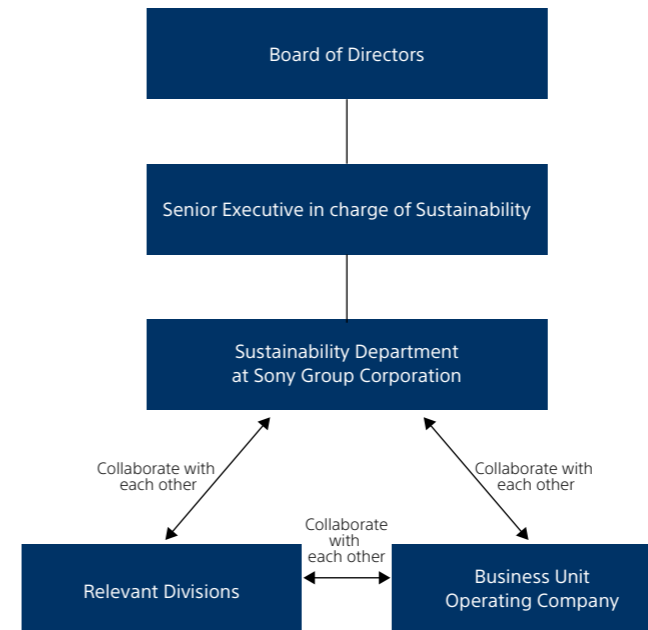


Organizational Structure

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, with unique perspectives, 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 31,2024, Sony newly established "Sony's Sustainability Vision," with the goal to "Inspire a world filled with emotion (Kando) for this generation and beyond," to more clearly define the direction in which the overall Sony Group aims to promote sustainability-related initiatives. 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 31,2024, the Sustainability KPIs included reducing the power consumption of Sony's products, reducing GHG emissions in Sony's manufacturing processes, increasing the ratio of

women in management positions, implementing environmental awareness-raising activities using Sony's content IP, conducting diversity, equity, and inclusion ("DE&I") programs and training, and improving product and service accessibility.

reports from each Business Unit on the sustainability challenges and opportunities relevant to their respective business operations and their efforts in those areas.

Dialogue with Stakeholders

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

- [🔗 Corporate Report](#)
- [🔗 Sustainability Meeting](#)
- [🔗 Sustainability](#)

Raising Employee Awareness

ASony 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 Section 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 environment matters, and initiatives of human rights, diversity and other social matters, such as prevention of forced labor in the supply chain) and the Board reviews them. In addition, as part of reporting on each Business Unit's mid-range plan, the Board of Directors receives

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Shiro Kambe

Sony Group Corporation
Senior Executive Vice President
Corporate Executive Officer
Officer in charge of Sustainability

Inspire a World Filled with Emotion for This Generation and Beyond

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,” and the Corporate Direction of “getting closer to people.” Each of our businesses is taking action for sustainability while leveraging their own unique characteristics. We newly established “Sony’s Sustainability Vision” to more clearly articulate the direction in which the Sony Group aims to proceed, with the goal to “inspire a world filled with emotion for this generation and beyond.” It is important for us to take action so that people can share *Kando*, and that *Kando* is amplified and sustained.

Diversity Initiatives

Diversity in business and people, along with creativity and technology, are drivers of value creation. This is accomplished by our approximately 110,000 employees, who represent myriad nationalities, ethnicities and identities, as well as expertise across countless fields around the world. In fiscal year 2023, we redefined our Diversity, Equity and Inclusion (DE&I) Statement for the first time in a decade, rededicating

ourselves to the further evolution of diversity based on our belief that innovation is born from interaction between diverse talent in every field. At the same time, we are actively engaged in activities that contribute to the development of the next generation of talent and the promotion of diverse talent.

Initiatives Addressing Global Social Issues

The environment around us is constantly changing. Recent years have seen even greater changes in the global environment in which we live, both societally and environmentally. These include an increase in the frequency of severe natural disasters due to climate change, greater risks to human rights, COVID-19, and societal division.

In response to these issues, in 2020, we established the Sony Global Relief Fund for COVID-19 and the Global Social Justice Fund, each for the amount of 100 million U.S. dollars, through which we have provided various support.

Furthermore, in September 2023, Sony signed a partnership with each of three international organizations, UNICEF, UNHCR and Save the Children, to support their respective education, vocational training and mental health programs helping young people and children around the globe, while supporting health and hygiene to forcibly displaced persons. These also include the cash assistance for children in Japan and the promotion of better protection and resilience for children and youth overseas.

Contribution to an Inclusive Society

Nearly 1 in 6 people, that’s over 1.3 billion worldwide, have some kind of disability, and at Sony, we promote accessibility initiatives through our mission of “delivering innovation for an accessible future.”

We believe that in pursuing accessibility, it is necessary to understand and consider the needs of such diverse users. By working together with these individuals, we aim to implement inclusive design that incorporates their perspectives into our product commercialization processes by fiscal 2025.

Among others, initiatives include those for consoles, game titles and peripherals in the Game & Network Services (G&NS) segment. Our Access™ controller for PlayStation®5, launched in 2023, was developed through input from organizations and experts on accessibility. The controller features customizable functionality to suit a wide range of

needs, enabling gamers with disabilities to play games more comfortably and for longer periods of time.

Accessibility efforts not only benefit these groups, but also make things easier to use for many people, which contributes to the realization of an inclusive society.

Initiatives Addressing Environmental Issues

Sony promotes environmental initiatives based on the dual axes of “responsibility” and “contribution,” with the former represented in our long-term environmental plan, Road to Zero, which we first published in 2010. In this plan, Sony strives to achieve a zero environmental footprint by 2050 from the four perspectives of “climate change,” “resources,” “chemical substances” and “biodiversity.” We are working to reduce environmental impact by setting medium-term targets in five-year increments backcasted from the final year of the plan. Among the four aforementioned perspectives, we view responding to climate change as an especially urgent issue, so we are working to achieve net-zero greenhouse gas emissions by 2040.

GHG emissions in the supply chain fall under Scope 3, and fully capturing and reducing such emissions is a major challenge faced by many global businesses. At Sony, we take the long-term perspective in addressing this challenge, as we believe reducing supplier emissions is essential to achieving our 2040 target. First, we aim to reduce emissions from the use of purchased electricity at our major suppliers’ sites to net-zero by 2030.

A major focus in recent years has been integrating sustainability into our business strategy, particularly in terms of making such initiatives a part of our business operations. Each business unit considers sustainability issues and opportunities for its respective businesses, and implements sustainability-related initiatives that align with its business characteristics.

Moving forward, we will continue to emphasize information disclosure and dialogue with our diverse stakeholders to strengthen sustainability efforts.

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<p>Employees</p> 	<ul style="list-style-type: none"> Respect and support each employee's ambitions to grow and take on new challenges, and provide a range of experiences and opportunities for each diverse employee to make the most of their individual strengths, skills, abilities and creativity 	<p>Diversity, Equity and Inclusion (DE&I)</p> <ul style="list-style-type: none"> Redefined the Sony Group DE&I Statement to rededicate ourselves to the further evolution of diversity Percentage of management positions held by women: 30.7% (Sony Group, as of March 31, 2024) Percentage of employees with disabilities: 2.76% (Sony Group Corporation, as of March 31, 2024) As one of the Iconic Partners of The Valuable 500, provided support for the Media Hub project <p>Talent Development and Employee Engagement</p> <ul style="list-style-type: none"> 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, which supports the professional growth of key personnel, accepted entrants from all businesses and expanded its program to include various forms of participation by top management The Sony Cross-Mentoring Program, which aims to pass on the wealth of experience accumulated by management to the next generation of leaders, foster new synergies within the Group and contribute to talent development, was carried out with the participation of 22 pairs transcending business and regional boundaries 2023 employee survey response rate of 93%, 2023 employee engagement index of 90% (Percentage of employees who did not give an unfavorable response to four questions regarding employee engagement) 	<ul style="list-style-type: none"> Aim to increase the respective percentages of women and non-Japanese nationals among Sony Group Corporation's executives* to more than 30% by 2030 as part of Sony's commitment to further advance DE&I * Directors, Senior Executives including Corporate Executive Officers, and other officers Focus on DE&I; attracting and acquiring diverse talent; employee challenge and growth; and creating an environment where individuality is maximized Help employees work comfortably and provide opportunities for them to improve and make the most of their individual strengths, skills, abilities, and creativity 	<p>→ Employees</p> <p>→ Corporate Report</p> <p>→ Sony Group Portal Website Diversity, Equity and Inclusion</p>
<p>Occupational Health & Safety</p> 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Fiscal years 2024 to 2026: Established the global Occupational Health & Safety (OHS) Medium-Term Plan targets Implemented OHS initiatives targeting zero injury and zero illness 54 sites from amongst our 60 sites worldwide have obtained comprehensive ISO 45001 certification 	<ul style="list-style-type: none"> 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 60 group sites 	<p>→ Occupational Health & Safety</p>


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<p>Respect for Human Rights</p> 	<ul style="list-style-type: none"> Continued reasonable efforts to avoid causing or contributing to adverse human rights impacts that may arise from our operations, products, services and/or business relationships 	<ul style="list-style-type: none"> Established the Sony Group Human Rights Policy A working group consisting of the Sustainability Department and the department in charge of legal and compliance met once a month and the working group reviewed the progress of initiatives in priority areas: "responsible supply chain," "respect for diversity, equity and inclusion," and "responsible development and use of technologies" and reviewed and updated action plans considering the trends in laws and regulations. Supported social justice and human rights initiatives through the Global Social Justice Fund 	<ul style="list-style-type: none"> 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 	<p>→ Human Rights</p>
<p>Responsible AI</p> 	<ul style="list-style-type: none"> Strengthened systems and initiatives that tackle AI ethics 	<ul style="list-style-type: none"> Sony Group Corporation established internal guidelines for the use of generative AI tools 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 	<ul style="list-style-type: none"> Improve AI ethics assessment processes and streamline their operation Improve and continue employee education and awareness activities regarding AI ethics Update guidelines as needed 	<p>→ Responsible AI</p> <p>🔗 Sony Group's Initiatives for Responsible AI</p>
<p>Accessibility</p> 	<ul style="list-style-type: none"> Driving initiatives to improve accessibility so that people with diverse needs can enjoy our products, services, and experiences. 	<ul style="list-style-type: none"> 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 (CEATEC2023, CSUN Assistive Technology Conference 2024, etc.) both in Japan and the rest of the world to ensure we obtained customer feedback needed to improve products and services 	<ul style="list-style-type: none"> 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 	<p>→ Accessibility</p> <p>🔗 Sony Group Initiatives for Accessibility</p> <p>🔗 Exhibiting at CEATEC2023</p> <p>🔗 Exhibiting at CSUN Assistive Technology Conference 2024</p>

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<p>Quality and Customer Service</p> 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 develop new talent with HCD skills 	<p>→ Quality and Customer Service</p> <p>🔗 Sony Group Portal Website Human-Centered Design</p>
<p>Responsible Supply Chain</p> 	<ul style="list-style-type: none"> Address risks to human rights, labor conditions, health and safety, and the environment throughout the electronics product supply chain 	<ul style="list-style-type: none"> Conducted assessment using questionnaire at 12 Sony manufacturing sites and at the plants of 235 new and existing suppliers Managers in departments involved in procurement of raw materials and parts received training on supply chain human rights issues and education on climate change initiatives. All raw materials and parts procurement personnel also 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 RMAP Audit Fund and Better Mining Project 	<ul style="list-style-type: none"> 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 	<p>→ Responsible Supply Chain</p>
<p>Community Engagement</p> 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Community engagement expenditures: approx. 4.7 billion JPY Educational programs for children (approx. 330 thousand participants) WWF Japan, WWF Indonesia, Sony Group Corporation and SynecO launched a collaborative pilot project 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 Through the Sony Global Relief Fund for COVID-19, Sony partnered with the United Nations Children's Fund (UNICEF), the United Nations High Commissioner for Refugees (UNHCR), and Save the Children to pledge approximately 15 million USD to address social issues becoming more serious or more apparent and are still ongoing since the outbreak of COVID-19. Supported initiatives to promote social justice and human rights through the Global Social Justice Fund (total expenditure of approx.9.8 billion JPY (78.t million USD) as of fiscal year 2023) 	<ul style="list-style-type: none"> 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 	<p>→ Community Engagement</p> <p>🔗 Sony Group Portal Website Social Contribution Initiative</p>

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<p style="text-align: center;">Environment</p> 	<ul style="list-style-type: none"> 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 	<p>Climate Change</p> <ul style="list-style-type: none"> Annual energy consumption rate per product: Down 0.7% (compared to fiscal year 2018) Greenhouse gas emissions from sites: Down 12.6% (compared to fiscal year 2020) Use of electricity derived from renewable energy (renewable energy ratio): 35.3% GHG emissions related to logistics between nations and within regions: Down 25.4% (compared to fiscal year 2018) <p>Resource Conservation</p> <ul style="list-style-type: none"> Use of virgin oil-based plastics per product unit: Down 16.1% (compared to fiscal year 2018) Use of plastic packaging per product unit: Down 25.1% (compared to fiscal year 2018) Amount of waste generated at sites: Worsened by 51.2% (compared to fiscal year 2020) Promoted the One Blue Ocean Project worldwide, and encouraged reduction of single use plastic use at Sony sites <p>Chemical Substances</p> <ul style="list-style-type: none"> Facilitated the use of alternative substances for PVC and BFR based on Sony standards for the management of chemical substances <p>Biodiversity</p> <ul style="list-style-type: none"> 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 events related to utilizing environmentally conscious foods 	<ul style="list-style-type: none"> Accelerate initiatives to achieve net-zero targets across the value chain from scopes 1 to 3 by 2040 and a zero environmental footprint by 2050 <ul style="list-style-type: none"> Develop and leverage technologies that contribute to global environmental conservation Enhance supply chain engagement Strengthen environmental awareness-raising activities in the entertainment and other businesses Expand the adoption of renewable electricity by installing photovoltaic panels at Sony sites to achieve the target of sourcing 100% renewable electricity for worldwide operations by fiscal year 2030 Achieve net-zero targets for direct and indirect emissions (scopes 1 and 2) in Sony's own operations by 2030 Further strengthen initiatives to achieve climate change targets by fiscal year 2035, which were approved as 1.5°C science-based targets (SBTs) Research and contribute to carbon removal/fixation Reduce plastic packaging materials used for products and the use of virgin oil-based plastics 	<p>→ Environment</p> <p>→ Technology</p> <p>🔗 Sony Group Portal Website Environment</p>

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<p>Technology</p> 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Implemented joint research and demonstration testing for Sony's Earth MIMAMORI platform utilizing IoT technology at sites worldwide • Promoted practical use of Triporous™ in healthcare • Began provision of Camera Authenticity Solution to select news media agencies to enhance transparency and trustworthiness in news workflows 	<ul style="list-style-type: none"> • 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 	<p>→ Technology</p>
<p>Ethics and Compliance</p> 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Revised the Sony Group Code of Conduct • Provided training and messaging on ethics and compliance via the Global Ethics & Compliance Network • Operate the Sony Ethics & Compliance Hotline for internal reporting (Number of reports: 492 in fiscal year 2023) • Implemented third party risk-management based on the Sony Group Third Party Engagement Policy • 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 	<ul style="list-style-type: none"> • 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 • Effectively operate the Global Ethics & Compliance Network which was reorganized in fiscal year 2024 to better align with Sony Group's business reporting structure • 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 	<p>→ Ethics and Compliance</p>

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Area of Focus	Key Focus	Fiscal Year 2023 Results	Looking to the Future	Coverage
<p style="text-align: center;">Corporate Governance</p> 	<ul style="list-style-type: none"> Establish and enhance the corporate governance system that best suits the Sony Group Manage risks that may cause losses to the Sony Group Enhance 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 	<p>Enhanced corporate governance system</p> <ul style="list-style-type: none"> Reviewed the progress and result of the fourth mid-range plan and established the fifth mid-range plan Continuously monitored the business portfolio and capital allocation Continuously supervised risks including geopolitics and cybersecurity Continued and deepened discussions about Sony's strategies regarding new technologies and social changes (including generative AI and sustainability) <p>Risk Management</p> <ul style="list-style-type: none"> Manage 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 <p>Cybersecurity</p> <ul style="list-style-type: none"> Revised information security policies for all group companies to strengthen information security management Improved the information security management structure and strengthened information security governance Monitored and responded to security threats on a 24/7 basis via the global security operations center <p>Tax Strategy</p> <ul style="list-style-type: none"> Continue to manage our tax affairs in line with business objectives and operations, as well as regular reporting and communication regarding tax with CFO, who is a Board member, 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 	<p>Enhanced Corporate Governance System</p> <ul style="list-style-type: none"> Monitoring the progress of the Fifth Mid-Range Plan and long-term growth strategy Deepened discussions about and supervision over focusing areas (growth through IP value maximization and technology platform supporting IP value maximization) Risk management (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 management side and appropriate relationships with the accounting auditor and internal audit department <p>Risk Management</p> <ul style="list-style-type: none"> 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 <p>Cybersecurity</p> <ul style="list-style-type: none"> Strengthen security management based on the revised information security policies for all group companies 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 <p>Tax Strategy</p> <ul style="list-style-type: none"> Continue to manage our tax affairs in line with business objectives and operations, as well as regular reporting and communication regarding tax with CFO, who is a Board member, 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 	<p>→ Corporate Governance</p> <p>🔗 Corporate Report</p> <p>🔗 Sony Group Portal Website Internal Control</p> <p>🔗 Securities Report</p>

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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.

Stakeholders	Principal Goals	Main Communication Methods
Customers	<ul style="list-style-type: none"> 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 usability and accessibility 	<ul style="list-style-type: none"> Inquiries from customers, important 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	<ul style="list-style-type: none"> Ensure swift and appropriate disclosure Achieve continued growth in corporate value 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Explanatory meetings for suppliers, audits and surveys related to CSR procurement and the environment, conflict mineral 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	<ul style="list-style-type: none"> Support the growth of each unique employee and provide opportunities to take on new challenges Acquire diverse talent Support 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 	<ul style="list-style-type: none"> Quarterly global meetings, town halls, management blog Internal newsletter, website and email notifications Career interviews and counseling Employee engagement surveys Sony Ethics & Compliance Hotline, labor management negotiations, safety and health committees, Social Issue Experience Program, etc.
Local communities	<ul style="list-style-type: none"> Promote initiatives that contribute to communities in fields where Sony is best able to do so Emergency humanitarian assistance Collaborate with NGOs and NPOs to help address social challenges Support and system development for employee volunteer participation 	<ul style="list-style-type: none"> Local volunteer initiatives, participation in events held by local organizations and governments, social contribution initiatives, etc.
Global environment	<ul style="list-style-type: none"> Reduce the environmental footprint of Sony's business activities and products throughout their life cycle to zero 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Collaborate with NGOs, NPOs and other organizations to help address social challenges Participate in global frameworks Participate in CSR-related organizations and projects 	<ul style="list-style-type: none"> 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	Overview	Sony Actions
 <p>Responsible Business Alliance (RBA)</p>	An alliance dedicated to supply chain responsibility encompassing human rights, labor conditions, health and safety, and the environment	<ul style="list-style-type: none"> • Founding member (of the former EICC) • Formulated the Sony Supply Chain Code of Conduct, which incorporates the provisions of the RBA Code of Conduct • Member of the RBA Board of Directors since 2020
 <p>Council for Better Corporate Citizenship (CBCC)</p>	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	<ul style="list-style-type: none"> • Sony co-founder Akio Morita served as its first chairman • Continues to be actively involved in its initiatives
 <p>BSR</p>	A global non-profit organization with experts in CSR	<ul style="list-style-type: none"> • 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
 <p>Save the Children</p>	An international NGO that works in approximately 120 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	<ul style="list-style-type: none"> • Jointly implemented projects and established a humanitarian fund in order to continuously support the children who lead the next generation • Provides 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
 <p>United Nations High Commissioner for Refugees (UNHCR) (UN Refugee Agency)</p>	Protects people forced to flee due to conflict and persecution in over 130 countries, protecting millions of people by responding with life-saving support, safeguarding fundamental human rights and helping to build brighter futures	<ul style="list-style-type: none"> • Support forcibly displaced persons and their host communities in Bangladesh and southern Africa recover from the impacts of COVID-19, including through the delivery of access to health, and water, sanitation and hygiene (WASH) services
 <p>United Nations Children's Fund (UNICEF)</p>	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	<ul style="list-style-type: none"> • Support work to create environments with equal access to digital education and activities to improve mental health for children and young people world-wide
 <p>The Valuable 500</p>	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	<ul style="list-style-type: none"> • 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
 <p>G20 EMPOWER</p>	An alliance to increase the number of women who play a key role in the economy and business, and to empower women	<ul style="list-style-type: none"> • Participated as an advocate in 2020 to support action in Japan

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- 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Joined in 2023
Music Industry Climate Collective (MICC) 	An alliance for addressing global environmental challenges and changes within the music industry	<ul style="list-style-type: none"> Sony Music Group joined as a founding member in 2023

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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, Equity and Inclusion (DE&I)

Sony leverages its diverse businesses and workforce as strengths in its business strategy. In order to further promote diversity as a key management strategy, in addition to promoting diversity in business and geography and hiring diverse talent, Sony provides opportunities to think more deeply about diversity, whether it be in terms of race, nationality, disabilities, gender, sexual orientation, values, or work styles. These opportunities are also extended to other companies and external organizations. By promoting the message of diversity to society, Sony is promoting inclusive and sustainable economic growth, employment, and decent work for all, as outlined in Goal 8 (decent work and economic growth). Sony is working to achieve gender equality and empower women as outlined in Goal 5 (gender equality) by establishing action plans to increase career opportunities for women and implementing ongoing initiatives at group companies.

→ [Materiality \(Diversity, Equity and Inclusion \(DE&I\)\)](#)
→ [Diversity, Equity and Inclusion](#)

Human Rights and Diversity

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 also implements initiatives to advance social justice, protect human rights and promote DE&I 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. 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).

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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 2024)
- Sony 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)



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Inclusion in ESG Indexes



2024 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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[Sustainability-related External Evaluation and ESG Index](#)

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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 2023 (in order received)

Name of Award	Award-winning company/organization	Award content	Awarded by	Month received
Minister for Internal Affairs and Communications' Award at the 6th Space Development and Utilization Awards	Sony Group Corporation	This is awarded to those who have made significant contributions to the promotion of space development and utilization, such as by taking leading initiatives. A forest fire detection system which allows low power data transmission by applying Sony's proprietary low power wide area (LPWA) communication standard ELTRES™ to space has been recognized for its contribution to addressing issues in Southeast Asia and its potential utilization in developing countries. ■ Initiative/product awarded: Sony's Earth MIMAMORI platform	Cabinet Office	March 2024
2024 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 2024
HCD-Net AWARD 2023 Special Jury Award	Sony Group Corporation	An award recognizing expertise and knowhow that offer high shared value in the field of human-centered design. Evaluation is based on five perspectives: novelty, uniqueness and originality, extent of value in use and shared value, results in actual use cases and presentation. ■ Initiative/product awarded: Human Resource Development and Awareness-raising Activities on HCD	Human Centered Design Organization (NPO)	March 2024
Award for Companies Promoting Experience-based Learning Activities for Youth 2023 "Special Needs 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	February 2024
IAUD International Design Award 2023	Sony Group Corporation / Sony Interactive Entertainment Inc. / Sony Interactive Entertainment LLC	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: XR Catch, rehabilitation/wellbeing gamification*, Access™ controller	International Association for Universal Design (IAUD)	February 2024
Platinum Eruboshi	Sony Group Corporation	Certification given to companies that have made particularly outstanding efforts to promote greater opportunities for women. Sony has received certification having met all standards set by Japan's Ministry of Health, Labor and Welfare, including the percentage of women in management positions.	Ministry of Health, Labour and Welfare	January 2024
Gold certification in the PRIDE Index 2023	Sony Group Corporation and 18 Sony Group companies in Japan	An evaluation index for initiatives for LGBTQ+ employees. Sony has received certification in recognition of its efforts in areas relating to LGBTQ+ employees, including system enhancement, training, sponsoring of external events, and internal network building.	General Incorporated Association Work with Pride	November 2023
"Nationally Certified Sustainably Managed Natural Site" certification (first half of 2023)	Kohda Site, Sony Global Manufacturing & Operations Corporation	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. Sony Forest has been certified as a "Nationally Certified Sustainably Managed Natural Site" for being an area where biodiversity is conserved through the efforts of the private sector and other parties.	Ministry of the Environment	October 2023

[Major External Awards Received for Sustainability Initiatives](#)

* Trials of the rehabilitation and wellbeing gamification initiative were conducted at facilities operated by Lifecare Design Inc., a member of the Sony Lifecare Group.

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