified sites*2	Metric tons	405	419	☑ 389
Amount of COD emissions from sites*12	Group-wide ISO 14001 certified sites*2	Metric tons	95	86	☑ 66
NOx emissions from sites	Group-wide ISO 14001 certified sites*2	Metric tons	85	70	79
SOx emissions from sites	Group-wide ISO 14001 certified sites*2	Metric tons	3	3	3

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Item	Scope	Unit	2022	2023	2024
Amount of chemical substances handled at sites					
Class 1 substances*13	Group-wide ISO 14001 certified sites*2	Metric tons	0.26	0.74	0.51
Class 2 substances*5		Metric tons	2,915	3,927	3,923
Class 3 substances*5		Metric tons	41,455	45,118	48,776
Class 4 substances*5		Metric tons	329,864	390,260	560,853
Number of environmental accidents at sites	Sony Group	Reports	0	0	0
Sites with integrated ISO 14001 certification within the scope of site data collection*14	Sony Group	Sites	91	86	86

Note: ☑ were assured by PricewaterhouseCoopers Sustainability LLC

*1 Emission factors applied from fiscal year 2024, except for city gas, heat, and steam (other than for industrial use), have been changed from the latest factors as of the end of the reporting fiscal year to those as of the beginning of the reporting fiscal year. For city gas, heat, and steam (other than for industrial use), emission factors are applied from the ones for the Greenhouse Gas Emissions Calculation, Reporting, and Publication System announced in June 2024 by the Ministry of the Environment of Japan.

*2 From fiscal year 2024, the figures are changed to those of sites that had obtained ISO 14001 integrated certification during the fiscal year (for sites that obtained certification during the fiscal year, the figures from the date of acquisition are included; for sites that were delisted during the fiscal year, the figures up to the date of delisting are included).

*3 Refer to "Overview of Calculation for Scope 3 Emissions"

*4 The figure from fiscal year 2023 includes CO_2 emissions associated with the production of capital goods acquired by the Sony Group

*5 The figures for fiscal years 2022 and 2023 were corrected from that of previous year's report

*6 Metric tons per unit of consolidated sales

*7 Excludes amount unavoidably landfilled due to the laws and administrative guidance of individual regions

*8 The figure for fiscal year 2024 is as of July 2025. The figures for fiscal year 2023 was corrected from that of previous year's report

*9 This includes the weight of batteries and packaging. End-of-life products collected and counted may vary by region

*10 Businesses in regions with a combined water risk assessment result of 3 or higher using water risk assessment tools provided by the World Resources Institute (WRI) and World Wildlife Fun (WWF)

*11 Business locations with water consumption of 500,000 m^3 or more in fiscal year 2023

*12 From fiscal year 2022, figures have been changed to only those of sites that are legally regulated, and from fiscal year 2023, figures have changed to only those for businesses performing measurement due to legal, contractual or other requirements.

*13 The figure for fiscal year 2023 was corrected from that of previous year's report

*14 From fiscal year 2024, the scope of site data collection has been changed to sites with integrated ISO 14001 certification within the fiscal year (Until fiscal year 2023, the scope was sites with integrated ISO 14001 certification as of the end of the fiscal year)

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Ethics and Compliance

(FY)

Item	Scope	Unit	2022	2023	2024
Number of reports to Sony Ethics & Compliance Hotline	Sony Group	Reports	451	492	540

Corporate Governance

(FY)

Item	Scope	Unit	2023	2024	2025
Composition of Sony Group Corporation's Board of Directors*1	Total	Persons	10	10	11
	Outside directors	Persons	8	8	9
	Men	Persons	6	7	7
	Women	Persons	4 (40.0%)	3 (30.0%)	4 (36.4%)
	Non-Japanese nationals	Persons	4 (40.0%)	4 (40.0%)	5 (45.5%)
Composition of Sony Group Corporation executives*1 *2	Total	Persons	24 (2) *3	24 (2) *3	23 (2) *3
	Men	Persons	21 (2) *3	21 (2) *3	20 (2) *3
	Women	Persons	3 (12.5%)	3 (12.5%)	3 (13.0%)
	Non-Japanese nationals	Persons	6 (25.0%)	5 (20.8%)	7 (30.4%)

*1 As of end of August for each year

*2 FY2023 and FY2024: Chairman, Vice Chairman, President, Executive Deputy Presidents, Senior Executive Vice Presidents, Executive Vice President and Senior Vice Presidents

FY2025: Executive Chairman, President and CEO, Business CEOs, Chief Officers and Corporate Executives

*3 Number in parentheses refers to the number of people who concurrently serve as director

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Environmental Data Collection Methods and Rationale

Scope, Collection Period, and Accuracy of Compiled Data

Collection Period: Monday, April 1, 2024 - Monday, March 31, 2025

In principle, data for results was compiled in the period stated above. Estimates have been used, however, at some sites where the impact on overall results is deemed to be extremely minor.

Scope of Data Collection

■ Site data

86 sites were integrated ISO 14001 certified between April 1, 2024 and March 31, 2025. Among Sony Group consolidated sites, all manufacturing sites, distribution sites with 100 or more employees, and non-manufacturing sites with 1,000 or more employees are, in principle, expected to obtain integrated ISO 14001 certification.

■ Product data

Data covers all products manufactured by the Sony Group and sold outside the Group. Accessories, semi-manufactured products and components are included. Weight data includes the weight of packaging materials.

Data Accuracy

■ Site data

Chemical substance data and environmental cost data collected from certain sites may be slightly less accurate than other data.

■ Product data

Data for some semi-manufactured products, components, and some products produced and sold overseas may be slightly less accurate than other data.

Greenhouse Gas-Related Data Collection Methods and Rationale

Greenhouse Gas Emissions from Sites

Calculated based on energy-related emissions (power, heat, and fuel usage) and non energy-related emissions (used for manufacturing processes, facilities) from sites.

■ CO_2 emissions from energy consumption (energy-related)

CO_2 emissions from energy consumption are calculated by multiplying the quantity of electrical power, heat and fuel (including fuel for motor vehicles, etc.) used at sites by the CO_2 conversion rate. For energy consumption using renewable energy including certificates, the CO_2 conversion rate is zero.

■ Emissions of PFCs and other greenhouse gases (non energy-related)

Emissions of PFCs and other greenhouse gases are converted to CO_2 by multiplying greenhouse gas emissions from each site by its respective global warming potentials.
Global warming potentials are based on the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC).
For mixed refrigerants not listed in the Sixth Assessment Report, the global warming potentials published by ASHRAE (American Society of Heating, Refrigeration and Air Conditioning Engineers) are applied.

■ CO_2 conversion rates

[Electricity]
Japan: Latest rate published at the beginning of each fiscal year by contracted power companies.
Outside Japan: Latest rate published at the beginning of each fiscal year by contracted power companies or that for the relevant country/region published by the International Energy Agency.

[Fuel & Heat]
Japan/Outside Japan: Calculation method and list of emission factors applicable to the Japan's Act Promotion of Global Warming Countermeasures are used (The Ministry of the Environment's Greenhouse Gas Emissions Accounting and Reporting Manual Ver. 5.0). The municipal gas and heat rate used in Japan for suppliers listed in the Ministry of the Environment's Greenhouse Gas Emissions Accounting and Reporting System is that listed for submission in 2024. Otherwise, the alternative value indicated in the relevant list is used.

Renewable Electricity Rate

Sony's efforts to reduce Greenhouse Gas emissions through renewable energy use include using electrical power produced from renewable energy sources, purchasing electrical power produced from renewable energy sources, and purchasing renewable energy certificates and so on. Renewable electricity rates are calculated by the following equation.

Renewable electricity rate = renewable electricity consumption ÷ total consumption of sites × 100

CO_2 Emissions from Capital Goods

CO_2 emissions are aggregated for the production of capital goods invested in by the Sony Group. These are calculated by multiplying the amount invested in facilities and software and the increase in right-of-use assets by an emissions intensity for household electronic appliances from the Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain (Ver. 3.5), (6) the emissions intensity per unit price of capital goods, published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry (Japan).

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CO_2 Emissions from Fuel- and Energy-related Activities (not included in Scope 1 or Scope 2)

CO_2 emissions are aggregated for upstream from the procurement of fuel used by integrated ISO 14001 certified Sony Group sites, and from the production process of electricity and heat. These are calculated based on the Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain (Ver. 3.5), (7) Emissions Intensity from Electricity/Heat Usage, published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry (Japan), which contain the total products sold for the fiscal year, as well as IDEA Ver. 3.4 emissions intensity.

CO_2 Emissions from Logistics

CO_2 emissions are aggregated for those from international transport of Sony Group G&NS, ET&S, I&SS segments and other major electronics products (video game consoles, televisions, audio equipment, cameras, smartphones, image sensors, etc.), as well as regional transport of ET&S products in Japan, the US, Europe and Asia. For Japan, transportation for some G&NS and music products is included. These are calculated by multiplying ton-kilometers transported (weight of goods transported x distance traveled) by an emissions intensity. In certain instances, CO_2 emissions arising from transport by truck are calculated by multiplying an amount of fuel used (fuel consumption per kilometer x number of kilometers traveled) by an emissions intensity. For international transport by ship, the calculation uses the weight of goods transported including the weight of shipping containers. Emissions intensity (kg-CO_2/ton-kilometer) used for calculation uses the following values for international transportation.

Ship	Aircraft		
	< 463km	≥ 463km & < 1108km	1108km ≤
0.01283	1.970224	1.483384	0.622734

Regional transport emissions are calculated by prioritizing the emissions intensity supplied by the applicable region or country. For Japanese domestic transport, Sony refers to the factor of the amount of fuel used per unit of freight transported (Ministry of Economy, Trade and Industry Notification No. 23 (2023)), based on the Act on Rationalizing Energy Use, and the emissions factor related to fuel usage (Greenhouse Gas Emissions Calculation and Reporting Manual Ver. 5.0), based on the Act on Promotion of Global Warming Countermeasures. For transport in the United States, Sony uses the emissions intensity supplied by the SmartWay Transport Partnership, which is administered by the U.S. Environmental Protection Agency (EPA).

CO_2 Emissions from Waste Generated in Operations

CO_2 emissions are aggregated for those related to the disposal and treatment of waste (excluding valuable waste) not generated at integrated ISO 14001 certified Sony Group sites. These are calculated by multiplying amount of waste processed and recycled by type at sites by the emission intensity from the Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain (Ver. 3.5), (8) Emissions Intensity by Waste Type/Processing Method, published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry (Japan), as well as IDEA Ver. 3.4 emissions intensity.

CO_2 Emissions from Employee Business Trips

CO_2 emissions are aggregated for flights traveled by Sony Group employees on business trips in Japan, China, Europe, North America and South America, which airline tickets are managed globally. These are calculated by multiplying the travel distance by the number of employees traveling, multiplied by an emissions intensity (kg-CO_2/person/km) for each class below.

	< 463km	≥ 463km & < 3700km	3700km ≤
Economy	0.129	0.079	0.077
Premium Economy	0.129	0.079	0.124
Business	0.129	0.119	0.225
First	0.129	0.119	0.310

CO_2 Emissions from Product Use

CO_2 emissions are aggregated for major Sony Group G&NS and ET&S electronics products. These are calculated by multiplying the assumed lifetime power consumption (including standby) of products sold in the fiscal year of reporting by an emissions intensity (not the amount of CO_2 actually emitted during use of the fiscal year of reporting).
In theory, CO_2 emissions during product use in the fiscal year of reporting should be calculated from the total quantity of electrical power consumed by previously sold Sony products that are still in use by consumers in the fiscal year of reporting. However, given the difficulty of determining how many previously sold Sony products are still in use by consumers of the total number of sold to date, Sony uses the estimated total quantity of electrical power consumed while in use over the lifetime of Sony products sold in the fiscal year of reporting to calculate CO_2 emissions during use.
The hours of operation per year, standby time per year, and years of product use are calculated based on data obtained by various surveys. In Japan, Sony uses the latest emissions intensity provided by the Electric Power Council for a Low Carbon Society. Outside of Japan, it uses country or region-specific CO_2 conversion rates as of the beginning of the applicable period provided by the International Energy Agency (IEA).

CO_2 Emissions from End-of-Life Treatment of Sold Products

CO_2 emissions are aggregated for those associated with the recycling or disposal of major electronic products (video game consoles, televisions, audio equipment, cameras, smartphones, etc.) handled by the Sony Group's G&NS and ET&S segments and other disc businesses. These are calculated by multiplying the total amount for products sold for the fiscal year of reporting by an emissions intensity from the Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain (Ver. 3.5), (8) Emissions Intensity by Waste Type / Processing Method, published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry (Japan), as well as IDEA Ver. 3.4 emissions intensity.

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For GHG-related data collection methods and rationale, see below.

Greenhouse Gas-Related Data Collection Methods and Rationale

Overview of Calculation for Scope 3 Emissions

Category		Overview of Calculation
Category 1	Purchased goods and services	Emissions associated with raw materials and parts for use in electronics products sold by and the goods purchased by the Sony Group, from the extraction of resources through to production, as well as emissions related to certain data center use.
Category 2	Capital goods	Emissions associated with the production of capital goods purchased or acquired by the Sony Group.
Category 3	Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	Emissions associated with procurement of fuels and energy consumed by Sony Group sites within the scope of data collection.
Category 4	Upstream transportation and distribution	Emissions associated with the transportation of electronics products sold by the Sony Group and purchased parts.
Category 5	Waste generated in operations	Emissions associated with the treatment and disposal of waste generated by Sony Group sites within the scope of data collection.
Category 6	Business travel	Emissions associated with travel (by air) for business purposes by Sony Group company employees, mainly in Japan, Europe, and North America.
Category 7	Employee commuting	Emissions associated with employees' commute from their homes to their workplace.
Category 8	Upstream leased assets	Not applicable (accounted for in other categories)
Category 9	Downstream transportation and distribution	Emissions associated with the distribution of electronics products sold by the Sony Group from retailers to consumers.
Category 10	Processing of sold products	Emissions associated with the assumed post-sale third-party processing of electronics products sold by the Sony Group.
Category 11	Use of sold products	Emissions associated with the assumed post-sale third-party processing of electronics products sold by the Sony Group.
Category 12	End-of-life treatment of sold products	Emissions associated with the assumed end-of-life recycling or disposal of electronics products sold by the Sony Group.
Category 13	Downstream leased assets	Not applicable
Category 14	Franchises	Not applicable
Category 15	Investments	Emissions associated with some business activities of companies in which the Sony Group has invested.

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Resource Related Data Collection Methods and Rationale

Amount of Waste Generated at Sites

Total volume of industrial waste and non-industrial waste.

Amount of Waste Landfilled

Total amount of landfilled waste generated at sites.

Volume of Water Consumption/ Intake/Discharged

■ Volume of water consumption

The total volume of water used at sites (municipal water, industrial water, well water). This does not include water recycled outside the company and rainwater.

■ Volume of water withdrawal

The volume of water generated outside the company and rainwater, in addition to water consumed.

■ Volume of water discharged

The sum of discharged water to rivers and sewerage. For Sony sites where it is not possible to accurately grasp actual discharge volume, a calculation based on the volume of water used x average per-site rate for volume of water discharged is substituted.

Total volume of resources used in products

Total volume of resources used in products, accessories, manuals and packaging materials. Total weight of products shipped is used as a substitute.

Take-back of End-of-Life Products Record

Take-back of end-of-life products (including batteries and packaging) record is the weight of recycled products in Japan/East Asia, Europe, North America, Pan Asia, and Latin America. Some amounts calculated based on the recycling expenses are included. The collection period may vary by region.

Other Data Collection Methods and Rationale

Volume of Chemical Substances Handled/Emitted

Class 3 and Class 4 chemical substances for which the amount handled annually is 100kg (Class3) / 1,000kg (Class4) or more are subject to reporting.

■ Volume of chemical substances handled

The volume of chemical substances used at sites; purchase volume is substituted when exact volume of usage cannot be determined.

■ Volume of chemical substances emitted

Volume of chemical substances released from sites in relation to their operation; calculations are based on purchase volume x distribution coefficient.

Emissions of Water Pollutants (BOD, COD)

Concentrations in water discharged x volume of water discharged. Sites that are requested to measure by law and other requirements, such as contracts, etc., are subjected to this data collection.

Emissions of Air Pollutants (NOx, SOx)

Volume calculated by multiplying emission volume by emission concentration. Sites that are requested to measure by law and other requirements, such as contracts, etc., are subjected to this data collection.

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Independent Assurance Statement

Purpose and Scope of Assurance

Sony has obtained third-party assurance for environmental data since fiscal year 2001 to ensure the credibility of data reported and facilitate the ongoing improvement of its environmental management. Fiscal year 2024 data assurance was handled by PricewaterhouseCoopers, with related procedures including on-site inspection of manufacturing sites. Environmental data has been verified by a third party in accordance with ISAE3000 and ISAE3410.

Independent Assurance Statement

Independent Assurance Statement (full text) [PDF:228KB]

【Note】

The original "Independent Practitioner's Limited Assurance Report" is in Japanese. This English translation is for readers' convenience and reading this translation is not a substitute for reading the original assurance report in Japanese.

Independent Practitioner's Limited Assurance Report
(English Translation)

To Mr. Hiroki Totoki, President and CEO, Representative Corporate Executive Officer of Sony Group Corporation

PricewaterhouseCoopers Sustainability LLC
Otemachi Park Building,
1-1-1, Otemachi, Chiyoda-ku, Tokyo

Shizue Takashima
Partner

We have undertaken a limited assurance engagement in respect of the information listed below and identified with a ✓(checkmark) (the "Identified Sustainability Information") in Sony Group Corporation's (the "Company") Sustainability Report for the year ended March 31, 2025 (the "Sustainability Report 2025").

Identified Sustainability Information
The Identified Sustainability Information for the year ended March 31, 2025 is summarized below:

Identified Sustainability Information	Amount (unit)
Greenhouse gas emissions: Scope 1 (direct emissions)	235 (thousand tons-CO_2)
Greenhouse gas emissions: Scope 2 (indirect emissions)	810 (thousand tons-CO_2)
Total of the following Greenhouse gas emissions: Scope 3 (Other emissions) Category 2: Capital goods Category 3: Fuel- and energy-related activities (not included in Scope 1 or Scope 2) Category 4: Upstream transportation and distribution Category 5: Waste generated in operations Category 6: Business travel Category 11: Use of sold products Category 12: End-of-life treatment of sold products	12,699 (thousand tons-CO_2)
Renewable electricity rate	40.1 %
Water consumption at sites	21.86 (million m^3)
Amount of discharged water from sites	20.80 (million m^3)
Amount of BOD in wastewater from sites	389 (tons)
Amount of COD in wastewater from sites	66 (tons)

Our assurance was with respect to the information for the year ended March 31, 2025 only and we have not performed any procedures with respect to earlier periods or any other elements included in the Sustainability Report 2025 and, therefore, do not express any conclusion thereon.

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GRI Standards Content Index

Sony's Sustainability reporting refers to international standards and guidelines related to Sustainability activity reporting. The below GRI Sustainability Reporting Standards Content Index includes related information available on Sony Group Portal Website.

Index No.	Index name	Related page
GRI Universal Standards		
GRI 1: Foundation 2021		
GRI 2: General Disclosures 2021		
1. The organization and its reporting practice		
2-1	Organizational details	Corporate Info Form 20-F Item 4 → Editorial Policy → Sony Supply Chain
2-2	Entities included in the organization's sustainability reporting	→ Editorial Policy
2-3	Reporting period, frequency and contact point	
2-4	Restatements of information	→ GRI Standards Content Index
2-5	External assurance	→ Independent Assurance Statement
2. Activities and workers		
2-6	Activities, value chain and other business relationships	Form 20-F Item 4
2-7	Employees	Form 20-F Item 4 → Datasheet
2-8	Workers who are not employees	→ Datasheet
3. Governance		
2-9	Governance structure and composition	→ Corporate Strategy, Business Strategy and Other Policies → Governance Framework
2-10	Nomination and selection of the highest governance body	→ Governance Framework
2-11	Chair of the highest governance body	→ Governance Framework Corporate Governance Report
2-12	Role of the highest governance body in overseeing the management of impacts	Form 20-F Item 4 Corporate Governance Report → Organizational Structure
2-13	Delegation of responsibility for managing impacts	
2-14	Role of the highest governance body in sustainability reporting	→ Organizational Structure of Sustainability
2-15	Conflicts of interest	→ Evaluation of the Board and the Committees' Effectiveness
2-16	Communication of critical concerns	→ Corporate Governance → Ethics and Compliance
2-17	Collective knowledge of the highest governance body	→ Relationship with Shareholders and Other Stakeholders
2-18	Evaluation of the performance of the highest governance body	→ Evaluation of the Board and the Committees' Effectiveness
2-19	Remuneration policies	→ Details of Actions Taken by the Board
2-20	Process to determine remuneration	
2-21	Annual total compensation ratio	The average annual compensation of our employees in FY2024 is approximately 11.18 million yen, the total amount of cash compensation*1 of the CEO is approximately 636 million yen, and the ratio of the average annual compensation of our employees to the total cash compensation of the CEO is 1:57. The ratio of total cash compensation plus the theoretical value of stock-based compensation*2 is 1:226. *1 Fixed remuneration and remuneration linked to business results *2 Stock options and restricted stock units (RSUs). As to the stock-based compensation, the underlying amount is calculated based on the weighted-average fair value per share of stock acquisition rights and the RSUs at the date of their grant in FY2024. For details, see page 71 of the FY2024 SEC Filing. Form 20-F

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Index No.	Index name	Related page
4. Strategy, policies and practices		
2-22	Statement on sustainable development strategy	Vision of Founder and Basic Policy for Sustainability Initiatives Form 20-F → Sony's Basic Policy for Sustainability Initiatives
2-23	Policy commitments	→ Ethics and Compliance → Responsible Supply Chain
2-24	Embedding policy commitments	→ Ethics and Compliance → Responsible Supply Chain
2-25	Processes to remediate negative impacts	→ Respect for Human Rights → Ethics and Compliance → Supply Chain Management
2-26	Mechanisms for seeking advice and raising concerns	→ Organizational Structure of Sustainability → Ethics and Compliance
2-27	Compliance with laws and regulations	→ Ethics and Compliance → Response to Soil and Groundwater Contamination → Chemical Substances
2-28	Membership associations	→ Sony's Sustainability
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	→ Sony's Sustainability
2-30	Collective bargaining agreements	→ Employees
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	→ The Materiality Assessment Process
3-2	List of material topics	→ Analysis Results and Sony Group Material Topics
3-3	Management of material topics	→ Strategy and Targets for the Most Important Topics, and Major Initiatives
Economic		
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	Securities Report (in Japanese)
201-2	Financial implications and other risks and opportunities due to climate change	Form 20-F → Disclosure of Climate and Natural Capital-related Information in Accordance with TCFD and TNFD

Index No.	Index name	Related page
201-3	Defined benefit plan obligations and other retirement plans	Form 20-F Item 4
201-4	Financial assistance received from government	-
GRI202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Recruitment Information
202-2	Proportion of senior management hired from the local community	→ Attracting Diverse Talent → Datasheet
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	→ Community Engagement
203-2	Significant indirect economic impacts	Form 20-F
GRI 204: Procurement Practices 2016		
204-1	Proportion of spending on local suppliers	→ Supply Chain Management
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	→ Ethics and Compliance
205-2	Communication and training about anti-corruption policies and procedures	
205-3	Confirmed incidents of corruption and actions taken	
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	→ Ethics and Compliance
GRI 207: Tax 2019		
207-1	Approach to tax	→ Tax Policy
207-2	Tax governance, control, and risk management	→ Governance Structure → Approach to Tax Planning → Tax Risks
207-3	Stakeholder engagement and management of concerns related to tax	-
207-4	Country-by-country reporting	Form 20-F

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Environmental		
GRI 301: Materials 2016		
301-1	Materials used by weight or volume	→ Overview of Sony's Environmental Impact Environmental Data File
301-2	Recycled input materials used	→ Conserving Resources in Products and Services
301-3	Reclaimed products and their packaging materials	→ Conserving Resources in Products and Services → Proper Utilization of Resource → Product Recycling Environmental Data File
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	→ Overview of Sony's Environmental Impact Environmental Data File
302-2	Energy consumption outside of the organization	
302-3	Energy intensity	→ Overview of Sony's Environmental Impact → Reducing Greenhouse Gas Emissions
302-4	Reduction of energy consumption	
302-5	Reductions in energy requirements of products and services	→ Reducing Greenhouse Gas Emissions Environmental Data File
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	→ Appropriate Local Water Management at Sony Sites
303-2	Management of water discharge-related impacts	
303-3	Water withdrawal	→ Overview of Sony's Environmental Impact → Appropriate Local Water Management at Sony Sites Environmental Data File
303-4	Water discharge	→ Overview of Sony's Environmental Impact Environmental Data File
303-5	Water consumption	-

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GRI 304: Biodiversity 2016		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	→ Biodiversity Conservation Initiatives at Sony Sites List of Biodiversity Conservation Initiatives at Sony Sites (GRI 304)
304-2	Significant impacts of activities, products, and services on biodiversity	
304-3	Habitats protected or restored	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	→ Overview of Sony's Environmental Impact → Reducing Greenhouse Gas Emissions Environmental Data File
305-2	Energy indirect (Scope 2) GHG emissions	
305-3	Other indirect (Scope 3) GHG emissions	→ Overview of Sony's Environmental Impact → Climate Change Environmental Data File
305-4	GHG emissions intensity	Environmental Data File
305-5	Reduction of GHG emissions	→ Climate Change
305-6	Emissions of ozone-depleting substances (ODS)	→ Management of Chemical Substances
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	→ Management of Chemical Substances → Managing Chemical Substances in Products and Services Environmental Data File
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	→ Overview of Sony's Environmental Impact
306-2	Management of significant waste-related impacts	→ Reducing Waste Generation at Sony Sites
306-3	Waste generated	→ Overview of Sony's Environmental Impact → Reducing Waste Generation at Sony Sites Environmental Data File

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306-4	Waste diverted from disposal	→ Overview of Sony's Environmental Impact → Proper Utilization of Resource → Product Recycling
306-5	Waste directed to disposal	→ Overview of Sony's Environmental Impact → Reducing Waste Generation at Sony Sites
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	→ Responsible Supply Chain
308-2	Negative environmental impacts in the supply chain and actions taken	→ Responsible Supply Chain → Reducing Greenhouse Gas Emissions Across the Supply Chain
Social		
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Form 20-F → Datasheet
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-
401-3	Parental leave	→ Creating an Environment where Individuality is Maximized
GRI 402: Labor/Management Relations 2016		
402-1	Minimum notice periods regarding operational changes	-
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	→ Global OHS Initiatives
403-2	Hazard identification, risk assessment, and incident investigation	→ OHS Education
403-3	Occupational health services	→ Global OHS Initiatives
403-4	Worker participation, consultation, and communication on occupational health and safety	→ Global OHS Initiatives
403-5	Worker training on occupational health and safety	→ Global OHS Initiatives

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403-6	Promotion of worker health	→ Maintaining and Promoting Health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	→ Global OHS Initiatives
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	→ OHS Performance
403-10	Work-related ill health	
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	→ Learning and Career
404-2	Programs for upgrading employee skills and transition assistance programs	
404-3	Percentage of employees receiving regular performance and career development reviews	→ Broad Career Initiatives
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	→ Datasheet → Learning and Career → Creating an Environment where Individuality is Maximized
405-2	Ratio of basic salary and remuneration of women to men	→ Sony's Diversity and "An Organization that Embraces Diverse Perspectives"
GRI 406: Non-discrimination 2016		
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GRI 407: Freedom of Association and Collective Bargaining 2016		
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GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	→ Supply Chain Management → Responsible Sourcing of Minerals

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GRI 414: Supplier Social Assessment 2016		
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GRI 417: Marketing and Labeling 2016		
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Revision history

Date of revision	Page	Revision details	Reason for revision
December 18, 2025	104	Note*3 for Chemical substances subject	Correction

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