

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 5





Reference Materials

AGENDA

01 Sony Group's Sustainability

02 Introduction of Initiatives

PEOPLE

- Diversity
- Accessibility
- Support for Artists and Creators

SOCIETY

- Respect for Human Rights
- Responsible Supply Chain / Responsible AI
- Contribution to Global Issues through Partnerships

EARTH

- Environmental Plan "Road to Zero"
- Mid-term Goal "Green Management 2025" Progress, 2030 Targets Formation
- Responding to Climate Change / Resource Circulation and Countermeasures to Plastic Pollution/
- Activities to Raise Environmental Awareness

03 Governance

04 External Evaluation

Value Creation Model

Powered by synergies that arise from the organic connections among Sony's diverse businesses and employees, we aim to create sustainable value

Sony's Purpose

Purpose explains the reason for our existence, for Sony Group employees to work together along the same vector and create value from a long-term perspective; in other words, why we exist



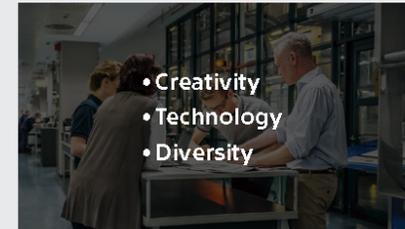
Identity

Identity expresses how we want to be perceived from the outside; in other words, who we are



Key Drivers

Key drivers are the essential elements to realize value creation



Creative Entertainment Vision

Where Sony wants to be in 10 years

1. Transcend dimensions to unleash the creativity of creators around the world
2. Transcend boundaries to connect diverse people and values and foster communities
3. Expand exciting experiences rich in narrative beyond imagination and across the world

Creative Entertainment Vision

Create Infinite Realities



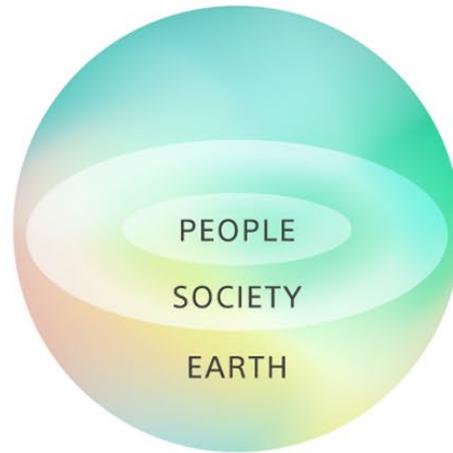
01

Sony Group's Sustainability

Sony's Sustainability Vision

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

Review of Materiality

We identified diversity, respect for human rights, and climate change as the most important topics

Outline of the relationship between Sony's Sustainability Vision and material topics, as well as the key focus areas of each business linked to them

Sony's Sustainability Vision	Inspire a world filled with emotion for this generation and beyond		
	<p>PEOPLE</p> <p>Celebrate individual differences and enrich hearts and minds</p>	<p>SOCIETY</p> <p>Foster a society in which everyone can live with peace of mind</p>	<p>EARTH</p> <p>Protect and preserve the Earth, which is the foundation of life</p>
Most important topics	Diversity	Respect for human rights	Climate change
Main focus areas	<ul style="list-style-type: none"> • Build an environment in which employees of all backgrounds can thrive [All businesses] • Value the well-being of employees and creators [Music] • Strengthen the pipeline for diverse stories and talent [Pictures] • Develop talent across the entire semiconductor industry and acquire talent [I&SS] • Improve the accessibility of products and services [G&NS, ET&S, I&SS] 	<ul style="list-style-type: none"> • Continue human rights due diligence [All businesses] • Address human rights risks in global value chains [G&NS, ET&S, I&SS] • Enhance online safety measures [G&NS] 	<ul style="list-style-type: none"> • Operate major sites with renewable electricity [ET&S, I&SS] • Reduce energy consumption of products and services [G&NS, ET&S] • Raise awareness using content IP [Music, Pictures] • Undertake initiatives for zero environmental footprint across film and TV operations [Pictures] • Contribute to the environment through imaging and sensing technologies [I&SS]

Business Segment Abbreviations
 G&NS: Game & Network Services
 ET&S: Entertainment, Technology & Services
 I&SS: Imaging & Sensing Solutions

At a Glance

<p>Green Management 2030 medium-term environmental targets</p>		<p>Human rights impact risk assessment at major business segments</p>	<p>Expanding systems supporting work-in-life (workations, egg freezing subsidies, etc.)</p> 	<p>More than 380 supplier assessments</p> <p><small>* Including questionnaires, remote and on-site audit</small></p>
<p>Developed policy for Group AI governance structure and frameworks</p> <p><small>to ensure compliance with laws and internal regulations</small></p>	<p>World's Most Ethical Companies for the seventh consecutive year</p>  <p><small>* "World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.</small></p>	<p>Transitioning to a new management structure</p> <p><small>* April 2025</small></p>	<p>Inclusive design for electronics business</p> <p><small>in line with HCD product commercialization rules</small></p>	<p>Integrated ISO 45001 certification for 57 of 61 sites worldwide</p>  <p><small>* As of Aug 2025</small></p>
<p>Established Arc & Beyond Association, Inc., a new entity to drive social impact through business</p> 	<p>Corporate partnership with WWF Japan*</p> <p>Renewed to step up collaboration tackling climate change and conserving biodiversity</p> <p><small>* World Wide Fund for Nature Japan</small></p>	<p>The Sony Global Relief Fund for COVID-19</p> <p>Support provided for UNHCR*1, UNICEF*2 and Save the Children</p> <p><small>*1 United Nations High Commissioner for Refugees *2 United Nations Children's Fund</small></p>	<p>Accessible products exhibited at CSUN</p> <p><small>(CSUN Assistive Technology Conference 2025)</small></p>	

Note: Except where otherwise noted, the figures are based on the results for FY2024 (April 1, 2024 to March 31, 2025).



02

Introduction of Initiatives

02 Introduction of Initiatives

PEOPLE

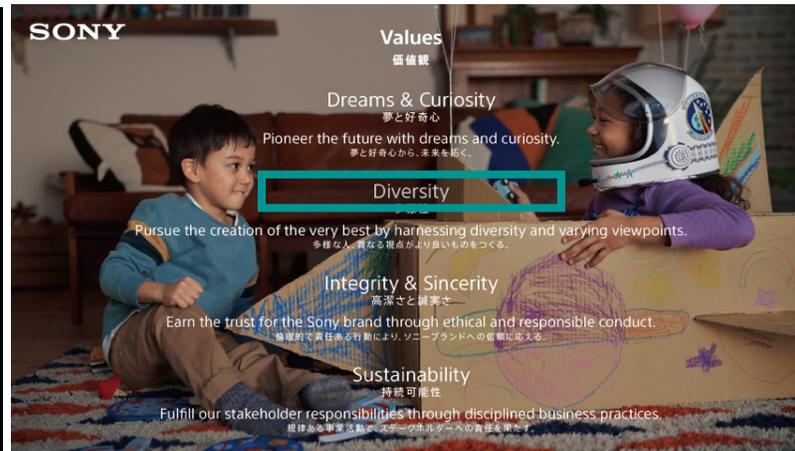
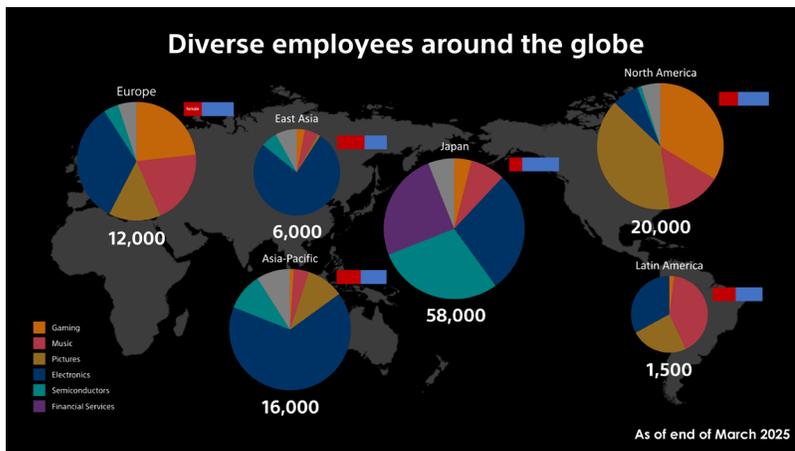
We aim to create greater value by fostering an organization that leverages different perspectives and diverse connections.

- Three Key Focus Areas

The Evolution of Diversity in People and Professional Experience that Underpins Group Growth

Providing Opportunities to Foster Diverse Individual Experiences

Fostering an Organizational Culture and Leadership that Embrace Diverse Perspectives



The Evolution of Diversity of People and Professional Experience that Underpins Group Growth

Examples of initiatives

Group-wide initiatives to bridge the gender gap

Sony Women Leaders Forum 2024

A total of 83 management personnel—both female and male—from 20 domestic companies participated. Nurturing the Next Generation, Exchanging Diverse Perspectives, and Creating Opportunities for Future Connections were the purposes.



Awards to Recognize and Celebrate Women in Technology



Scenes from the First Awards Ceremony

Scholarship Program for Women in Science and Engineering Studies



Highlights from the event

Target

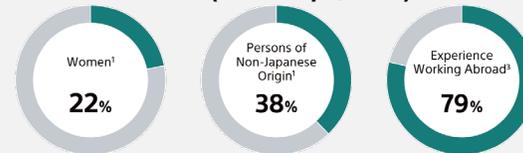
The percentage of women and persons of non-Japanese origin in Sony Group Corporation's executives* by 2030

30% or more

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

Achievements

Diversity in Sony Group Corporation's Leadership Team (As of July 1, 2025)



¹ Directors, Senior Executives including Corporate Executive Officers, and other officers
² Experience working abroad refers to the overseas assignment experience at Sony of the Executive Chairman, CEO, Chief Officers, and Corporate Executives.

Percentage of Women (as of the end of FY24)

	Workforce FY24-end Results	Management FY24-end Results
Sony (Global)	34.2% vs. FY23-end +0.2pt	31.6% vs. FY23-end +0.5pt
Japan	26.2% vs. FY23-end +0.5pt	12.8% vs. FY23-end +1.0pt

Ratio Targets and Results of Percentage of Women in Management at Major Sony's Consolidated Subsidiaries in Japan

Company	FY25-end Target*1	FY24-end Results
Sony Group Corporation	20%	20.2%
Sony Corporation	10%	8.5%
Sony Semiconductor Solutions Corporation	4.5%*2	4.5%
Sony Interactive Entertainment Inc.	15%	15.6%
Sony Music Entertainment (Japan) Inc.	28%	27.1%

*1 Targets for the "percentage of women workers in management positions" as of the end of FY2025 are described, pursuant to the provision of the Ordinance on the Action Plans for Business Owners based on the Act on Promotion of Women's Participation and Advancement in the Workplace (Ordinance No. 162 of the Ministry of Health, Labour and Welfare, 2015).
*2 Percentage calculated from the numerical target for women in management positions by the end of FY2025, based on the action plans pursuant to the Women's Active Participation Act, prescribed according to the total number at the end of FY2024.

Providing Opportunities to Foster Diverse Individual Experiences

Examples of initiatives

Autonomous Career Development Initiatives and Systems

In Japan

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

Overseas example

Utilizing the internal job posting program and the Career Plus Program in all Group Companies operating businesses in China

- Supporting employees' career development
 - Realizing collaboration among employees across businesses
 - By allowing employees to take on new opportunities while continuing their current job, it encourages them to push their boundaries further
- Example: Recruiting members for new projects across businesses through the Career Plus Program

Achievements

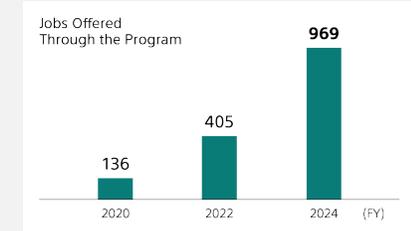
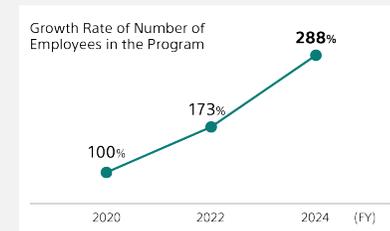
Learning and Development (FY24)

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

Internal job posting program had a record of more than 8,000 transfers on a cumulative basis

more than **8,000** transfers

Number of Employees and Internal Job-Offering Trend in the Career Plus Program



Note: Figures for FY2022 and FY2024 are comparisons made using the figure for FY2020 as 100%

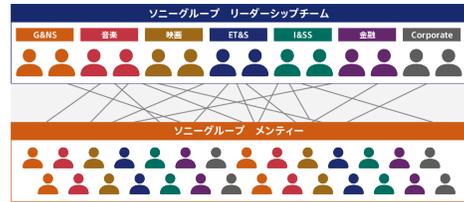
Fostering an Organizational Culture and Leadership that Embrace Diverse Perspectives

Examples of initiatives

Comprehensive measures connecting different perspectives into organizational power



Sony University fosters the next generation of leaders through dialogue with management, including the CEO, and exchanges among students with diverse perspectives.



Sony's Cross-Mentoring Program that connects management with next-generation management talent across businesses and regions to pass on diverse knowledge and experience



A place for dialogue and exchange of opinions between management and employees

- Town Hall Meetings
- Roundtable Dialogues



A cross-group event that considers the strength of diverse "differences" as employees

Achievements

Hours executives spent as a commitment to fostering next-generation leaders through Sony University, the Sony Cross-Mentoring Program or roundtable dialogues with top management (FY2024)

- Sony University, established in 2000, develops talent to take on top managerial roles in the group
- Approximately 1,700 employees from businesses across Sony Group worldwide have taken part to date

673+
Hours

Number of diversity-themed events in FY2024 (global)

- Number of participants: More than 5,400 Sony Group employees on a cumulative basis

Approximately
30

In 2024 employee engagement surveys, 89% of employees in Sony group did not respond negatively to the engagement questions

89%

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

- We aim to make our products, services and entertainment accessible to everyone, regardless of each individual's characteristics such as age and disability, capability, or circumstances
- Incorporating inclusive design into the product commercialization process by collaborating with individuals with diverse needs and reflecting their feedback

Examples of initiatives that leverage Sony Group's diverse business



Inclusive Design Workshop Implementation

- Workshops to encompass and understand the needs of diverse users, gain new insights, and deepen understanding of inclusive design
- In addition to Japan, the events were held in Europe and the United States, with more than 2,500 employees participating



Collaboration with organizations for disability inclusion

- In collaboration with organizations such as Drake Music and Paraorchestra in the UK, we held an accessible instrument hackathon



Continued to develop and expand accessibility features on PlayStation®5

- Launched the Access™ Controller in 2023
- Audio focus feature added in April 2025



Supporting children to experience the joy of music at the Music Festival for Children and Young People 2025

- With Auracast™ technology, along with Sony's headphones and smartphones, we created an inclusive environment where children with hearing difficulties can enjoy music
- The first initiative of its kind for concerts in Japan



Introducing wheelchair mode to "THE TOKYO MATRIX"

- Developed with inclusive design for modes that are comfortable to play with for wheelchair users
- Mixed teams of wheelchair users and non-wheelchair users can play cooperatively

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 which provide earnings data and commercial insights in real time, as well as payment solutions
- Legacy Unrecouped Balance program which pays through go-forward earnings to qualifying artists and songwriters



In Japan, Sony Music Entertainment (Japan) Inc. is supporting the mental health of its artists, creators and the staff through its B-side Project®. The initiative started offering its services broadly across the entertainment industry in 2024.

- Psychological counselling by experts
- 24 hours 365 days online healthcare consultation services
- Workshops on mental health and self-care
- Raising public awareness through the podcast “B-side Talk”
- Activities around World Mental Health Day

02 Introduction of Initiatives

SOCIETY

Promoting efforts to prevent and mitigate negative impacts on human rights related to Sony Group's business activities through ongoing human rights due diligence and raising employee awareness.

Initiatives

- Ongoing efforts in priority areas across the entire group

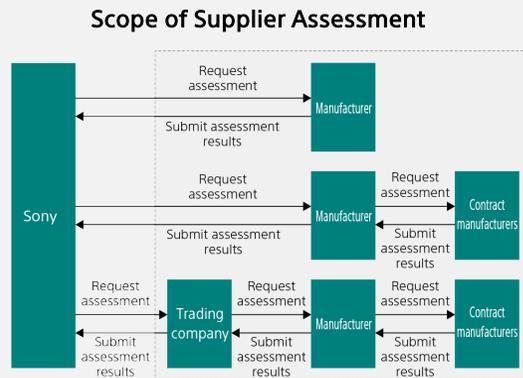
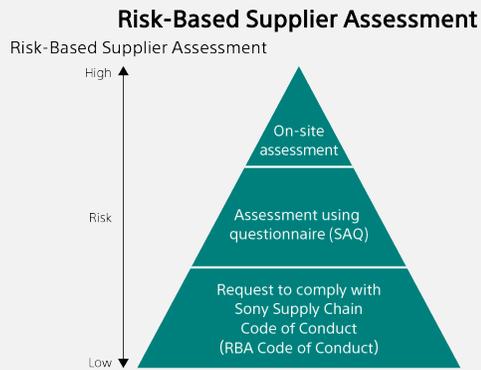
Priority Areas	Relevant Efforts	Key Business Segments
Responsible Supply Chain	<ul style="list-style-type: none"> • Responding to human rights risks at our own manufacturing sites and suppliers through the implementation of the Sony Supply Chain Code of Conduct and other relevant practices 	<ul style="list-style-type: none"> • G&NS • ET&S • I&SS
Respect for Diversity	<ul style="list-style-type: none"> • Creating a workplace where everyone belongs and demonstrates their individuality • Promoting the accessibility and inclusion of the products, services and entertainment 	<ul style="list-style-type: none"> • All business segments
Responsible Development and Use of Technologies	<ul style="list-style-type: none"> • Addressing AI ethics risks through the implementation of the Sony Group AI Ethics Guidelines and other relevant practices 	<ul style="list-style-type: none"> • ET&S • I&SS

- Conducted human rights impact risk assessment for each business segment
- Continuing to raise employee awareness of human rights worldwide

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

Action

- Continued to conduct assessments based on the supplier's risk level
- In addition to regular assessments, on-site assessments and employee interviews are conducted at supplier factories in areas considered high risk



Assessments of New and Existing Suppliers
(Figures indicate the number of plants)

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

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

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

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

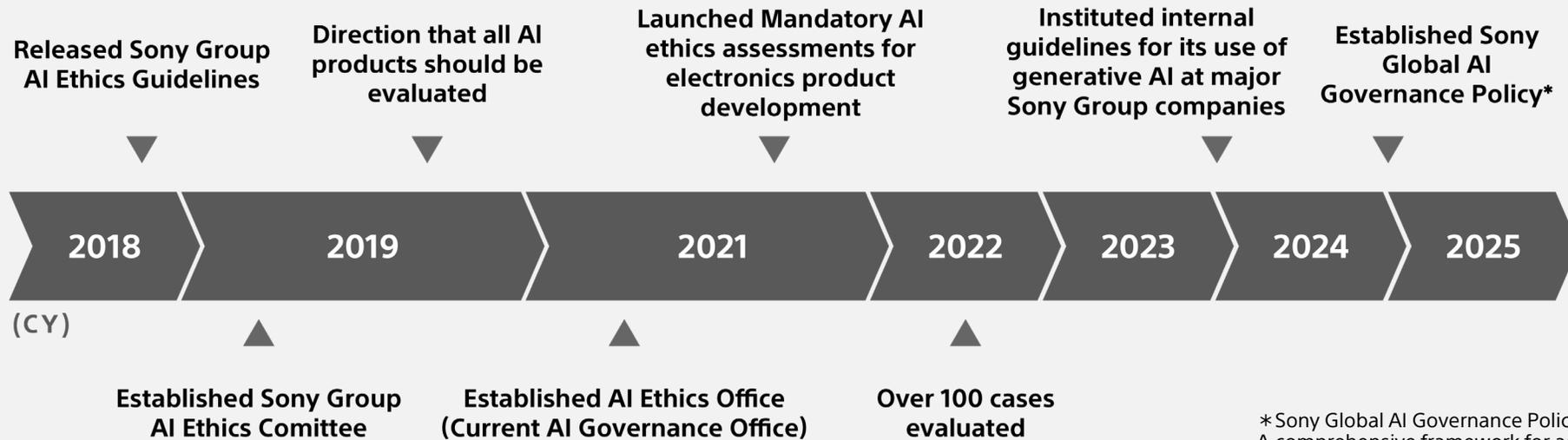
Example

It was confirmed that a third-party supplier violated the Sony Supply Chain Code of Conduct regarding employment and labor. As significant progress was not made in implementing the corrective measures requested by Sony, Sony discontinued sourcing from the supplier. Sony has provided support to affected workers.

Responsible AI

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

In line with the Sony Group Code of Conduct, Sony promotes the responsible use of AI based on internal policies



* Sony Global AI Governance Policy
A comprehensive framework for adapting the existing structure to establish appropriate AI governance that ensures strict adherence to laws, regulations, and internal policies applicable to the development, use, and provision of AI.

Supporting children and young people around the world



- Utilizing the joint fund upon a sudden onset of natural disasters or humanitarian crises to continuously support children.
- Cash assistance for children in Japan 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.



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

Protecting and supporting refugees and displaced people



Supports forcibly displaced persons and their host communities in Bangladesh and in the southern Africa region to recover from the devastating effects of the COVID-19 pandemic, including through the delivery of assistance in the fields of health, sanitation and hygiene and the empowerment of communities for future infectious disease control and prevention.



©UNHCR Bangladesh

Digital education support for children and young people



Supports work to create environments with equal access to digital education and activities to improve mental health for children and young people world-wide.



© UNICEF/UNI412797/Preechapanic

Climate change and biodiversity conservation



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- Participated in Climate Savers Programme since 2006
- Signed a comprehensive corporate partnership agreement with WWF Japan in 2021 to collaborate in the field of promoting biodiversity through forest conservation in addition to the field of climate change.



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02 Introduction of Initiatives

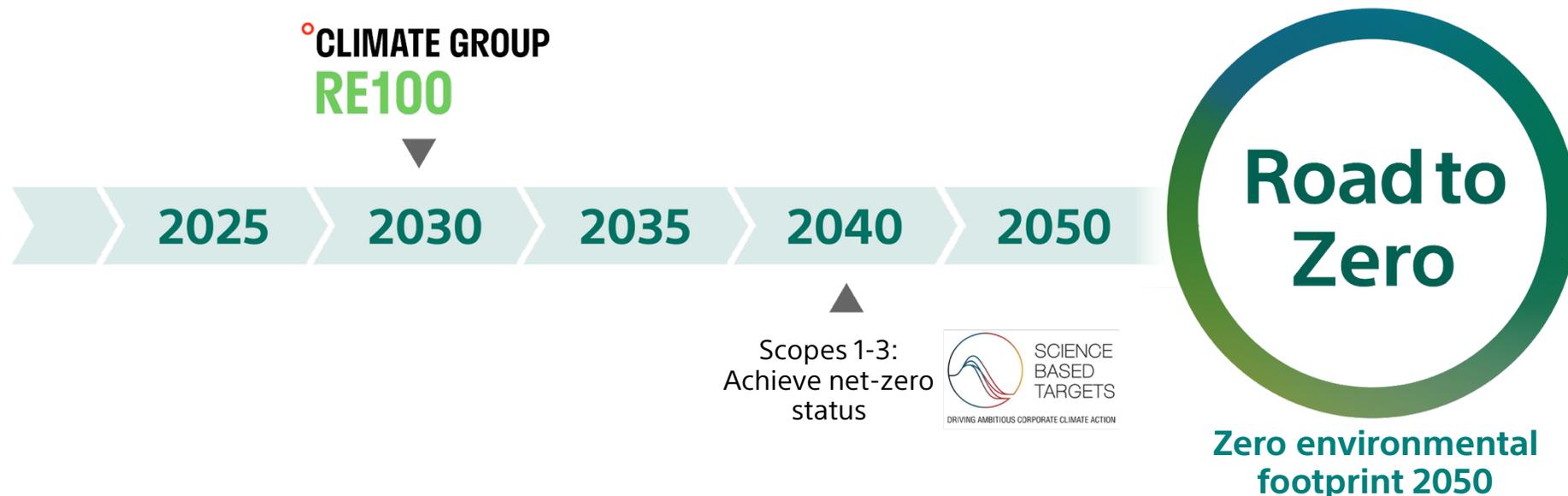
EARTH

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 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, which was set in May 2022)



Progress of Medium-Term Environmental Targets "Green Management 2025"

FY25 target (GM2025)			FY24 results ^{*1}	Progress ^{*2}		
Product	AC devices: annual energy consumption per unit		-5% (vs.FY18)	-4.6%	●	
	Virgin plastic per unit		-10% (vs.FY18)	-22.1%	●	
	Plastic packaging per unit		-10% (vs.FY18)	-28.4%	●	
	Plastic packaging for small products		Eliminate for newly designed models	Eliminated plastic packaging materials ^{*3} in multiple products	●	
Site	Climate change	Greenhouse Gas (GHG) emissions		-5% (vs.FY20)	-5.3%	●
		Renewable electricity rate		35%	40.1%	●
	Waste	Waste generation intensity value		Improve 5% (vs.FY20)	Worsened by 30.1%	●
		Landfilled waste rate		Under 1%	0.7%	●
	Water	Sites with high water usage: water usage intensity value		Improve 5% (vs.FY20)	Worsened by 3.1%	●
		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)	-36%	●	
	Biodiversity	Continually promote biodiversity conservation activities respecting the needs of local communities, etc.			Implemented activities of conservation, ocean plastic waste countermeasures and environmentally-conscious food at each site	●
	Logistics	CO2 emissions from product transportation		-10% (vs.FY18)	-37%	●

Mainly due to the expansion of semiconductor plants and increased production.

- Regarding waste, Sony aims to continuously promote reduction by improving production site processes and reducing the waste generated
- Sony aims to make continuous efforts to recycle and save water at production sites

*1 Rounded to the first decimal place except for "Chemical substances" and "Logistics" which are rounded to the nearest whole number.

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

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

Green Management 2030 Medium-Term Environmental Targets

As a new challenge, we established our Green Management 2030 medium-term environmental targets to be achieved by FY2030

Focus point 1

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

Percentage of renewable electricity in our own operations

100%

Rate of Group-wide Scope 3 emissions reduction¹

25%

Focus point 2

Accelerate activities that bring about resource circulation

Non-circular plastic use rate²

≤30%

Proportion of recycled tin³ and gold⁴ used for specific applications

100%

Focus point 3

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

Plastic use rate in product packaging⁵

≤10%

Plastic packaging for products weighing 5 kg or less⁵

Eliminate

1. Compared with FY2025

2. Rate of plastics other than recycled or renewable plastics used per product weight

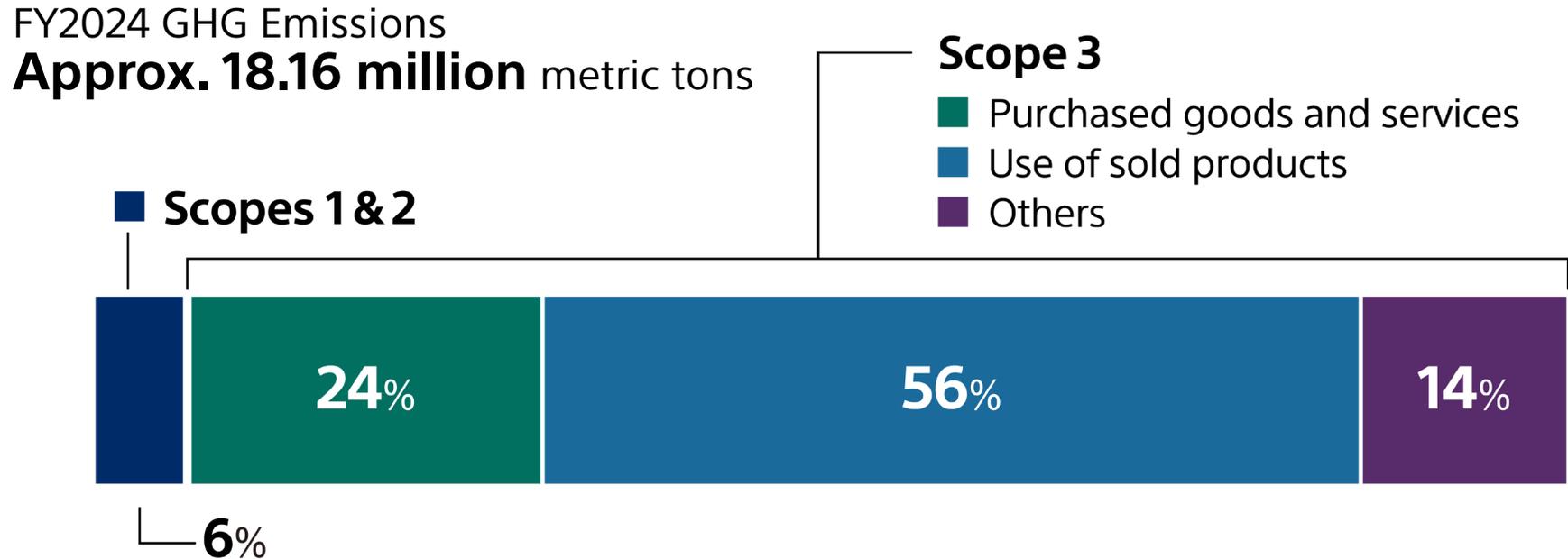
3. Tin used in solder for mounting of major printed circuit boards in specific models

4. Gold used in major printed circuit boards and other components in specific models

5. Excluding packaging where use is technically unavoidable

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

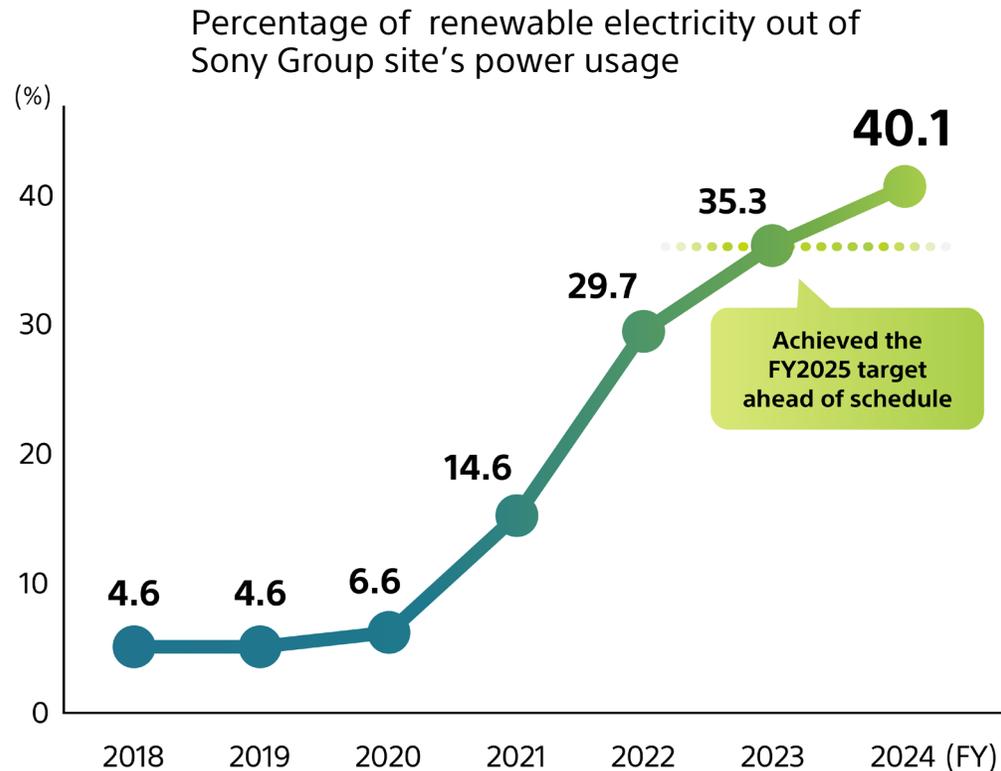
Approximately 6% of the total GHG emissions from the Sony Group falls under Scopes 1 and 2 emissions, while approximately 94% is in the remaining Scope 3 emissions



* Rounded to the nearest percentage point

Responding to Climate Change (Scope 2)

By promoting renewable energy use, Sony Group sites' renewable electricity rate reached 40.1% in FY2024



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 94% of Sony Group's entire GHG emissions, so we are taking actions to reduce energy consumption of our products and GHG emissions of our supply chain

Energy-saving initiatives of products



4K LED TV BRAVIA 9 series



Slimmer PS5® console and PS5 Pro

● BRAVIA™ television models

- Eco Dashboard consolidates power saving features in a single location
- Auto Power Saving Mode* detects user movement

● PlayStation®

- Adaptive charging can reduce energy use by adjusting the time power is supplied to first-party accessories based on their remaining battery charge, enabling slimmer PlayStation®5 console models and PS5 Pro to enter a lower-power rest mode

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

Reducing GHG emissions across the supply chain

● Working with materials/parts suppliers and contract manufacturers

- Requesting to monitor GHG emissions, set medium- and long-term targets for emissions reduction and perform progress management
- Providing guidance to support setting SBT (Science-Based Targets)-consistent reduction targets
- Encouraging major raw materials and parts suppliers to use 100% renewable electricity when manufacturing products for the Sony Group

● Partner Eco Challenge Program

- Providing suppliers with Sony expertise on reduction of energy consumption
- Expanded targeted production sites from Japan to China and Thailand

Resource Circulation and Countermeasures to Plastic Pollution

Accelerate activities that bring about resource circulation, such as reducing the use of non-circular plastics

● Reducing use of non-circular plastics in products

- Promote broader adoption of recycled plastics in a wide range of product categories by developing recycled plastics while elevating quality and reducing manufacturing costs
- Developed practical "Material-to-Material recycling" by using plastics collected from used televisions as a raw material for SORPLAS™* to produce new BRAVIA™ televisions.



BRAVIA 8 (65-inch) and its rear cover made with SORPLAS

*Sony's Original Flame-Retardant Recycled Plastic. SORPLAS is a trademark of Sony Group Corporation.

Further strengthen initiatives to address plastic packaging, which is one of the causes of plastic pollution

● Reducing plastic packaging

- Promote the reduction of the amount of polystyrene used as well as the shift from plastic to paper packaging
- Sony's Original Blended Material was used for individual product boxes for some products



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

Promoting environmental initiatives by leveraging the influence of the entertainment business

Initiatives at Music Events



Hinatazaka46 members cleaning the area around the venue

- **Sony Music Entertainment (Japan) Inc.**
Hinata Fes 2024
 - Sales of merchandise made of recycled and organic materials
 - Displaying the sustainability initiatives of food and beverage booths
 - Utilizing electricity generated by solar panels
 - Collaboration with SNOOPY Loves NATURE "Team up!" cleanup event

Initiatives in Television Content



The cast of *Shark Tank* visited the UN Headquarters in New York to learn about the SDGs and how to take action on the most pressing challenges for people and the planet.

- **Sony Pictures Entertainment Inc.**
 - SPE supported the United Nations (UN) ActNow Campaign through the award-winning television franchise Shark Tank to inspire actions for the Sustainable Development Goals (SDGs).

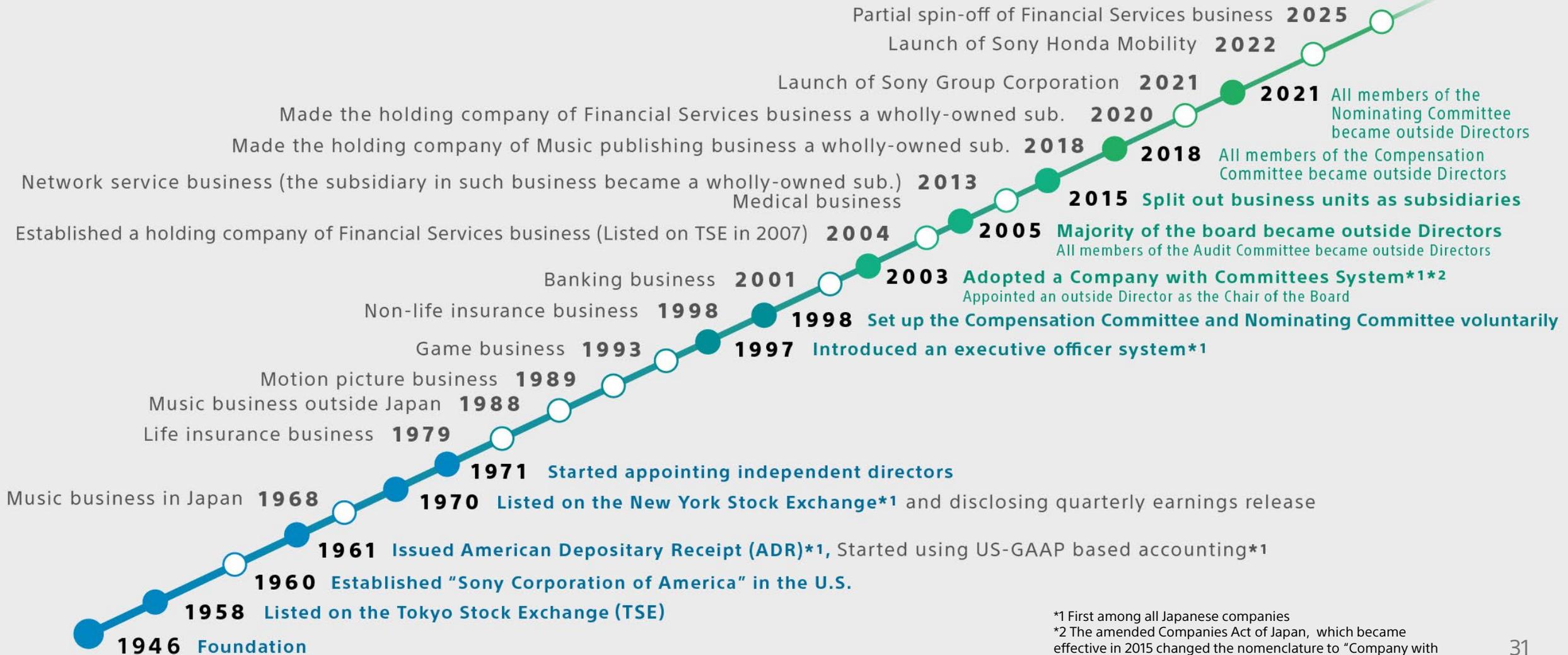


03

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.



*1 First among all Japanese companies
*2 The amended Companies Act of Japan, which became effective in 2015 changed the nomenclature to "Company with Three Committees."

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 since 2003
- **9 out of 11 members of the Board are outside Directors**
(Out of 9 outside directors, 4 directors are women, and 5 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 solely of outside Directors)
- **Require additional independence requirements and limit re-election of outside Directors**
(Tenure: 6 years in principle. Up to 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.**

Board Members

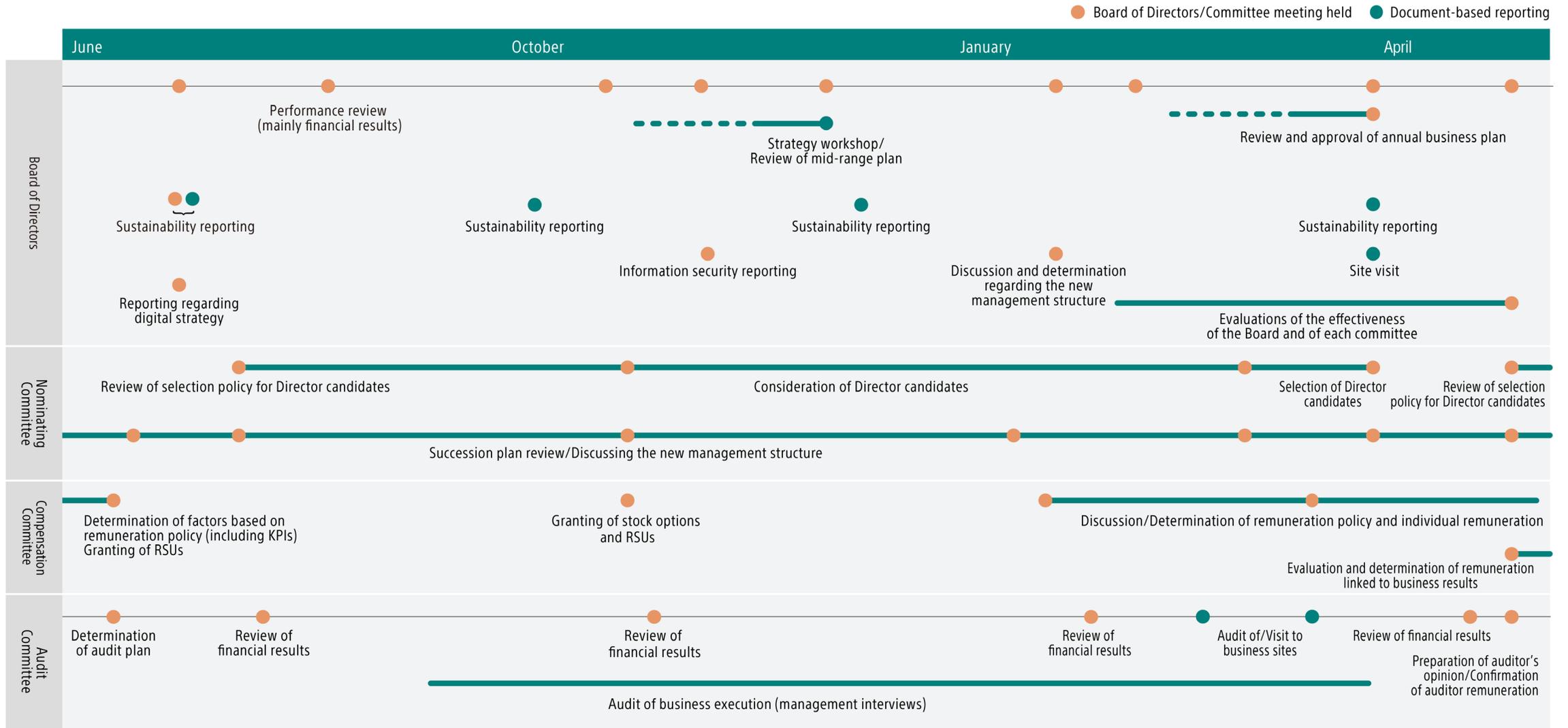
As of June 24, 2025

Name	Position/Principal Activities Outside Sony	Years as Director	Committee Membership/Assignment				Experience, Expertise, Etc.					
			Audit Committee Member	Nominating Committee Member	Compensation Committee Member	Director in Charge of Information Security	CEO or Equivalent Position of Business Enterprise	Global Business	Diversity (Gender/Nationality)	Engineering/IT/Technology	Sony Group Business Segment/Relevant Industry	Finance/Accounting
Kenichiro Yoshida	Chairman, Representative Corporate Executive Officer	11			—		●	●	●	● ²	●	●
Hiroki Totoki	President and CEO, Representative Corporate Executive Officer	6			—		●	●	●	● ²	●	●
Wendy Becker ¹ (Chair of the Board)	Chairperson of the Board, Logitech International S.A. Independent Non-Executive Director, Chair of Remuneration Committee, GSK plc	6		Chair			●	●	●	● (Telecommunications Service/ Consumer Goods)		●
Keiko Kishigami ¹	Certified Public Accountant in Japan Board Member, WWF Japan	5						●	●		●	●
Joseph A. Kraft Jr. ¹	CEO, Rorschach Advisory Inc.	5	Chair					●	●	● (Financial)	●	●
Neil Hunt ¹	Chief Product Officer, Vibrant Planet, PBC Board Member, Roku, Inc. Former Chief Product Officer, Netflix, Inc.	2						●	●	● (Entertainment/ IT/Software)		●
William Morrow ¹	CEO, DIRECTV Entertainment Holdings LLC	2			Chair		●	●	●	● (Telecommunications Service/ Entertainment)	●	●
Shingo Konomoto ¹	Chairman, Member of the Board, Nomura Research Institute, Ltd.	1					●	●	●	● (IT)	●	●
Yoriko Goto ¹	Certified Public Accountant in Japan Former Board Chair, Deloitte Tohmatsu Group and Deloitte Touche Tohmatsu LLC	Newly appointed						●	●		●	●
Nora Denzel ¹	Outside Director, Gen Digital Inc. Lead Independent Director, Advanced Micro Devices, Inc. Former Senior Vice President of Big Data, Intuit Inc.	Newly appointed						●	●	● (IT/Software/ Semiconductor)		●
Masayuki Hyodo ¹	Chairman of the Board of Directors, Sumitomo Corporation	Newly appointed					●	●			●	●

1. An outside Director who satisfies the requirements under Article 2, Item 15 of the Companies Act of Japan

2. Executive Directors Kenichiro Yoshida and Hiroki Totoki have comprehensive knowledge of each business within the Sony Group and play important roles in developing and executing the overall management strategies of the Sony Group.

Annual Schedule of the Board and Committees (FY2024)



Group Sustainability Evaluation in Executive Remuneration and Management Succession

Basic Policy regarding Senior Executive Remuneration (FY25)

Senior Executive remuneration mainly consists of (1) fixed remuneration, (2) remuneration linked to business results, and (3) stock-based compensation. The amount of each component and its percentage of total compensation are determined in accordance with the individual's level of responsibility, with an emphasis on linking remuneration to business results and shareholder values.

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

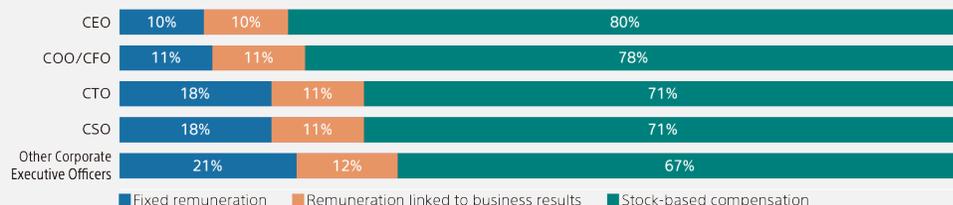
- i. Achievement of certain key performance indicators linked to Sony Group's business results, selected based on the areas overseen by each Senior Executive.
- ii. Achievement of the Group Sustainability Evaluation.

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 Group Sustainability 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 the Sony Group
- Engagement indicators based on employee surveys

Reference: Executive Compensation Package Designed to Focus on Long-Term Management (FY2024)



Management Succession

Sony places priority on CEO succession to realize sustainable value creation throughout Sony Group. The Nominating Committee, composed entirely of independent outside Directors, vets potential successors based on the Sony CEO's qualifications. It does so through frequent consultation with executives.

In addition to CEO succession planning, the Nominating Committee assesses succession plans for Senior Executives with key management responsibilities for individual business units and headquarters functions, based on reports from management.

CEO Succession Planning Process

- Define the qualifications that Sony seeks in CEOs capable of managing its diverse businesses as a unified Group.
- Screen both internal and external candidates, and compare the two groups, so as to ensure a thorough and objective evaluation of successor candidates.
- The Nominating Committee members engage with candidates not only in formal meetings but also through individual interviews and offsite interactions to gain a deeper understanding of each candidate.
- The Nominating Committee reviews CEO successor candidates from near-term and mid- to long-term perspectives, according to their anticipated timelines for becoming CEO.

*The bar chart shows the remuneration components for Corporate Executive Officers in the fiscal year ended March 31, 2025. In this chart, the remuneration linked to business results is based on the Business Results Linked Standard Payment Amount for each Corporate Executive Officer. As for the stock-based compensation, the underlying amount is calculated based on the weighted-average fair value per share of stock acquisition rights and the RSUs at the date of their grant in the fiscal year ended March 31, 2025. Accordingly, the remuneration components based on the amounts actually paid will be different from the chart below.



04

External Evaluation

External Evaluation

ESG External Evaluations and Inclusion in Indexes

Sony is consistently highly ranked by the world's leading ESG evaluation institutions for its ongoing sustainability efforts and has been included in various ESG indexes.

ESG External Evaluations

- In CDP surveys, Sony Group Corporation received the highest A List rating for climate change (February 2025)
- Sony Corporation was selected as a Supplier Engagement Leader in CDP's 2024 Supplier Engagement Assessment in recognition of its climate change initiatives in cooperation with the supply chain (July 2025)
- Sony Group Corporation has been named one of the World's Most Ethical Companies for the seventh consecutive year by Ethisphere Institute, a US-based organization dedicated to the study and advancement of ethical business practices (March 2025)
* "World's Most Ethical Companies" and "Ethisphere" names and marks are registered trademarks of Ethisphere LLC.
- Sony Group Corporation received the highest AAA ranking in the MSCI ESG Ratings assessment for the sixth consecutive year (December 2024)



Inclusion in ESG Indexes



FTSE4Good



FTSE Blossom Japan Index



FTSE Blossom Japan Sector Relative Index



2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

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

THE INCLUSION OF SONY GROUP CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF SONY GROUP CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

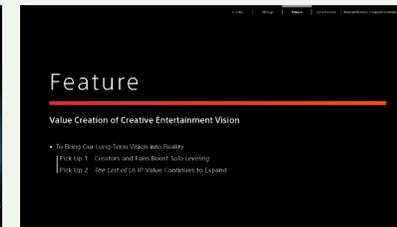
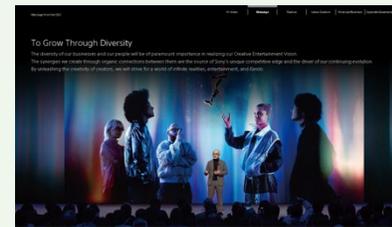
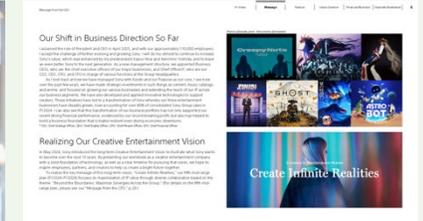
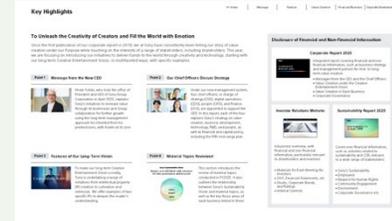
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Corporate Report 2025

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

Sustainability Report 2025

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



Cautionary Statement

Statements made in this material with respect to Sony's current plans, estimates, strategies and beliefs and other statements that are not historical facts are forward-looking statements about the future performance of Sony. Forward-looking statements include, but are not limited to, those statements using words such as "believe," "expect," "plans," "strategy," "prospects," "forecast," "estimate," "project," "anticipate," "aim," "intend," "seek," "may," "might," "could" or "should," and words of similar meaning in connection with a discussion of future operations, financial performance, events or conditions. From time to time, oral or written forward-looking statements may also be included in other materials released to the public. These statements are based on management's assumptions, judgments and beliefs in light of the information currently available to it. Sony cautions investors that a number of important risks and uncertainties could cause actual results to differ materially from those discussed in the forward-looking statements, and therefore investors should not place undue reliance on them. Investors also should not rely on any obligation of Sony to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Sony disclaims any such obligation. Risks and uncertainties that might affect Sony include, but are not limited to:

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

Risks and uncertainties also include the impact of any future events with material adverse impact. The continued impact of developments relating to the situations in Ukraine and Russia and in the Middle East, as well as the series of changes in U.S. tariff policy, 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.