

SONY

S U S T A I N A B I L I T Y

S M A L L

M E E T I N G

2 0 2 4



Supplemental Information

AGENDA

01 Sony Group's Sustainability

02 Introduction of Initiatives

PEOPLE

DE&I
Accessibility
Support for Artists and Creators

SOCIETY

Respect for Human Rights
Responsible Supply Chain / Responsible AI
Initiatives to Solve Social Issues / Contribution to Social Issues through the Funds

EARTH

Environmental Plan "Road to Zero" / Progress of Medium-term Goal "Green Management 2025"
Responding to Climate Change

03 Governance

04 External Evaluation



01

Sony Group's Sustainability

Holding Sustainability Briefings since 2018

2020

- Held as a joint ESG/Technology Briefing
- Provided explanation focusing on "technology" that contributes to diverse businesses from a long-term perspective
- Introduced the establishment of the "Global Social Justice Fund" and the "Sony Global Relief Fund for COVID-19"



2019

- Explained Sony's Value Creation Model
- Introduced Corporate Governance and initiatives related to "employees" as an important pillar necessary for value creation, etc.



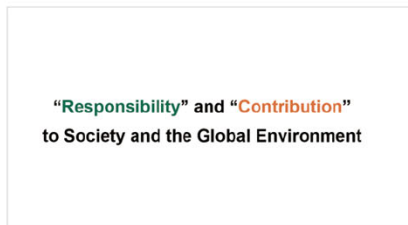
2018

- Held the first ESG briefing
- Introduced the fundamental perspectives and related initiatives concerning Environment, Society, and Governance



2021

- Explained the evolution of sustainability management
- Notably, introduced initiatives for the global environment of major businesses



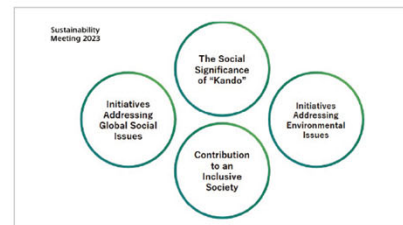
2022

- Explained accelerating the target year for climate change achievement by 10 years
- Introduced the four items as the most important material topics identified through materiality analysis for Sony Group
- Introduced AI ethics initiatives



2023

- Explained the social significance of *Kando*
- Introduced initiatives addressing global social issues and environmental issues, and contributing to an inclusive society



Positioning sustainability as an important management theme and promoting initiatives together with headquarters and business operations

Making Sustainability Integral to Each Business Operation

Areas of Focus for Sustainability in Each Business

DE&I/Accessibility/Environment/Responsible Supply Chain

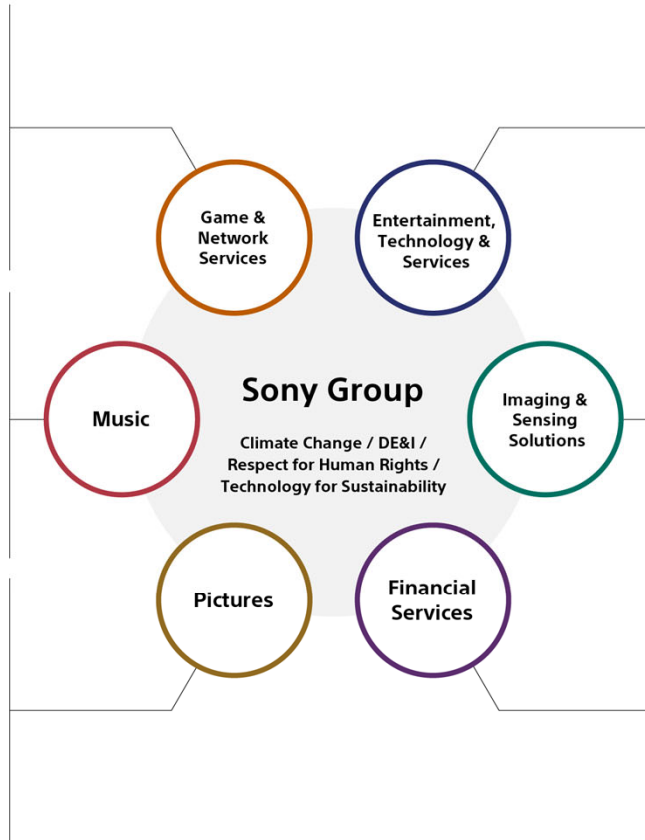
- Cultivating a corporate culture that emphasizes DE&I
- Ensuring broad accessibility functions of hardware, controllers, and game titles, with development of dedicated peripherals
- Improving energy efficiency across hardware and network services; continuing to reduce plastic use in packaging
- Addressing environmental and human rights risks in the context of global supply chains

DE&I/Well-being/Environment/Social Contribution

- Fostering a culture of respecting DE&I
- Emphasizing the well-being of employees and creators
- Promotion of environmental awareness-raising and social contribution activities using content IP

DE&I/Environment

- Expanding the pipeline for diverse stories and talent from a variety of backgrounds
- Undertaking initiatives to combat climate change and preserve natural resources
- Promoting environmental awareness programs using existing content IP



Environment/Accessibility/DE&I/Responsible Supply Chain

- Promoting, among other environmental considerations, the powering of operations at all manufacturing sites and offices with renewable energy for electricity and in product manufacturing, reducing energy consumption, using recycled materials, and minimizing plastic packaging
- Pursuing, from an accessibility perspective, incorporation of inclusive design into the product development process that reflects the needs of users who require accessibility features
- Diversifying human resources and creating comfortable work environments, including initiatives to eliminate the gender gap mainly in Japan
- Addressing environmental and human rights risks in the context of global supply chains

Environment/Accessibility/Employees/Responsible Supply Chain

- Reducing environmental footprint through such means as reducing GHG emissions and recycling natural resources in semiconductor manufacturing processes
- Undertaking initiatives for the environment and accessibility using imaging and sensing technologies
- Creating an environment that encourages an aspirational spirit for people with diverse backgrounds and perspectives
- The semiconductor industry-wide efforts to develop talent through collaboration with industry, governments and academia, and acquisition of talent
- Addressing environmental and human rights risks in the context of global supply chains

Climate Change/DE&I/Ethics and Compliance

- Responding to climate change problems, mainly focusing on reduction of GHG emissions
- Improving investment and asset management structure according to SFG's ESG investment policy
- Producing highly specialized personnel by attracting and cultivating talented human resources, and promoting DE&I, such as through increasing the percentage of management positions held by women and improving accessibility
- Acting ethically and with integrity, complying with laws and regulations, and ensuring healthy and appropriate management with an awareness of the public nature of financial services

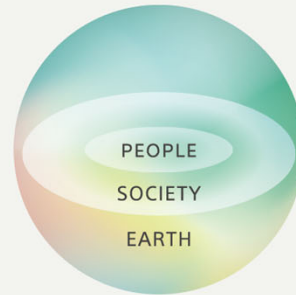
Established Sony's Sustainability Vision

Established Sony's Sustainability Vision in order to effectively communicate the fundamental approach of its sustainability activities to diverse stakeholders, ensuring that the message is easy to understand

Message with a focus on employees, customers and business partners

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

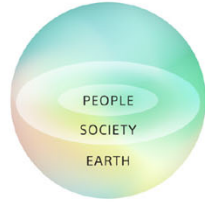
Foster a society in which everyone can live with peace of mind

EARTH

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

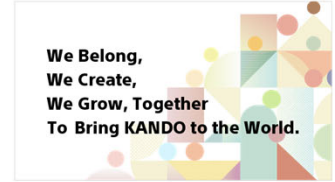
At a Glance 2023

Established Sony's Sustainability Vision



Established Sony Group Human Rights Policy

Redefined DE&I Statement



Established internal guidelines governing use of generative AI tools

(Sony Group Corporation)

Revised* the Sony Group Code of Conduct

* April 2024

Achieved renewable electricity rate target* two years ahead of schedule



* Target: more than 35% by fiscal year 2025

Established the rules of product commercialization processes for implementing inclusive design

More than **240** supplier assessments* conducted

* Including assessments using questionnaire and remote/on-site assessments

ISO 45001 54 of 60 sites* received certification



* As of June 2024



Partnerships with international organizations totaling 15 million USD through

Sony Global Relief Fund for COVID-19

Continued medium- to long-term support through


Global Social Justice Fund

Exhibited accessible products at CEATEC and CSUN

Adopted the Clawback Policy*

(Sony Group Corporation)

* Each Executive Officer as defined in the policy will be in scope.



02

Introduction of Initiatives

02 Introduction of Initiatives

PEOPLE

Establishing Group-wide vision and targets

Redefined DE&I Statement for the first time
in 10 years

**We Belong,
We Create,
We Grow, Together
To Bring KANDO to the World.**

We believe that innovation happens when we embrace the diversity in each other beyond boundaries. The Sony Group will continue to evolve as a place where everyone belongs and demonstrates their individuality, inspiring an inclusive society.

*KANDO = emotion

Set targets for the diversity of
Sony Group Corporation's executives

Aim to increase the percentage of women and non-Japanese nationals among Sony Group Corporation's executives* to more than

30%
respectively by 2030

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

Gender Equity Initiatives

Group's Current Status and Targets

(as of the end of FY23)

	Women in the Workforce (%)	Women in Management Positions (%)
Sony (Global)	34.0%	30.7%
Japan	25.7%	11.8%

Women in management positions in major companies in Japan FY25 targets and FY23 results

Name of company	Targets for Percentage of Women in Management Positions as of End of FY25 ^{*1}	Percentage of Women in Management Positions as of End of FY23
Sony Group Corporation	20%	18.4%
Sony Corporation	10%	8.4%
Sony Semiconductor Solutions Corporation	4.4% ^{*2}	4.3%
Sony Interactive Entertainment (Japan) Inc.	15%	14.2%
Sony Music Entertainment (Japan) Inc.	28%	25.9%
Sony Financial Group ^{*3}	18%	15.9%

Initiatives to bridge the gender gap and develop the next generation of talent in science and engineering fields

Newly launched programs in 2024



Sony Women in Technology Award with Nature

This award recognizes the next generation of women researchers in the field of technology, including science, engineering and mathematics.



SONY STEAM GIRLS EXPERIENCE

^{*}Japanese website only

A program to support young women majoring in science and engineering fields. This program provides scholarships of up to 1.2 million yen per year to university students, and offers the "STEAM GIRLS Baton Program," which aims to convey the fun of the science and engineering fields to junior and senior high school girls.

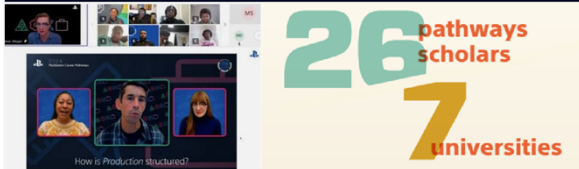
Support for the development of future creators (global)

Game & Network Services



PlayStation Career Pathways Program

Provides scholarships, mentorship and opportunities for learning gaming industry expertise for students in North America



Music



Global Scholars Program

Provides internships and scholarships to 50 motivated students from 18 countries



Pictures



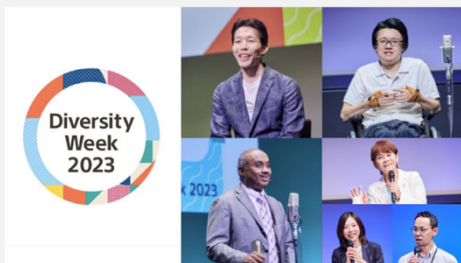
Sony Pictures Action

The multi-pronged social justice arm of Sony Pictures' DE&I strategy, which is anchored on four pillars: Our People, Our Content, Our Partners and Our Community



DE&I efforts through Group collaboration (Japan)

Internal initiatives



Diversity Week

Events organized under a shared group theme to deepen understanding of various diversities such as gender, race, nationality, sexual orientation, gender identity and disability



Sony Women Leaders Forum

Events organized cross-group networking events for women at managerial levels of the Sony Group in Japan

Initiatives in collaboration with external parties

Supports the growth of next generation talent in science and technology fields through collaboration with academia and other external parties

Contributing to the development of future talent through initiatives including providing lectures to university students in science and technology and supporting an international pitch event for girls in junior high and high school



Promoting accessibility throughout the Group under the theme of “Delivering innovation for an accessible future”

- Aim to enable everyone to use our products, services, and entertainment, regardless of each individual's characteristics such as age and disability, capability, or circumstances
- Incorporate inclusive design into the product commercialization processes, by working alongside individuals with diverse needs and reflecting their opinions

Examples of initiatives that leverage Sony Group's diverse business



PlayStation®5 Access™ Controller
A highly customizable accessibility controller kit that enables gamers with disabilities to play more comfortably and for longer periods



Supporting the launch of a loop group*1 for actors with disabilities

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



A voice actor with a disability cast as Sun-Spider, the first wheelchair-using Spider-Person, in *Spider-Man: Across the Spider-Verse*



Retina Projection Camera Kit
Aim to contribute to expanding the creative potential of people with visual impairments



Single-Lens Camera
Industry's first text-to-speech function



A “Yuru” Musical Instrument:
Hug Drum
Percussion instruments that anyone can play regardless of hearing impairments.

Supporting mental health in the creative community



Sony Music Group, headquartered in the U.S., introduced industry-leading “Artists and Songwriters Forward programs” in 2021 to provide our artists and songwriters with support for their wellbeing

- Free counselling
- Free advocacy services that assist our creators with finding healthcare coverage and navigating issues related to their care needs
- Providing its artists and songwriters with a suite of tools providing earnings data and commercial insights in real time, as well as payment solutions
- Legacy Unrecouped Balance program

In Japan, Sony Music Entertainment (SMEJ) launched its B-side project to support the mental and physical health of its artists, creators and staff in 2021

- Free counselling
- Online healthcare consultation services
- Regular mental health checkup
- Workshops on mental health and self-care

02 Introduction of Initiatives

SOCIETY

Respect human rights of all stakeholders involved in Sony Group's business activities throughout its value chain

Implement human rights due diligence measures on an ongoing basis to prevent and /or mitigate identified adverse human rights impacts

Initiatives

- **Human rights risk impact assessment updated**
- **Identified three priority areas: (1) a responsible supply chain, (2) respect for diversity, equity and inclusion and (3) responsible development and use of technologies**
- **Established the Sony Group Human Rights Policy**

Sony Group Human Rights Policy

1. Our Commitment

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.

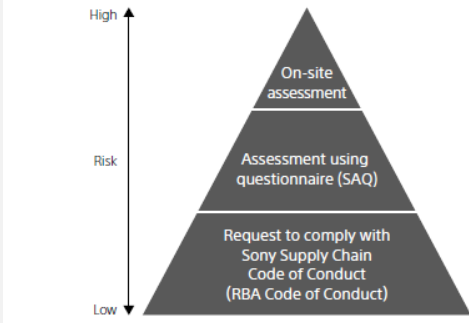
Sony also believes that all human beings should be treated with dignity and respect. Sony is committed to upholding fundamental human rights principles such as the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, and to respecting internationally recognized human rights of people potentially affected by Sony's business operations throughout Sony's value chain. This commitment is established by 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.

Conduct supply chain management based on the Sony Supply Chain Code of Conduct

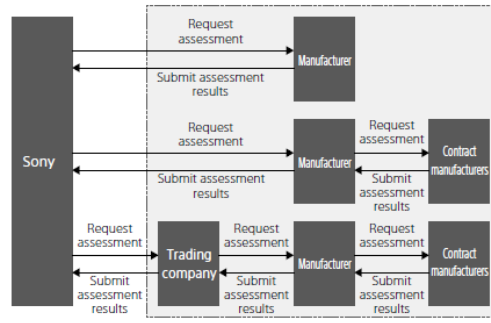
Ensure compliance with the code in our own manufacturing sites, parts/raw material suppliers and contract manufacturers

- Conduct assessment of compliance status of the code based on risk level of suppliers
- If Sony Group does not have a direct business relationship with the manufacturing facility, the assessment is conducted through the primary supplier, which is either the trading company or the manufacturer
- If the supplier is confirmed to be in violation of the code, Sony Group will request the supplier to develop a corrective action plan, and conduct progress management of the plan and confirmation of improvement results based on evidence

Risk-Based Supplier Assessment



Scope of Supplier Assessment



Assessments of New and Existing Suppliers

(Figures indicate the number of plants)

Content	FY2021	FY2022	FY2023
Assessment using questionnaire	796	406	235
Written improvement instructions	94	75	9
Remote assessment / on-site assessment	39	64	12

Top 5 violations identified through on-site assessment (FY23)

Over 60 hrs. work/week	4.3%
Unable to take a day off in 7 days	3.0%
Incorrect salary deductions or social insurance premiums	2.6%
Lack of risk reduction measures or reasonable consideration for pregnant/nursing mother	2.1%
Non-compliance regarding evacuation exit access	2.1%
Insufficient management processes due to poor implementation of code of conduct	2.1%

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

Through the utilization of AI, Sony Group aims to contribute to the development of a peaceful and sustainable society while delivering *Kando* to the world

Promote Responsible AI in accordance with the Sony Group AI Ethics Guidelines

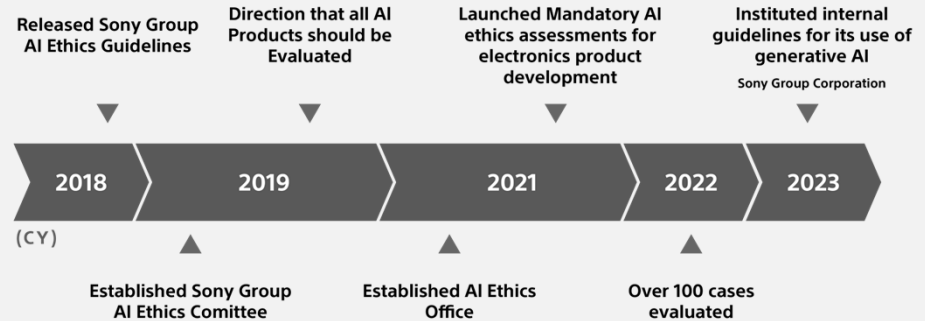
Goals for AI Ethics at Sony

Responsible AI
as competitive advantage

Evaluate
and mitigate AI risks

Products that work
well for everyone

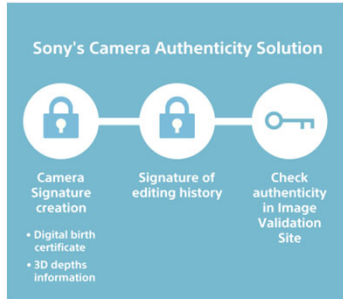
Global leader in AI ethics



Promoting initiatives to solve social issues through new technologies, services, investment, and support schemes

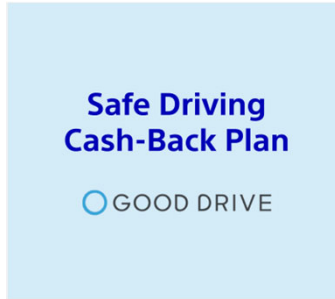


- With the acceleration of digital transformation (DX), the massive amount of data sent from IoT devices to the cloud pose social issues such as privacy risks and increasing power consumption
- Providing Edge AI sensing platform that enables efficient development and implementation of sensing solutions using edge devices



- The spread of fabricated images and AI-generated fake images has become a social issue, and it is especially serious on the journalistic frontline
- Launched Camera Authenticity Solution for media organizations and other professionals that verifies image authenticity, complying with C2PA's* standard and using Sony's in-camera digital signature technology

* C2PA (Content Provenance and Authenticity): a standards-setting organization that develops open standards and technical specifications for the provenance and authenticity of digital content



- Reducing the risk of automobile accidents is a major social issue
- A dedicated app (GOOD DRIVE App) automatically measures driving behavior by synchronizing with the vehicle engine, and offers a cashback of up to 30% of the deposited automobile insurance premiums based on the measurement results
- GOOD DRIVE App is available for download and use by everyone to reduce the risk of driving accidents even if they are not Sony insurance policyholders



- Fostering next-generation technologies and startups through corporate venture capital activities specializing in environmental technology
- Invested in two companies in FY2023, totaling 8 companies over the past 4 years



- Established a non-profit organization with the mission of creating businesses that address social issues in collaboration with diverse partners in 2024
- A scheme to allocate investment profits to business activity expenses
- Established the Arc & Beyond Fund and has started a call for co-creation partners
- Sony Group contributed 3 billion yen to the fund

Global Social Justice Fund

- Established in June 2020 (with a total investment of 100 million US dollars)
- Supporting initiatives that promote social justice, advance racial equity, and foster DE&I globally
- Supporting over 500 organizations in over 70 countries and seven regions, with four pillars of activity: citizen and community engagement, criminal justice reform, diversity through impact, and education

Supporting the area of young artists performing arts (Tanzania, Nafasi Art Space)



Promoting gender equality and education among young girls (India, Milaan Foundation)



Scholarships and career-readiness program for historically marginalized college students who aspire to have a career in the gaming industry (U.S., Jackie Robinson Foundation, UNCF, USC)



Sony Global Relief Fund for COVID-19

- Established in April 2020 (with a total investment of 100 million US dollars)
- Over the past four years, supported over 5,600 organizations in the fields of healthcare, education, and the creative community
- **In September 2023, Sony signed a three-year partnership with UNICEF (United Nations Children's Fund), UNHCR (United Nations High Commissioner for Refugees), and Save the Children, contributing approximately 15 million US dollars equivalent to the remaining balance of the fund**
- Promoting efforts to solve social issues through collaboration with three international organizations

Supporting children and young people around the world



Protecting and supporting refugees and displaced people around the world



Supporting children and youth around the world



Digital Education Support © Japan Committee for UNICEF



Visit to the refugee camp in Bangladesh ©UNHCR



Awareness-raising activities to strengthen child protection systems ©Save the Children



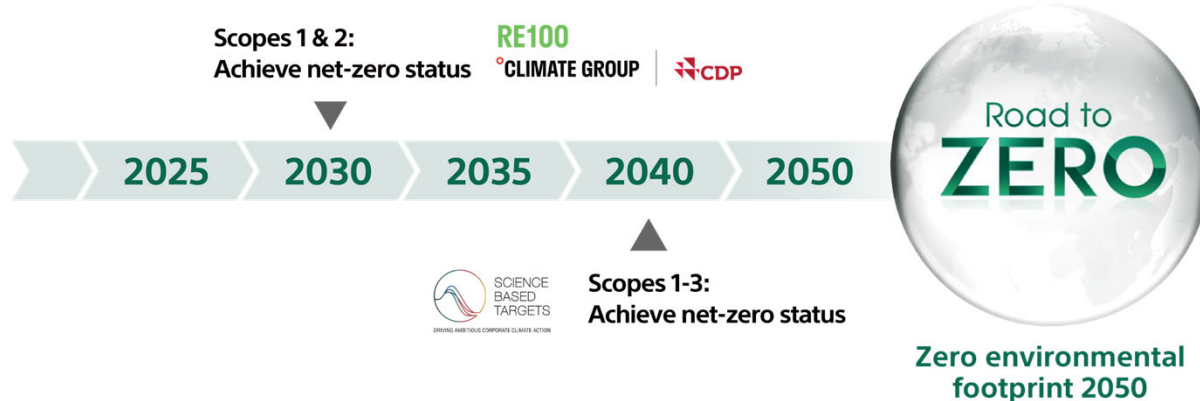
02 Introduction of Initiatives

EARTH

Environmental Plan “Road to Zero”

Formulated environmental plan “Road to Zero” in 2010, aiming to achieve a zero environmental footprint by 2050

- Set targets for the zero environmental footprint goal based on the four perspectives of the environment – “climate change”, “resources”, “chemical substances”, and “biodiversity” – and promote activities
- Regarding “climate change”, aim to achieve net-zero emissions from greenhouse gas emissions (GHGs) that cover the value chain across scope 1 to 3, by 2040 (aiming to reach the target achievement 10 years earlier than the previous 2050 mark)



Progress of Medium-term Goal "Green Management 2025"

		FY25 target (GM2025)		FY23 Results*1	Progress*2
Product		AC devices: annual energy consumption per unit	-5% (vs. FY18)	-0.7%	●
		Virgin plastic per unit	-10% (vs. FY18)	-16.1%	●
		Plastic packaging per unit	-10% (vs. FY18)	-25.1%	●
		Plastic packaging for small products	Eliminate for newly designed models	Achieved zero plastic usage in individual packaging for multiple products	●
Site	Climate change	Greenhouse Gas (GHG) emissions	-5% (vs. FY20)	-3.2%	●
		Renewable electricity rate	35%	35.3%	●
	Waste	Waste generation intensity value	Improve 5% (vs. FY20)	Worsened by 50.9%	●
		Landfilled waste rate	Under 1%	0.9%	●
	Water	Sites with high water usage: water usage intensity value	Improve 5% (vs. FY20)	Worsened by 11.6%	●
		Sites located in water risk areas: implement risk reduction activities		Implemented activities to reduce the risk of water pollution, promote water reuse, conserve water, etc. based on the level of risk	●
	Chemical substances	Volatile organic compounds (VOC) emissions to air	Under FY10 emissions (vs. FY10)	-53%	●
	Biodiversity	Continually promote biodiversity conservation activities respecting the needs of local communities, etc.		Implemented activities at each site, such as One Blue Ocean PJ, Food for the Future	●
Logistics	CO2 emissions from product transportation	-10% (vs. FY18)	-25%	●	

*1 Rounded to the second decimal place except for "Chemical substances" and "Logistics" which are rounded to the first decimal place

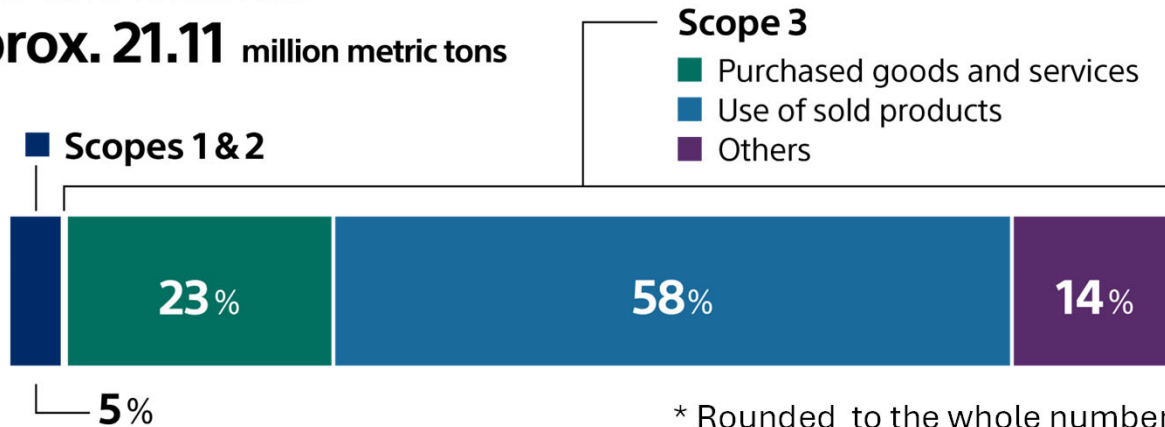
*2 ● : Progressing as planned or exceeding plan ● : Lagging from plan

Responding to Climate Change (Total GHG Emissions from Sony Group operations)

Approximately 5% of the total GHG emissions from the Sony Group operations falls under Scopes 1 and 2 emissions, while approximately 95% is in the remaining Scope 3 emissions

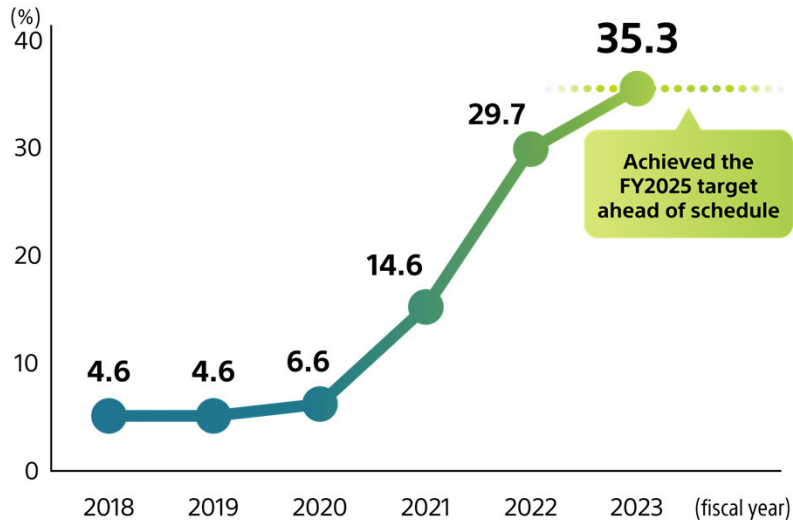
FY2023 GHG Emissions

Approx. 21.11 million metric tons



Continue efforts to introduce renewable energy to Sony Group sites and achieved the FY2025 target of renewable electricity rate at 35% or more ahead of schedule in FY2023

Percentage of renewable electricity out of Sony Group sites' power usage



Activities

- Implementing solar power systems at Sony Group sites
- Expanding virtual PPA (Power Purchase Agreement)
- Procuring renewable electricity from power utilities
- Utilizing renewable energy certificates

Scope 3 accounts for approximately 95% of Sony Group's entire GHG emissions, so we are taking actions to reduce power consumption of our products and GHG emissions of our supply chain

Energy-saving features of BRAVIA™ television models



4K LED TV BRAVIA 9 series

- **Eco Dashboard consolidates power saving features in a single location**
- **Auto Power Saving Mode^{*1} detects user movement (This can potentially reduce energy consumption by up to 41%^{*2}.)**

^{*1}The BRAVIA CAM, a dedicated accessory, automatically detects movement. Depending on the model, BRAVIA CAM is either included or sold separately.

^{*2}Comparison between when the auto power saving mode is on and off in BRAVIA 7 85" EU model. Figures may vary by model and region.

Partner Eco Challenge Program



- **Support suppliers by visiting their sites**
- **Implement basic training sessions on energy conservation**
- **Propose renewable energy utilization tailored to the supplier's electricity usage, setting targets equivalent to SBT (Science-Based Targets), and ongoing support for obtaining SBT approval**

In FY2023, the program was carried out with suppliers that have factories in Japan and China

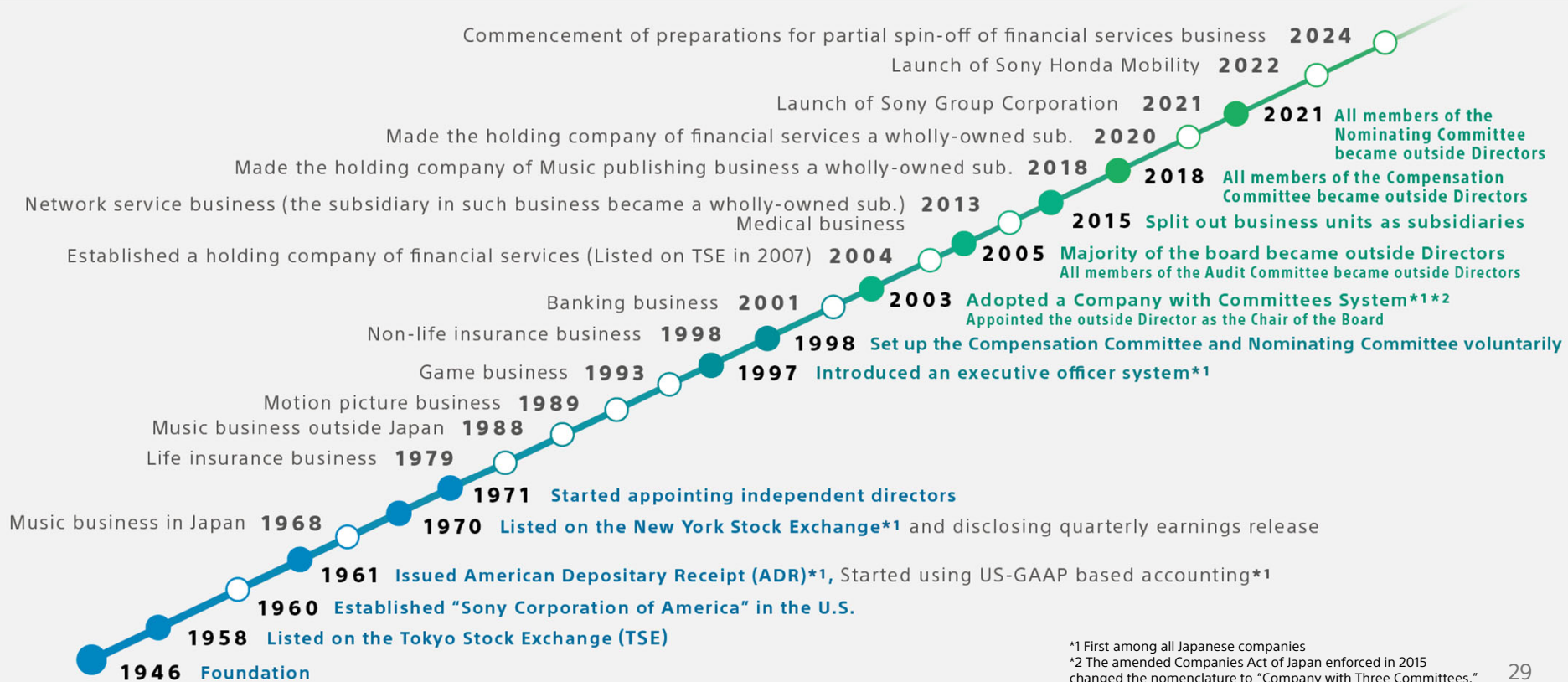


03

Governance

Sony Group's Corporate History and Governance Evolution

Sony's governance structure has evolved for effective group management while diversifying businesses and capital procurement methods.



Governance System (Monitoring Model): Separation of Management and Oversight

Enhancing the Independence and Oversight Functions of the Board

- **Adopted the “Company with Three Committees” system in 2003**
- **8 out of 10 members of the Board are outside Directors**
(Out of 8 outside directors, 3 directors are women, and 4 directors are Non-Japanese nationals)
- **Appointed an outside Director as the Chair of the Board, the Audit Committee, the Nominating Committee and the Compensation Committee**
(Since FY2021, each committee has been comprised of outside Directors)
- **Require additional independence requirements and limit re-election of outside Directors**
(Tenure: 6 years in principle. 9 years with the consent of all the Directors)

Delegation of Authority

The Board has the authority to determine basic management policy and ensures timely **decision-making by largely delegating its authority over business operations to the management team.**

Initiatives to strengthen governance regarding Executive Compensation

In FY23, Sony Group Corporation reviewed metrics of remuneration linked to business results for senior executives and introduced a Clawback policy to strengthen governance

Basic Policy regarding Senior Executive Remuneration (FY24)

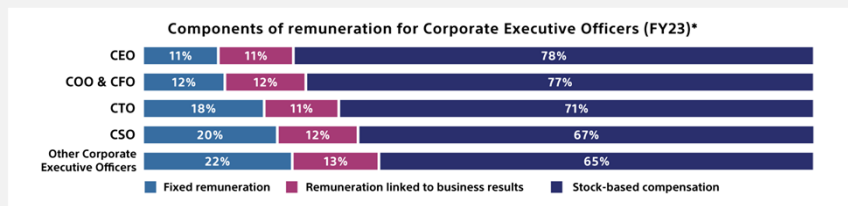
Remuneration linked to business results is determined based on the two metrics below.

- i. Achievement of certain key performance indicators linked to the business results of Sony Group, which are selected based on the areas for which each Senior Executive is responsible.
- ii. Achievement of the Group Sustainability Evaluation.

Group Sustainability Evaluation mentioned above in (ii) is an evaluation of efforts by Senior Executives to enhance the medium- to long-term corporate value and sustainable growth of the Sony Group as a whole.

Examples of Evaluation topics


- Management succession planning and investment in human capital
- Sustainability initiatives related to social value creation and ESG
- Value creation through collaborations among businesses of Sony Group
- Engagement indicators based on employee surveys



Implementation of the Clawback Policy

- Sony Group Corporation adopted a Clawback Policy, with an effective date of October 2, 2023, in compliance with the new rules adopted by the U.S. Securities and Exchange Commission in October 2022.
- Sony Group Corporation has established rules and criteria for the mandatory recovery of erroneously awarded incentive-based compensation of executive officers when Sony Group Corporation is required to prepare an accounting restatement.
- 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.

*The bar chart shows the components of remuneration for Corporate Executive Officers for the fiscal year ended March 31, 2024. 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 fair value of a stock acquisition right as of the date such stock acquisition right was granted in the fiscal year ended March 31, 2024 and the issue price of the restricted stock when granted. Accordingly, the components of remuneration based on the amounts actually paid will be different from the chart below. Due to rounding, individual sums may not total 100%.



04

External Evaluation

External Evaluation

ESG External Evaluations and Inclusion in Indexes

Sony Group 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 2024)
- Sony Group Corporation was selected as a Supplier Engagement Leader in CDP's 2023 Supplier Engagement Assessment in recognition of its climate change initiatives in cooperation with the supply chain (March 2024)
- Sony Group Corporation has been named one of the World's Most Ethical Companies for the sixth consecutive year by Ethisphere Institute, a US-based organization dedicated to the study and advancement of ethical business practices (March 2024)
"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 fifth consecutive year (December 2023)



Inclusion in ESG Indexes



FTSE4Good



FTSE Blossom Japan Index



FTSE Blossom Japan Sector Relative Index



2024 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

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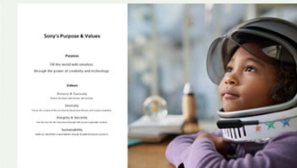
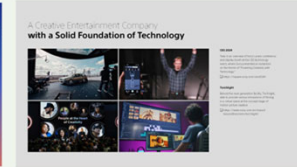
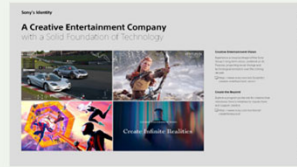
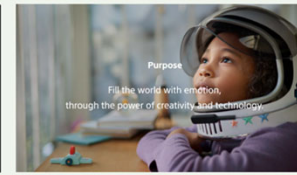
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Corporate Report 2024

<https://www.sony.com/en/SonyInfo/IR/library/corporatereport/>

Sustainability Report 2024

https://www.sony.com/en/SonyInfo/csr_report/



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- ii. Sony's ability to maintain product quality and customer satisfaction with its products and services;
- iii. Sony's ability to continue to design and develop and win acceptance of, as well as achieve sufficient cost reductions for, its products and services, including image sensors, game and network platforms, smartphones and televisions, which are offered in highly competitive markets characterized by severe price competition and continual new product and service introductions, rapid development in technology and subjective and changing customer preferences;
- iv. Sony's ability to implement successful hardware, software, and content integration strategies, and to develop and implement successful sales and distribution strategies in light of new technologies and distribution platforms;
- v. the effectiveness of Sony's strategies and their execution, including but not limited to the success of Sony's acquisitions, joint ventures, investments, capital expenditures, restructurings and other strategic initiatives;
- vi. changes in laws, regulations and government policies in the markets in which Sony and its third-party suppliers, service providers and business partners operate, including those related to taxation, as well as growing consumer focus on corporate social responsibility;
- vii. Sony's continued ability to identify the products, services and market trends with significant growth potential, to devote sufficient resources to research and development, to prioritize investments and capital expenditures correctly and to recoup its investments and capital expenditures, including those required for technology development and product capacity;
- viii. Sony's reliance on external business partners, including for the procurement of parts, components, software and network services for its products or services, the manufacturing, marketing and distribution of its products, and its other business operations;
- ix. the global economic and political environment in which Sony operates and the economic and political conditions in Sony's markets, particularly levels of consumer spending;
- x. Sony's ability to meet operational and liquidity needs as a result of significant volatility and disruption in the global financial markets or a ratings downgrade;
- xi. Sony's ability to forecast demands, manage timely procurement and control inventories;
- xii. foreign exchange rates, particularly between the yen and the U.S. dollar, the euro and other currencies in which Sony makes significant sales and incurs production costs, or in which Sony's assets, liabilities and operating results are denominated;
- xiii. Sony's ability to recruit, retain and maintain productive relations with highly skilled personnel;
- xiv. Sony's ability to prevent unauthorized use or theft of intellectual property rights, to obtain or renew licenses relating to intellectual property rights and to defend itself against claims that its products or services infringe the intellectual property rights owned by others;
- xv. the impact of changes in interest rates and unfavorable conditions or developments (including market fluctuations or volatility) in the equity and bond markets on the revenue and operating income of the Financial Services segment;
- xvi. shifts in customer demand for financial services such as life insurance and Sony's ability to conduct successful asset liability management in the Financial Services segment;
- xvii. risks related to catastrophic disasters, geopolitical conflicts, pandemic disease or similar events;
- xviii. the ability of Sony, its third-party service providers or business partners to anticipate and manage cybersecurity risk, including the risk of unauthorized access to Sony's business information and the personally identifiable information of its employees and customers, potential business disruptions or financial losses; and
- xix. the outcome of pending and/or future legal and/or regulatory proceedings.

Risks and uncertainties also include the impact of any future events with material adverse impact. The continued impact of developments relating to the situations in Ukraine and Russia and in the Middle East could heighten many of the risks and uncertainties noted above. Important information regarding risks and uncertainties is also set forth in Sony's most recent Form 20-F, which is on file with the U.S. Securities and Exchange Commission.