

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**

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Scope:
In this document, “Sony” refers to the Sony Group, which comprised of Sony Group Corporation and its consolidated subsidiaries, as distinct from Sony Group Corporation and Sony Corporation. “Headquarters” refers to Sony Group Corporation.

Effective October 1, 2025, Sony Group Corporation executed a partial spin-off of Sony Financial Group Inc., a formerly wholly-owned subsidiary which operates the Financial Services business. In line with the partial spin-off of the Financial Services business, information in this document regarding targets, results, and individual initiatives has, in principle, been compiled and presented on a continuing operations basis excluding the Financial Services business. Furthermore, matters that cannot be compiled and presented on a continuing operations basis are indicated as appropriate in each instance.

1. Sony Group's Sustainability

Sony's Purpose & Values

Purpose

Fill the world with emotion,
through the power of creativity and technology.

Values

Dreams & Curiosity

Pioneer the future with dreams and curiosity.

Diversity

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

Integrity & Sincerity

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

Sustainability

Fulfill our stakeholder responsibilities through disciplined business practices.



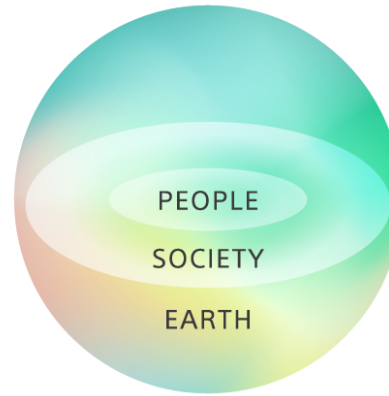


Realizing Our Creative Entertainment Vision

In 2024, Sony introduced the long-term Creative Entertainment Vision to illustrate what Sony wants to become over the next 10 years. By presenting our worldview as a creative entertainment company with a solid foundation of technology, as well as a clear timeline for pursuing that vision, we hope to inspire employees, partners, and creators to help us create a bright future together.

Sony's Sustainability Vision

Inspire a world filled with emotion (Kando)
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

Material Topics

Diversity

Respect for Human Rights

Climate Change

Under Sony's Sustainability Vision, we defined the direction of our initiatives from the perspectives of People, Society, and the Earth, identified material sustainability topics, and promoted related activities.

2. Introduction of Initiatives PEOPLE

Enhancing Corporate Value through the Evolution of Diversity of People

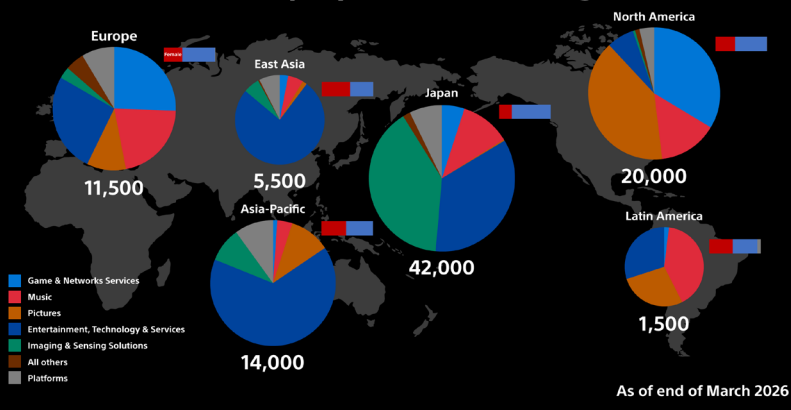
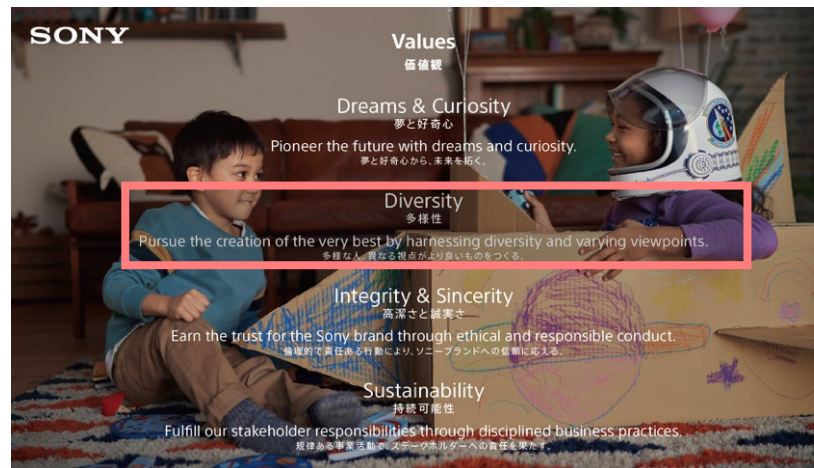
● Three Key Focus Areas

Diversity of People as the Foundation of Diversity

Diversity of Experience that Expands Individual Uniqueness

Leadership and Corporate Culture that Embraces Diverse Perspectives and Brings Out a Spirit of Challenge

Diverse employees around the globe



PEOPLE – Diversity of People as the Foundation of Diversity

- Tailored diversity initiatives by business and market environment
- Targets and progress monitoring for diversity of executives and the representation of women in management positions

Example of Initiatives

Sony Music Entertainment

Strengthen partnerships with diversity-focused organizations and educational institutions to expand access to talent from diverse backgrounds and support recruitment

Examples of partnerships

- Communities promoting women's advancement and the development of future women leaders
- Organizations supporting career development for people with disabilities

Sony Group Corporation

Through the SONY STEAM GIRLS EXPERIENCE program, Sony promotes a broader pipeline of women pursuing STEM fields while helping to break down stereotypes and biases. In FY2025, 10 scholarship recipients were selected from 243 applicants and awarded scholarships.



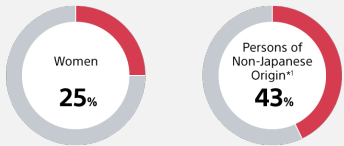
Target

The percentage of women and persons of non-Japanese origin*1 among Sony Group Corporation's executives*2 by FY2030

30% or more

Achievements

Diversity in Sony Group Corporation's executives*2 (As of July 1, 2026)



*1 Individuals of non-Japanese nationality or who were born outside Japan
*2 Directors, Senior Executives including Corporate Executive Officers, and other officers

Percentage of Women (as of the end of FY2025)

	Workforce FY25-end Results	Management FY25-end Results
Global	34.4% vs. FY24-end ±0pt	33.0% vs. FY24-end +0.7pt
Japan	24.5% vs. FY24-end +0.6pt	12.3% vs. FY24-end +0.6pt

Ratio Targets and Results of percentage of women in Management at Major Group Companies in Japan

Company	FY30-end Target*3	FY25-end Results	FY25-end Target*3
Sony Group Corporation	25%	20.5%	20%
Sony Corporation	12%	10.1%	10%
Sony Semiconductor Solutions Corporation	5%	4.6%	4.5%*4
Sony Interactive Entertainment Inc.	16%	14.6%	15%
Sony Music Entertainment (Japan) Inc.	30%	28.1%	28%

*3 Targets for the percentage of women in management positions as of the end of fiscal years 2025 and 2030 are disclosed pursuant to the Ordinance on General Employer Action Plans under the Act on the Promotion of Women's Participation and Advancement in the Workplace (Ministry of Health, Labour and Welfare Ordinance No. 162 of 2015). *4 Percentage calculated from the numerical target for women in management positions by the end of fiscal year 2025, prescribed according to the total number at the end of March 2025.

PEOPLE – Diversity of Experience that Expands Individual Uniqueness

- Create an environment where employees can embrace new challenges and growth opportunities
- Support each employee’s career development and capability building

Example of Initiatives

Sony Pictures Entertainment

Strengthen business execution capabilities through enhanced understanding of business strategy, financial literacy, strategic thinking, and market analysis for approximately 40 managers



Sony (China) Limited

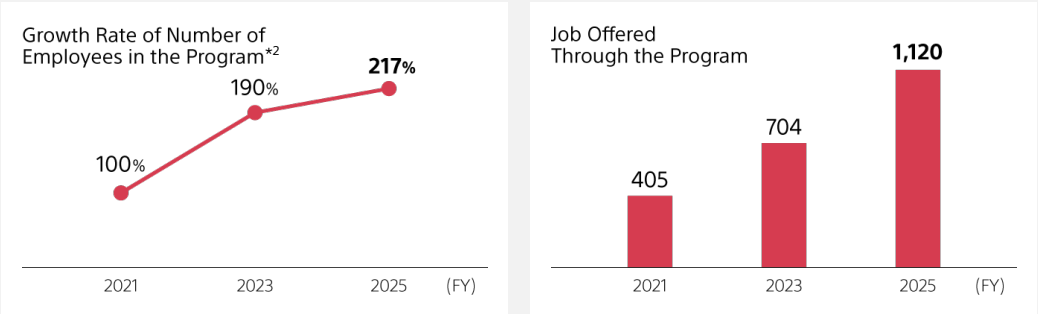
Create opportunities for cross-functional and cross-domain experience through company-wide job rotation programs. Support reskilling, upskilling, career mobility, and network building through internal gig program

Achievements

Learning & Development (FY2025 / Global)

Item	Japan	Outside Japan	Total
Number of programs	5,264	23,574	28,838
Number of times offered	8,199	16,053	24,252
Cumulative total participants	219,560	100,662	320,222
Cumulative total training hours	660,360	685,897	1,346,257

Internal Gig Program Participation Growth and Job Posting Trends at Major Group Companies*1 in Japan



*1 Sony Group Corporation, Sony Corporation, Sony Semiconductor Solutions Corporation, Sony Marketing Inc., Sony Interactive Entertainment Inc.
*2 Figures for FY2023 and FY2025 are comparisons made using the figure for FY2021 as 100%

PEOPLE – Leadership and Corporate Culture that Embraces Diverse Perspectives and Brings Out a Spirit of Challenge

- Develop next-generation leaders who can harness diversity as a source of organizational strength
- Foster a culture that values dialogue and encourages employees to take on new challenges

Example of Initiatives

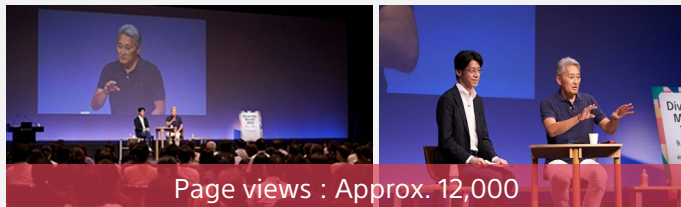
Sony Group Corporation

Since 2000, Sony University has developed future leaders who will shape Sony's future across the Group. Bringing together participants from across businesses and regions, the program broadens perspectives, strengthens leadership, and fosters cross-Group networks through practical learning opportunities and dialogue with senior executives.



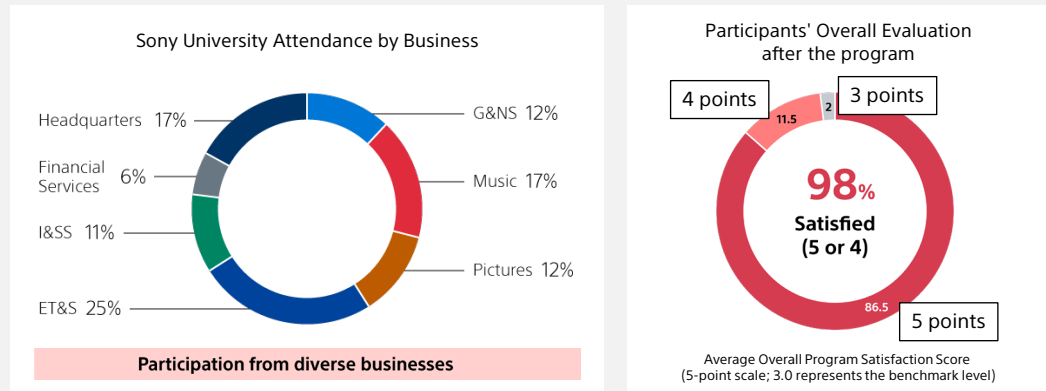
Leadership messages from senior executives are shared across the Group and company-wide sessions for all employees in FY2025 promote the importance of dialogue and EQ*.

* Emotional Intelligence Quotient: The ability to understand one's own and others' emotions and act accordingly.



Achievements

Sony University Highlights* (FY2025)



* Sony Group Corporation executed a partial spin-off of its Financial Services business in October 1, 2025. Although the scope of data collection for this document generally excludes the Financial Services business, the cumulative data presented here includes employees from the Financial Services business.

FY2025 employee engagement survey score at Sony Group Corporation

A weighted score derived from employee responses to engagement-related survey questions, including workplace satisfaction and advocacy. Responses on a five-point scale are converted to a 0-100 point scale (5=100, 4=75, 3=50, 2=25, 1=0).

71pt

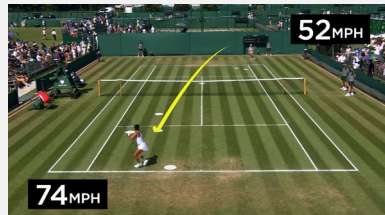
Promoting accessibility throughout the Group under the theme of “Delivering innovation for an accessible future”

- 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



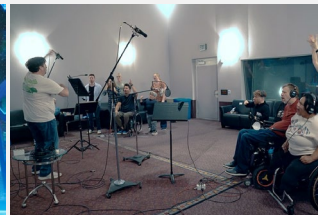
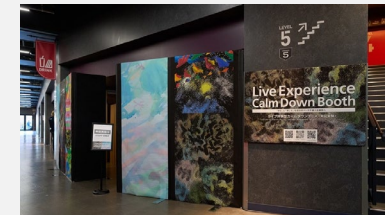
Continuous engagement in inclusive design workshops and partnerships with organizations supporting people with disabilities



HawkAR: Augmented Visual Overlays for Accessible Wimbledon Centre Court Broadcasts



Sony Pictures Animation's GOAT: Featuring the Industry's First Loop Group Composed Entirely of Actors with Disabilities



CENTRAL MUSIC & ENTERTAINMENT FESTIVAL 2026: Advancing an Inclusive Festival Experience through Calming Booths, Audio Guides, Captioning, and Sign Language Interpretation



2. 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 employee awareness-raising

Initiatives

- Continuous strengthening of the Group’s human rights risk management framework
 - Established the Sony Group Human Rights Due Diligence Implementation Rules as rules subordinate to the Sony Group Human Rights Policy
- Promoted initiatives in the three Group priority areas identified in FY2020: Responsible Supply Chain, Respect for Diversity, and the Responsible Development and Use of Technology
- In FY2025, reviewed Group priority areas and identified the following three areas as new priorities

Newly Identified Group Priority Areas (FY2026 onward)
Ensuring the Rights and Safety of People Who Use Sony’s Products, Content, and Services
Fostering Ways of Working Centered on the Well-being of People Who Contribute to Sony’s Creativity
Upholding Fair Working Conditions for People in Sony’s Supply Chain

- Continuing to raise awareness of human rights among employees 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

Initiatives

- Continuous assessment of compliance with the Sony Supply Chain Code of Conduct based on suppliers' risk levels
- As a result of document-based assessments, remote or on-site assessments were conducted for 32 supplier plants identified as potentially being non-compliant with the Sony Supply Chain Code of Conduct. Where non-compliance was identified, corrective actions were requested and the effectiveness of improvements was verified

Assessments of new and existing suppliers (Number of plants)

Activities	FY2023	FY2024	FY2025
Document-based Assessments	235	367	620
Corrective Actions Requested (Document Review)	9	21	36
Remote / On-site Assessments	12	19	32

Top 5 violations identified through remote/on-site assessment in FY2025

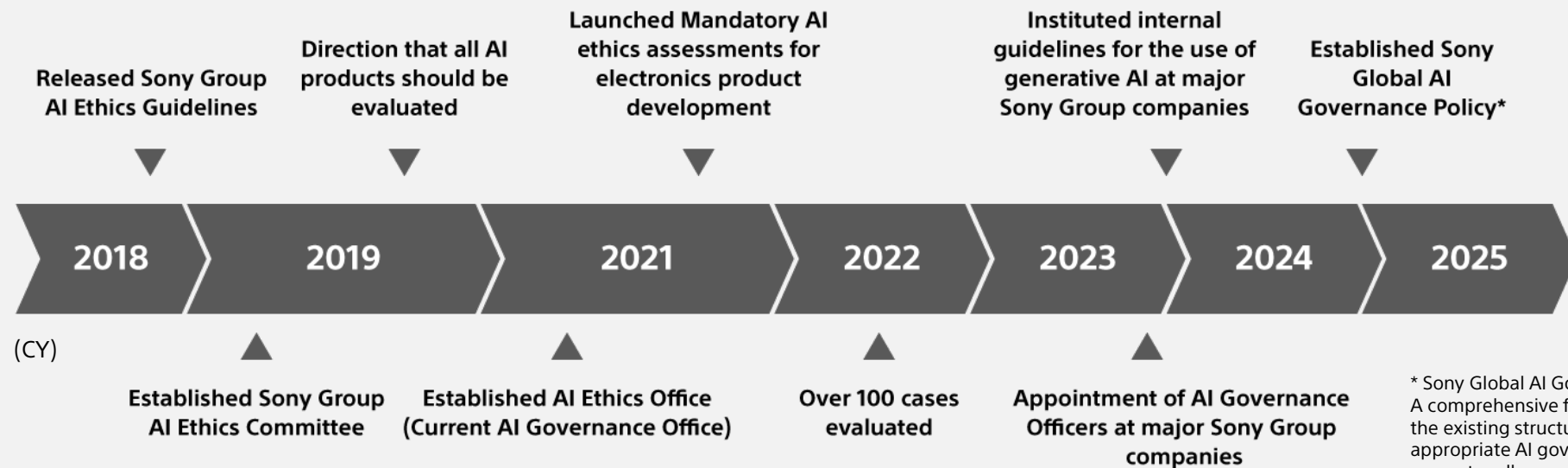
Item	Count
Working over 60 hrs./week	19
Violations related to emergency evacuation training	13
Violations related to payment of employment-related fees by workers (health checkup costs, etc.)	12
Violations related to emergency exits and emergency equipment	12
Violations related to salary deductions and withholding of tax	9

Example

In addition to regular assessments, enhanced on-site assessments were conducted at 65 supplier plants in higher-risk regions in FY2025, including worker interviews by procurement personnel from Sony manufacturing sites. Where non-compliance was identified, corrective action plans were requested, and their progress was monitored and verified based on evidence

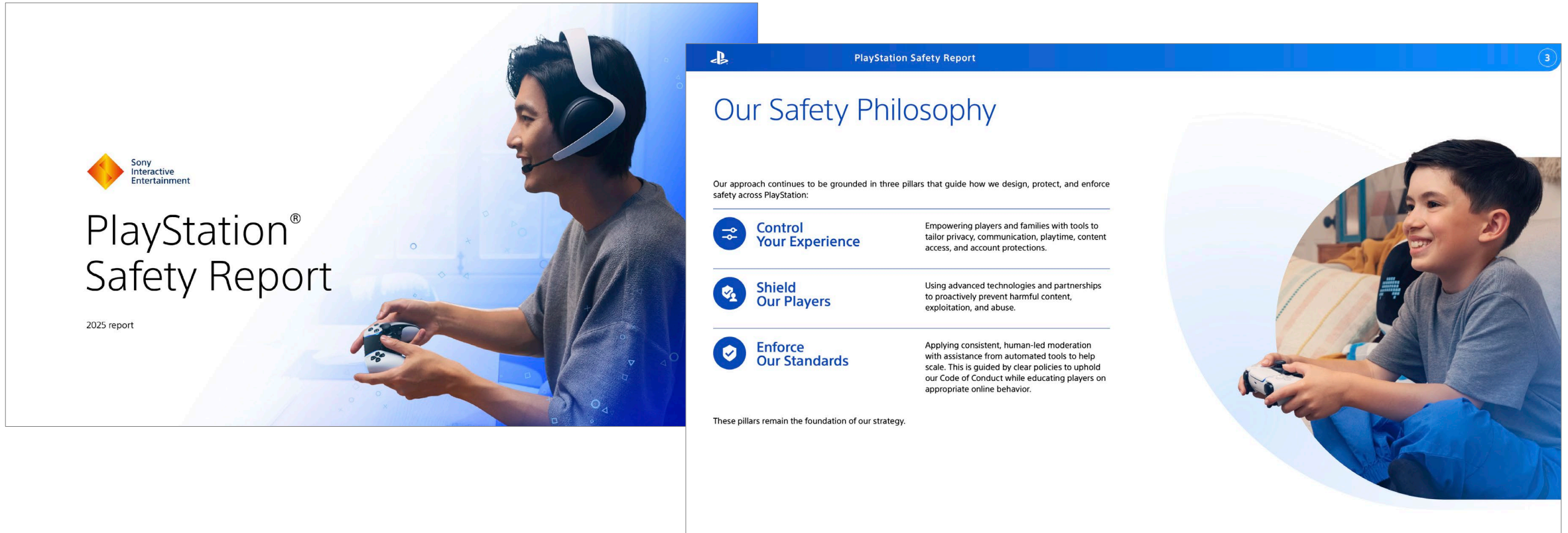
Through the use of AI, the Sony Group aims to contribute to the development of a peaceful and sustainable society while delivering Kando to the world

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 designed to promote adherence to laws, regulations, and internal policies applicable to the development, use, and provision of AI.

Creating positive and safe experiences for players is a core priority
We are committed to supporting player safety across PlayStation and providing transparency into the work being done to foster healthy online communities



2. Introduction of Initiatives EARTH

Formulated the long-term environmental plan “Road to Zero” in 2010, aiming to achieve a zero environmental footprint by FY2050*

- Set targets for the zero environmental footprint goal based on the four perspectives of the environment – “climate change”, “resources”, “chemical substances”, and “biodiversity” – and promote activities
- Regarding “climate change”, aim to achieve net-zero emissions from greenhouse gas emissions (GHGs) that cover the value chain across scope 1 to 3, by FY2040 (expedited the target by 10 years earlier than the previous FY2050 mark indicated in 2022)
- As interim milestones, medium-term environmental targets (Green Management) are established every five years



*The target achievement timing for the Road to Zero environmental plan and certain medium- and long-term environmental targets had previously been presented as "20XX". Beginning with Sustainability Report 2026, these references have been represented as "FY20XX" to align with the actual status that environmental data aggregation and target management are conducted on a fiscal-year basis. No changes have been made to previously disclosed target details.

EARTH – Results of Medium-Term Environmental Targets – Green Management 2025 (“GM2025”)

With a few exceptions, the GM2025 targets were generally achieved.

GM2025*1				FY25 ACT*1 *2		Status	● : Achieved ✕ : Not-achieved
Products		AC devices: Annual energy consumption per product unit	-5% (vs.FY18)	-6.7%	●	Primarily due to significant changes in production categories and processes at some operations.	
		Virgin plastic per product unit	-10% (vs.FY18)	-22.1%	●		
		Plastic packaging per product unit	-10% (vs.FY18)	-29.9%	●		
		Plastic packaging for small products	Eliminate from new models	Eliminated in all 62 models*4	●		
		Establish and maintain recycling schemes suitable for the needs of local communities		Implemented initiatives tailored to local community needs	●		
		Sorting efficiency of an important resource (tantalum)		1.5 times (vs.FY20)	44 times		●
Site*3	Climate Change	Greenhouse gas (GHG) emissions	-5% (vs.FY20)	-12.0%	●		
		Percentage of renewable electricity	35%	44.5%	●		
	Waste	Waste generation intensity value	Improve 5% (vs.FY20)	Worsen 29.8%	✕		
		Landfilled waste rate	Under 1%	0.6%	●		
	Water	Sites with high water usage: Water usage intensity value	Improve 5% (vs.FY20)	Worsen 4.5%	✕		
		Sites in water-risk areas: Implement risk reduction activities		Implemented at target sites	●		
	Chemicals	Volatile Organic Compounds (VOC) emissions to air	Under FY10 act	-24.5%	●		
	Biodiversity	Continually promote biodiversity conservation activities respecting the needs of local communities		Implemented at major sites	●		
		In employee cafeterias, promote the serving of environmentally conscious food			●		
Implement initiatives to reduce ocean plastic pollution		●					
Logistics		CO2 emissions from product transportation	-10% (vs.FY18)	-42.7%	●	Implemented campaigns primarily through our own content but the scale was limited compared to the original assumptions and the reach did not grow as expected.	
Supply Chain		Request to identify GHG emissions, establish reduction targets, and manage progress		Requested key partners to assess their current status, manage targets, and implement improvement initiatives	●		
		Request to establish water-use reduction targets considering water scarcity risks and manage progress			●		
		Request to consider biodiversity and implement initiatives			●		
		Request and manage compliance with the designated standards for parts and materials supplied to Sony Group		Managed compliance with Sony Group’s unified standards	●		
Request to eliminate the use of substances specified in their manufacturing processes and perform appropriate management		Requested future elimination and appropriate management of specified substances	●				
Raising Awareness*3		Raise awareness of sustainability issues among more than 2 billion people and engage more than 2.5 million people (cumulative total since FY21)		Raised awareness of sustainability issues among approximately 600 million people and engaged approximately 57 million people	✕		

*1 For details on the scope of compiled data, applicable business segments, applicable products, and other information for each target and result, please refer to the “Environmental Management Approach and Organizational Structure” in Sustainability Report 2026 *2 Rounded to the first decimal place *3 Sony Group Corporation executed a partial spin-off of its Financial Services business in October 1, 2025. Although the scope of data collection for this document generally excludes the Financial Services business; however, this achievements includes data from the Financial Services business for the period up to the execution of the Spin-off.

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

EARTH – Medium-Term Environmental Targets – Green Management 2030 (“GM2030”)

For the Road to Zero, we used a backcasting approach to set the targets to be achieved by FY2030

- Formulated considering social trends and stakeholder expectations, after reviewing the challenges and feasibility together with the business units
- Operations toward GM2030 have begun in FY2026

Focus Point 1

Significantly reduce the absolute amount of GHG emissions (Scope 1, 2 and 3)*1	
Percentage of renewable electricity in our own operations	Rate of Group-wide Scope 3 emissions reduction*2
100%	25%

Focus Point 2

Accelerate activities that bring about resource circulation*1	
Non-circular plastic use rate*3	Proportion of recycled tin*4 and gold*5 used for specific applications
≤30%	100%

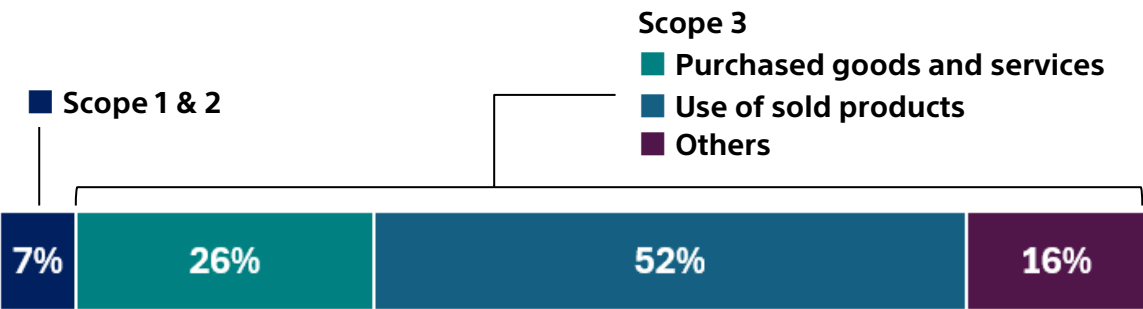
Focus Point 3

Strengthen initiatives to address plastic packaging materials as a countermeasure to plastic pollution*1	
Plastic use rate in product packaging*6	Plastic packaging for products weighing 5 kg or less*6
≤10%	Eliminate

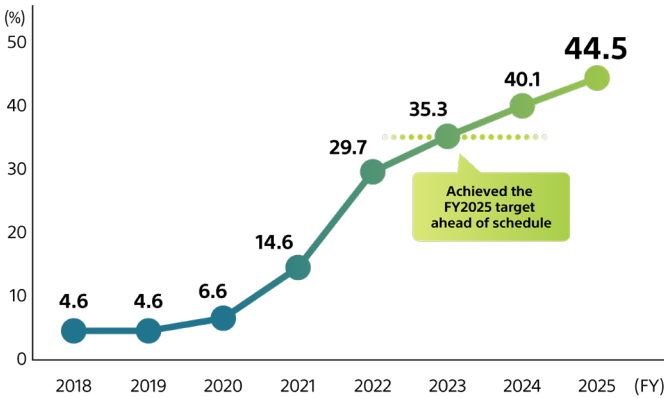
*1 For details on the scope of compiled data, applicable business segments, applicable products, and other information for each target, please refer to the “Environmental Management Approach and Organizational Structure” in “Sustainability Report 2026” *2 Compared with FY2025 *3 Rate of plastics other than recycled or renewable plastics used per product weight *4 Tin used in solder for mounting of major printed circuit boards in specific models. The Specific models in question using recycled tin will be selected from among models manufactured at Sony Group sites by Sony Interactive Entertainment, Sony Corporation, and Sony Semiconductor Solutions Corporation *5 Gold used in major printed circuit boards and other components in specific models. The Specific models in question using recycled gold will be selected from among models manufactured at Sony Group sites by Sony Interactive Entertainment, Sony Corporation, and Sony Semiconductor Solutions Corporation *6 Excluding packaging where use is technically unavoidable

Target to significantly reduce the absolute amount of total GHG emissions (Scope 1, 2 and 3) by FY2030

FY2025 GHG Emissions*1 *2
Approx. 14.39 million metric tons



Percentage of renewable electricity out of Sony Group site’s power usage*1



*1 Sony Group Corporation executed a partial spin-off of its Financial Services business in October 1, 2025. Although the scope of data collection for this document generally excludes the Financial Services business; however, this achievements includes data from the Financial Services business for the period up to the execution of the Spin-off. *2 Rounded to the nearest percentage point

	Targets (FY2030)	Major Initiatives
Scope 1 & 2	• Reduce Sony Group-wide Scope 1 + 2 emissions by 60% compared to the FY2025 level. Remove carbon that is equivalent to the residual emissions	<ul style="list-style-type: none">Expand installations of solar power systems at Sony Group sitesProcure renewable electricity from utility companiesExpand virtual PPA (Power Purchase Agreement)Utilize renewable energy certificatesMonitor trends in carbon removal credits and establish and implement the procurement strategy
	• Achieve 100% renewable electricity use in our own operations	
Scope 3	• Reduce Sony group-wide Scope 3 emissions by 25% compared to the FY2025 level	<ul style="list-style-type: none">Reduce product energy consumptionImplement low-power modes and promote user adoptionIncrease renewable electricity use and reduce GHG emissions in supply chain

3. Governance

Purpose: Enhancing corporate value and achieving growth



- The Board mainly resolves matters such as Sony Group's fundamental management policies, the appointment/dismissal of management members and the internal control system, while largely delegating its authority over other business operations to management.
- In addition, the Board actively utilizes written resolutions and written reports to focus on discussions related to management strategy.
- M&A and capital expenditures rarely become matters to be resolved, but are frequently discussed as matters to be reported.
- FY2025 results: 20 matters resolved (of which 7 were by written resolution), 64 matters reported (of which 4 were by written report).

Governance – Board Members

As of June 23, 2026

Name	Position/ Principal Activities Outside Sony	Years as Director	Committee Membership/ Assignment	Experience and Expertise, etc.							
				CEO or Equivalent Position of Business Enterprise	Global Business	Diversity (Gender/ Non-Japanese Origin*2)	Engineering/IT/ Technology	Sony Group Business Segment/Relevant Industry	Finance/Accounting /Capital Markets	Risk Management/ Government Relations	
	Wendy Becker*1	Non-Executive Director, GSK plc Former Chairperson of the Board, Logitech International S.A.	7	Chair of the Board Chair of the Nominating Committee	●	●	●		● (Telecommunication Service/ Consumer Goods)		●
	Joseph A. Kraft Jr.*1	CEO, Rorschach Advisory Inc.	6	Chair of the Audit Committee Member of the Nominating Committee Director in charge of Information Security		●	●			●	●
	Neil Hunt*1	Chief Product Officer, Vibrant Planet, PBC Director, Roku, Inc. Former Chief Product Officer, Netflix Inc.	3	Director in charge of Information Security		●	●	●	● (Entertainment/IT/Software)		●
	William Morrow*1	CEO, DIRECTV Entertainment Holdings LLC	3	Chair of the Compensation Committee Member of the Nominating Committee	●	●	●	●	● (Telecommunication Service/Entertainment)	●	●
	Shingo Konomoto*1	Chairman, Member of the Board, Nomura Research Institute, Ltd.	2	Member of the Audit Committee	●	●		●	● (IT)	●	●
	Yoriko Goto*1	Certified Public Accountant in Japan Former Board Chair, Deloitte Tohmatsu Group and Deloitte Touche Tohmatsu LLC	1	Member of the Audit Committee		●	●			●	●
	Nora Denzel*1	Lead Independent Director, Advanced Micro Devices, Inc. Board Director, Gen Digital Inc. Former Senior Vice President of Big Data, Intuit Inc.	1	Member of the Compensation Committee Director in charge of Information Security		●	●	●	● (IT/Software/Semiconductor)		●
	Masayuki Hyodo*1	Chairman of the Board of Directors, SUMITOMO CORPORATION	1	Member of the Nominating Committee Member of the Compensation Committee	●	●				●	●
	Hiroki Totoki	President and CEO, Representative Corporate Executive Officer	7	—	●	●		●		●	●
	Lin Tao	CFO, Corporate Executive Officer	Newly Appointed	—		●	●	●		●	●

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

^{*2} Individuals of non-Japanese nationality or who were born outside Japan.

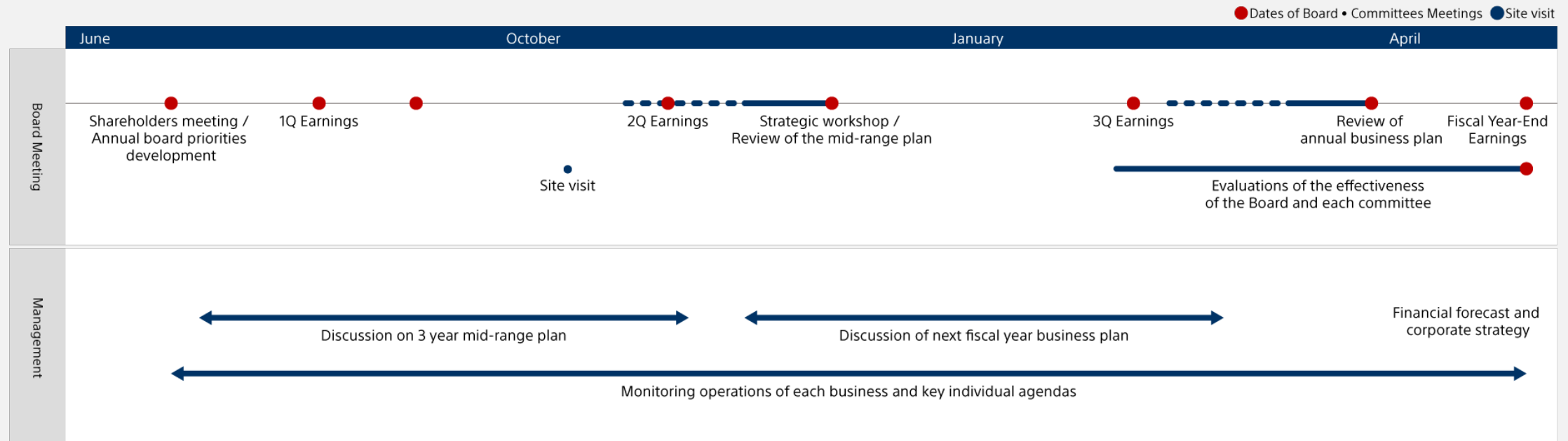
Enhancing the Independence and Oversight Functions of the Board

- **Adopted the “Company with Three Committees” system since 2003**
- **8 out of 10 members of the Board are outside Directors**
(Out of 8 outside Directors, 3 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)

Governance – Ensuring the Effectiveness of the Board (Annual Cycle and the Role of Board Effectiveness Evaluation)

Annual cycle (FY2025 Actual)

- Board's activities are most effective when they are aligned with management's business cycle



Role of board effectiveness evaluation

- Board Effectiveness Evaluation is taken into account in the annual Board development priorities reviewed in June.

FY2025 Evaluation of the Board and the Committees' Effectiveness

<Procedures of the Evaluation>

- Third-party evaluation conducted by Outside Counsel
- Review of Board meeting material/minutes, confirming the operation of Board/Committee meetings
- Questionnaire distributed to all Directors and interviews conducted for each Chair, newly appointed Directors and Executive Directors
- Benchmarking of other global companies of within and outside of Japan

<Results of the Evaluation>

- Evaluated that Board/Committees are effectively structured and operated

Actions in response to the results of the Evaluation

<FY2026 Board's Direction / Priority Areas>

- Confirming the sixth mid-range plan in light of the business portfolio and capital allocation
- Monitoring AI initiatives and their progress
- Monitoring risks which could affect the management and operations

<Operational Matters>

- Strengthening collaboration with Committees and AI utilization in board operations

Support for Activities of Directors, the Board and the Committees

Outside Director Initiatives

- Outside Directors Meeting (generally held after each Board Meeting)
- One-on-one regular meetings with the Chair of the Board and each Executive Director (CEO/CFO)
- One-on-one meetings with the Chair of the Board and each Outside Director
- Site visits by Outside Directors
- Outside Director's participation as speakers at internal events, etc.

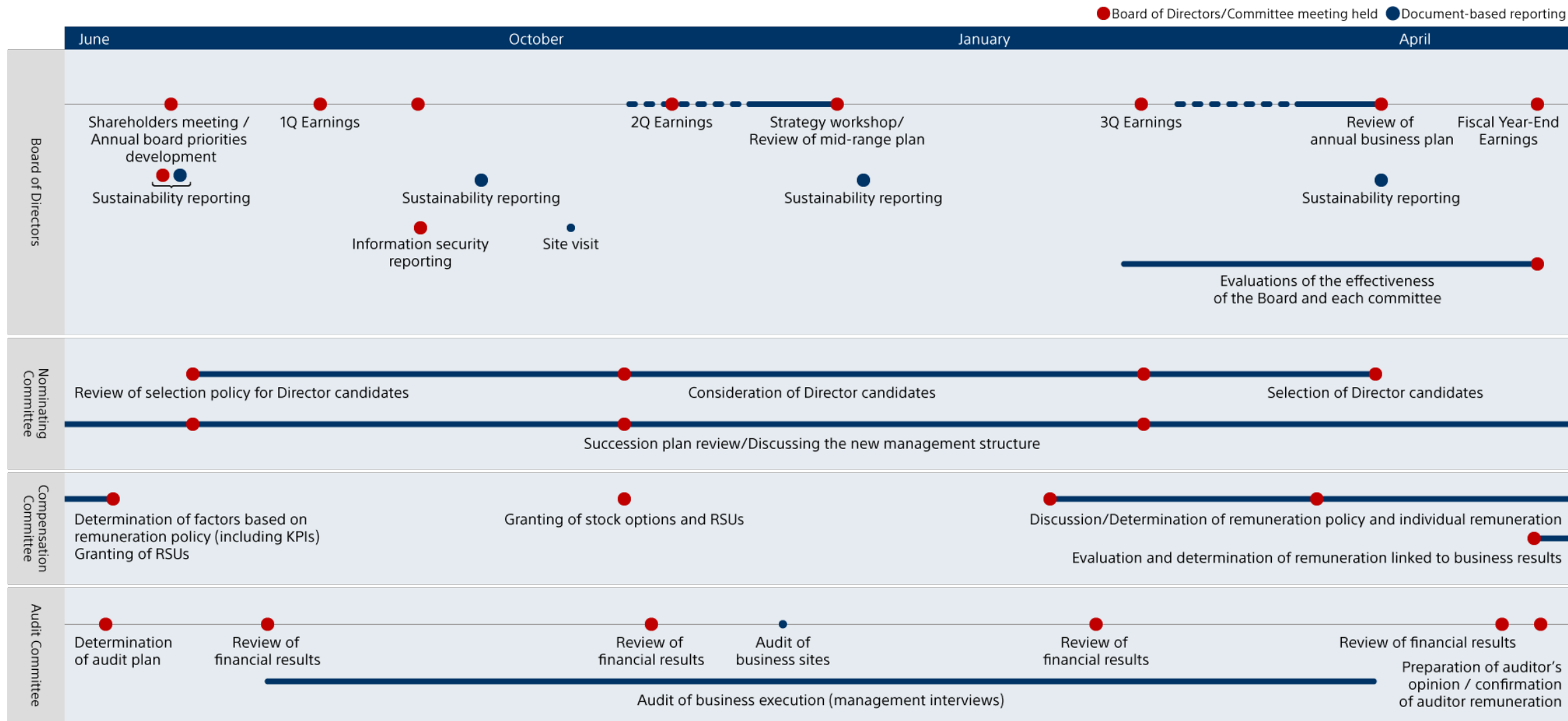
Support from the Secretariat

- Determination of annual Board calendar and Board agenda items through discussions with the Chair of the Board and the CEO
- Delivery of pre-reading material and conducting of preliminary briefing
- Providing reference materials including press releases, analyst reports, and notes from investor meeting

Training for Directors

- Orientation for newly appointed Directors
- Providing additional briefings and information as needed

Governance – Annual Schedule of the Board and Committees (FY2025)



Basic Policy regarding Senior Executive Remuneration (FY2026)

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 value.

- (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 mid- 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 (Environment, Social, Governance)
- 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* (FY2025)



*The bar chart shows the remuneration components for Corporate Executive Officers in the fiscal year ended March 31, 2026. In this chart, the remuneration linked to business results is based on the Business Results Linked Standard Payment Amount for each Corporate Executive Officer, and the stock-based compensation is based on the grant criteria amount for each Corporate Executive Officer. Accordingly, the components of remuneration based on the amounts actually paid will be different from the chart above.

Management Succession

Sony places priority on CEO succession to realize sustainable value creation throughout the 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.

4. External Evaluation

Sustainability-related External Evaluation and ESG Index

The Sony Group maintains strong ESG ratings and is included in leading ESG indexes in recognition of its sustainability initiatives.

Sustainability-related External Evaluation

- Included in CDP's Climate Change A List, the highest performance rank (December 2025)
- Selected as a "Supplier Engagement Leader" in the CDP Supplier Engagement Assessment (May 2026)
- Recognized by the Ethisphere Institute as one of the "World's Most Ethical Companies" for the eighth consecutive year (March 2026)

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

- Received the highest AAA rating in the MSCI ESG Ratings assessment (March 2026)



ESG Indexes



FTSE4Good



FTSE JPX Blossom Japan Index



FTSE JPX Blossom Japan Sector Relative Index



2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

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Cautionary Statement

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- (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) risks related to catastrophic disasters, geopolitical conflicts, pandemic disease or similar events;
- (xv) 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
- (xvi) 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.