

**SONY**  
make.believe



**RICE COOKER**  
JAPAN, 1947

# THE HISTORY

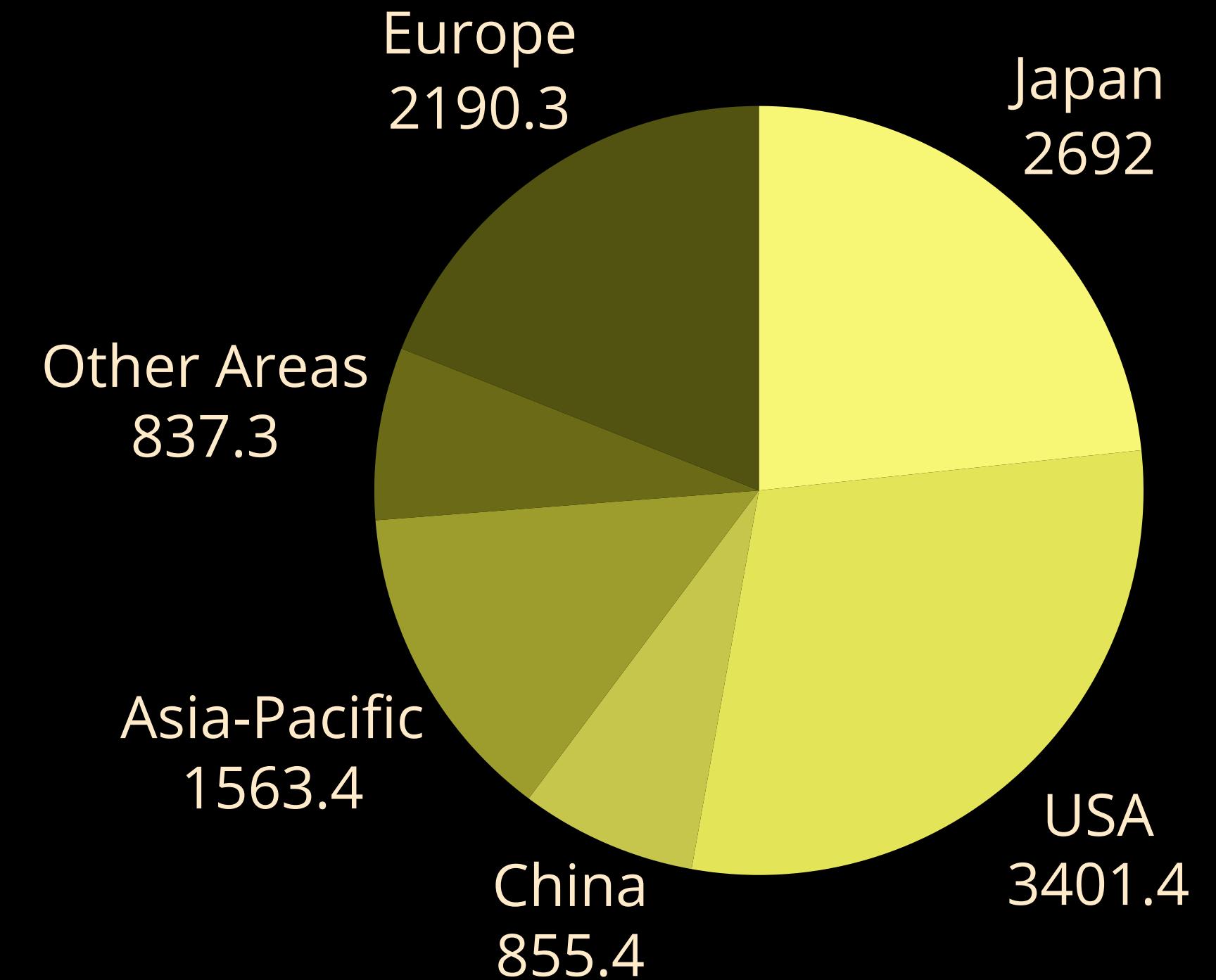
## *A quick rundown*



- Sony's first product was an electric rice cooker in the late 1940s.
- Sony began in the wake of World War II. In 1946, Masaru Ibuka started an electronics shop in Shirokiya, a department store building in the Nihonbashi area of Tokyo.
- The company started with a capital of ¥190,000 and a total of eight employees.

# INDUSTRY -& Segments

REVENUE IN BILLIONS



# **MISSION**

Inspiring and fulfilling  
curiosity.

# **VISION**

Using our unlimited passion for  
technology, content and services to deliver  
groundbreaking new excitement and  
entertainment, as only Sony can.

# **PURPOSE**

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

ORGANISATIONAL STRUCTURE

# MATRIX

BOARD OF DIRECTORS

DIVISIONS-BASED

Game & Network Services

Music

Pictures

Entertainment, Technology & Services

Imaging & Sensing Solutions

Financial Services

FUNCTION-BASED

Office of the CEO

Finance

Research & Development

Information Technology & Security

Legal, Compliance

Corporate Social Responsibility

GEOGRAPHIC-BASED

Japan

United States

Europe

China

Asia-Pacific

Other Areas

# CSR

## ORGANISATIONAL STRUCTURE

**BOARD OF DIRECTORS**

**Senior Executive in charge of  
Sustainability**

**Sustainability Department at Sony  
Group Corporation**

**Relevant Divisions**

Environmental

Social Responsibility

Sustainability Reporting

**Business Unit Operating Company**

Finance, Legal, & Compliance

R&D, Manufacturing

Information Technology & Security

# SONY

## *Business Strategy*

**KANDO**

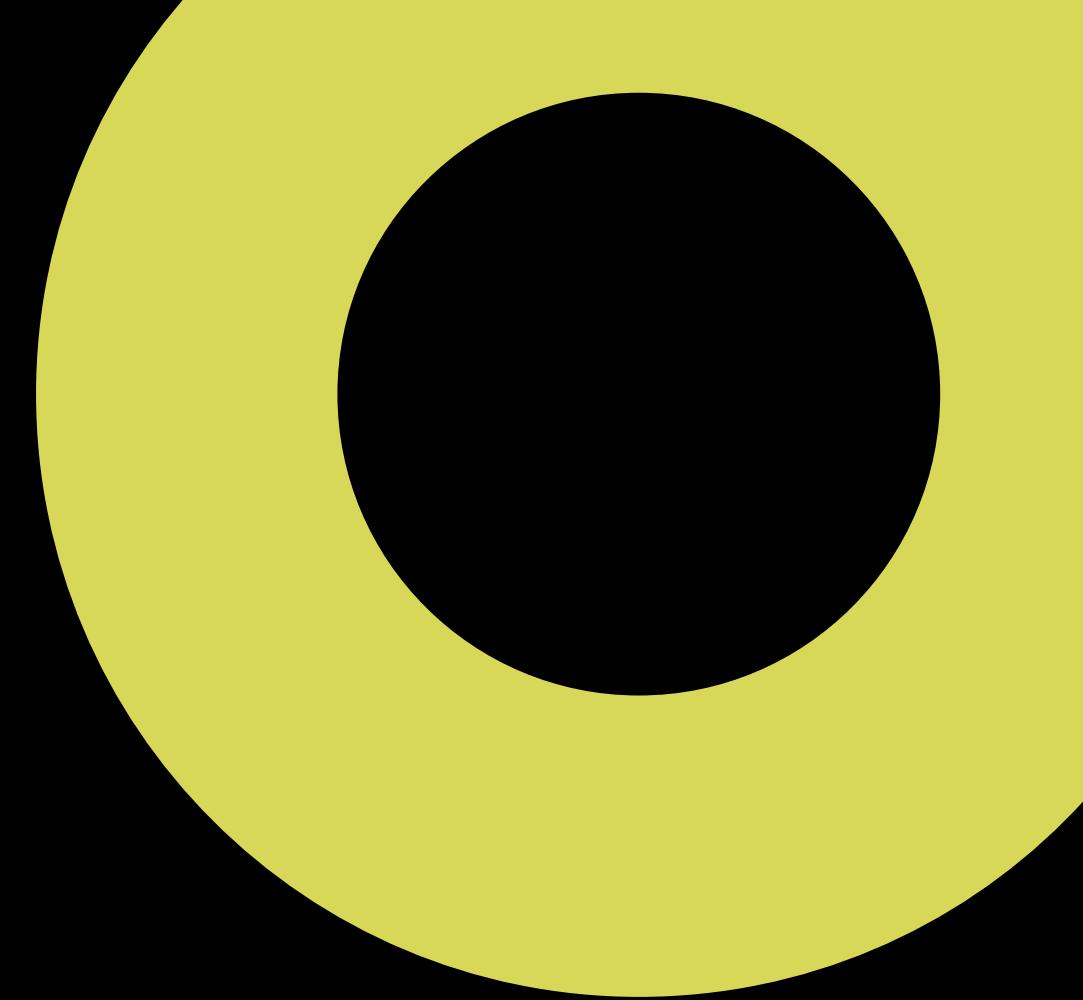
Defining Sony's Purpose and  
Reorganizing Group  
Architecture

**5 TRILLION YEN**

Sony intends to promote  
business operations with a  
focus on risk management

**ACTIVATE**

Activating and integrating all the  
ideas into more campaigns,  
events, and interactions.

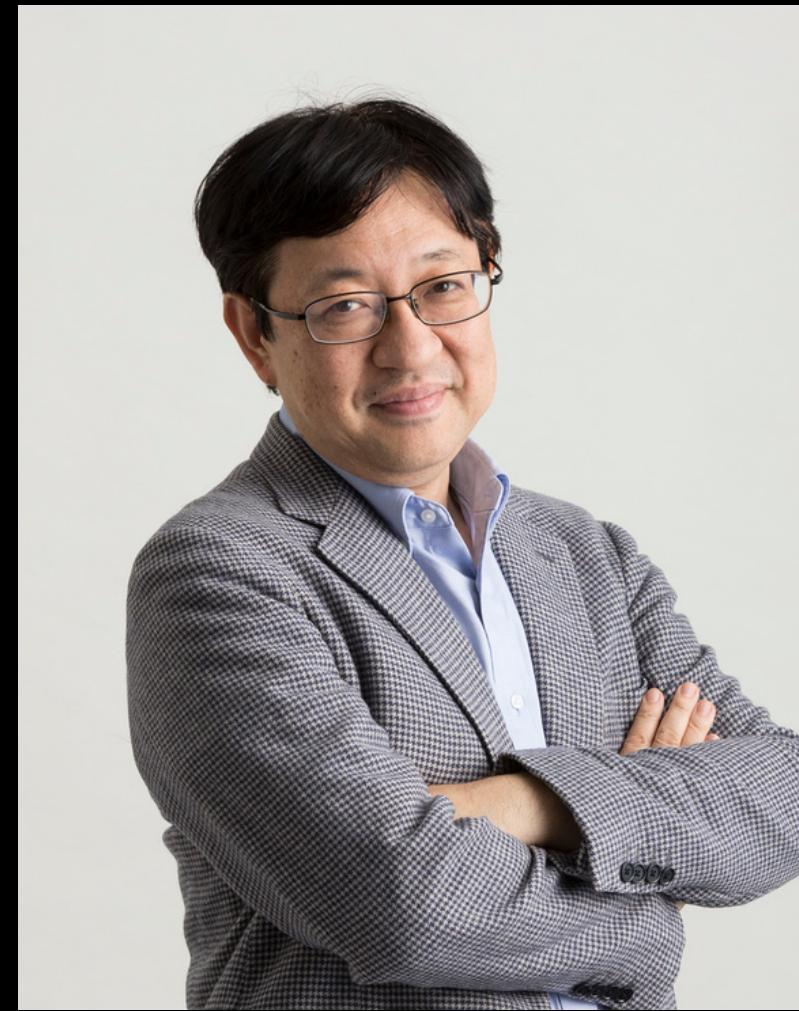


# Main Roles Sustainability Department



Shiro Kambe

Senior Executive Vice President Corporate Executive Officer Officer in charge of Sustainability Sony Group Corporation, SDG Action Manager



Hiroaki Kitano

Senior Executive Vice President , Chief Technology Officer of Sony Group Corporation, Officer of AI Collaboration for Sony Corporation, System Administrator

# Main Roles

## IT Department



**Makoto Toyoda**

Senior Vice President  
Chief Information Officer (CIO)  
Senior General Manager, Corporate IT Division, DX Platform



**Tsuyoshi Kodera**

Executive Vice President  
Chief Digital Officer (CDO)  
Officer in charge of Digital Transformation  
Strategy, Information Systems, and  
Chief Information Security Officer (CISO)

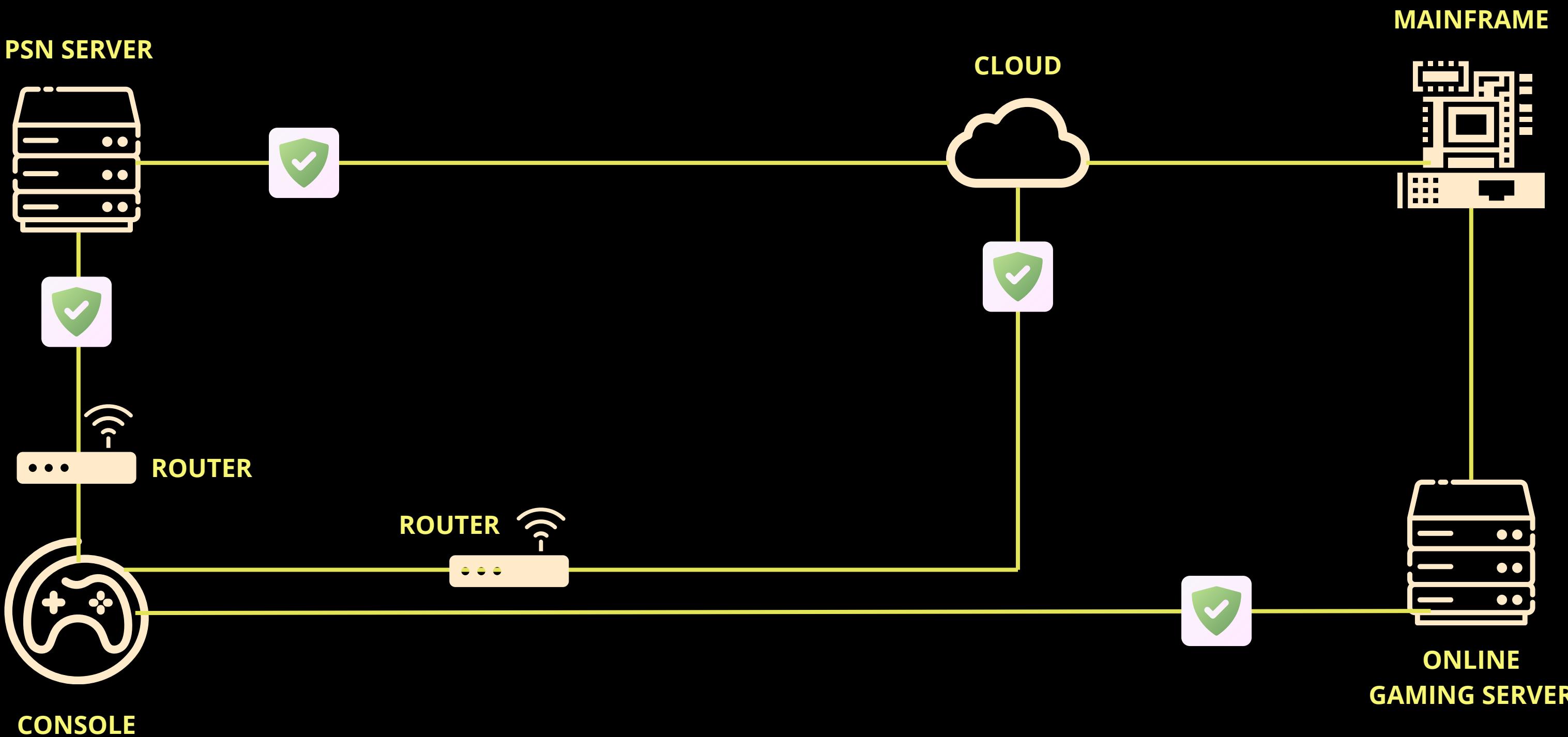


**Toru Katsumoto**

Executive Deputy President, CTO, and R&D Center President, Sony Group Corporation,  
Data Protection Officer (DPO)

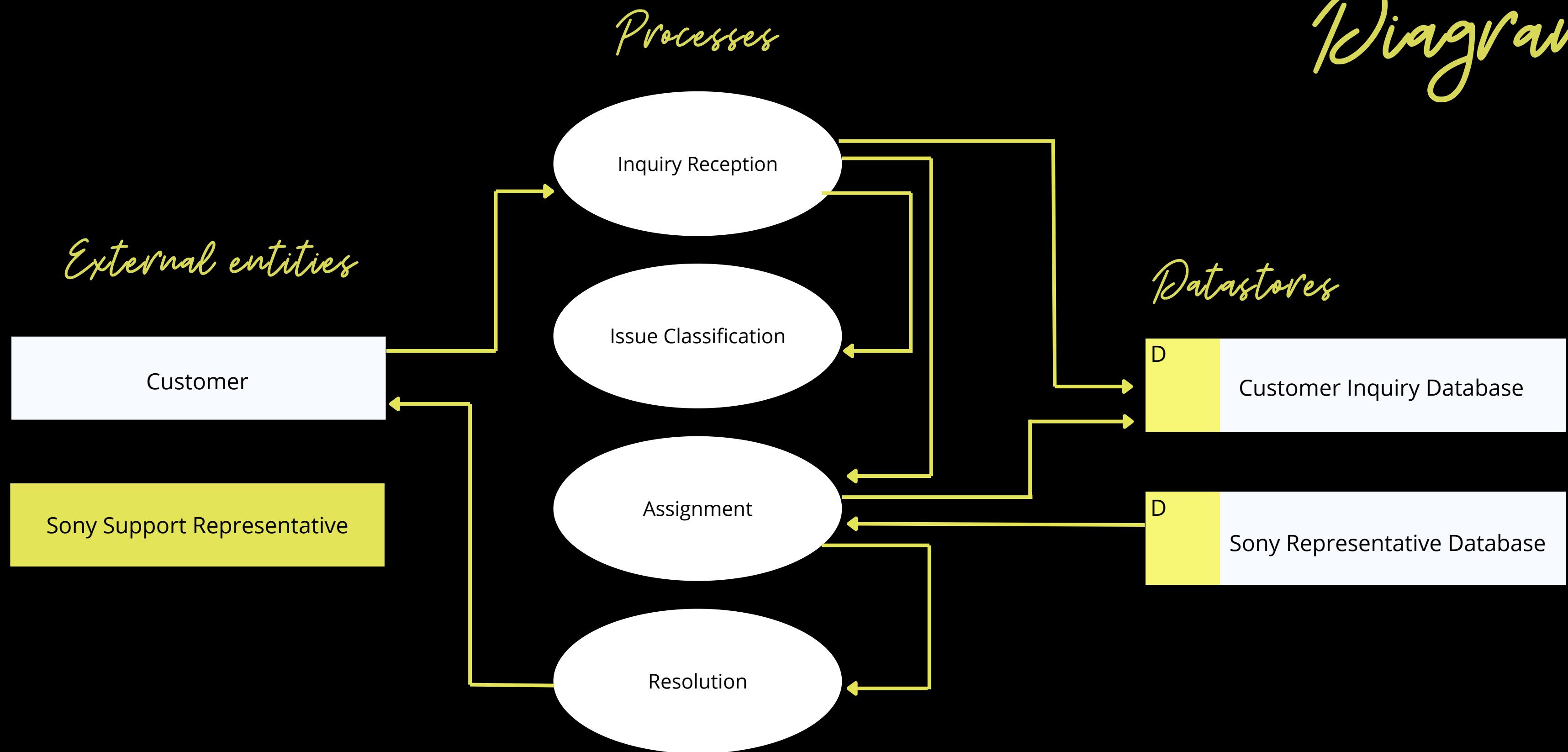
# For Playstation

# ICT NETWORK



# DATA FLOW

Diagram:



# CLOUD-BASED DATA COLLECTION SYSTEM

- Is used to monitor and manage the progress of the environmental impact of all sites in the Sony Group
- Permits headquarters to collect data monthly from sites around the world.

*How does it work?*

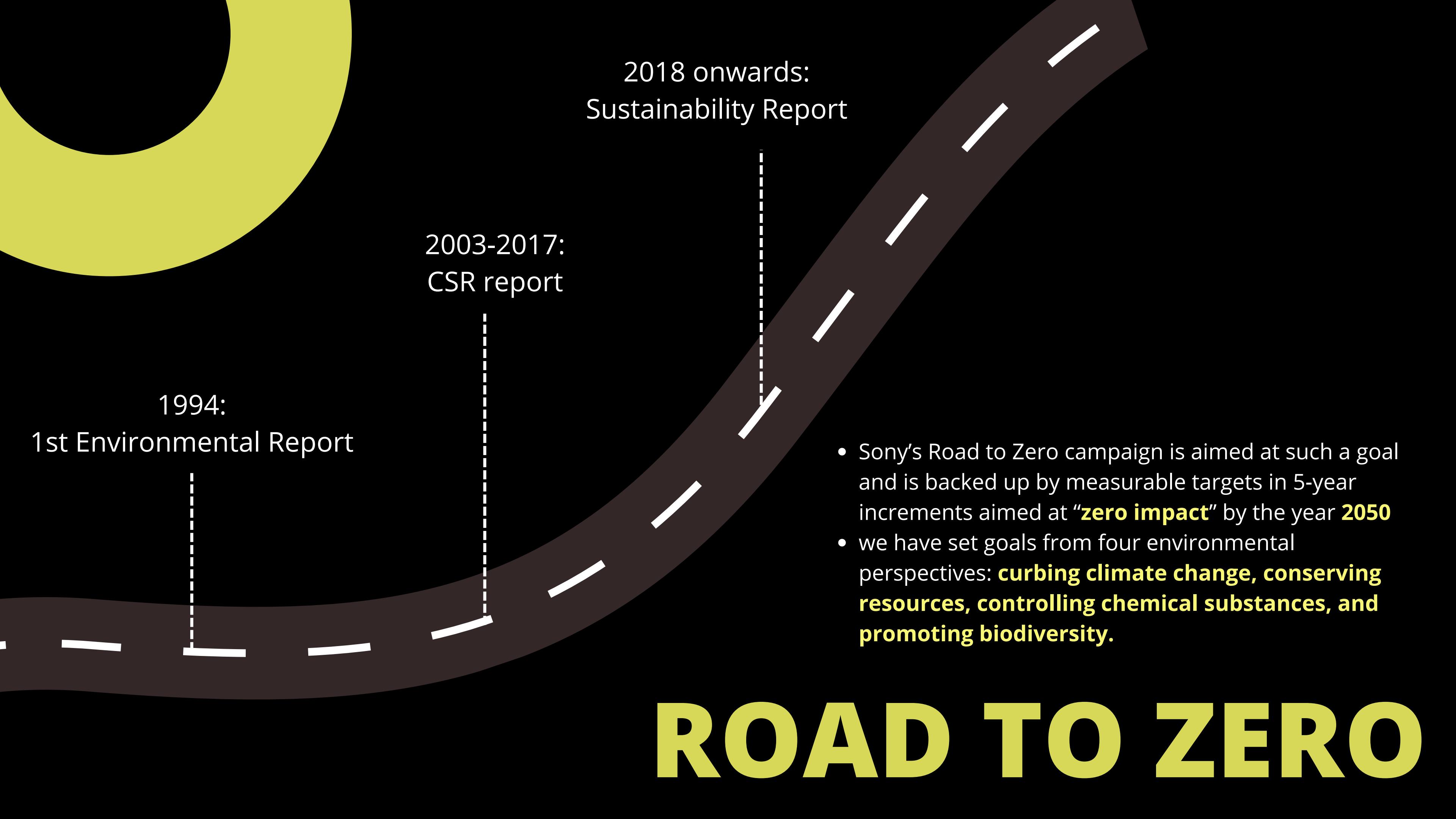
1. Person in charge at each site inputs data concerning environmental costs into the system.
2. It is checked and approved by supervisors.
3. Data administrators at each regional environmental office also check the data.
4. Data checks are also executed by the system at data input.



2018 onwards:  
Sustainability Report

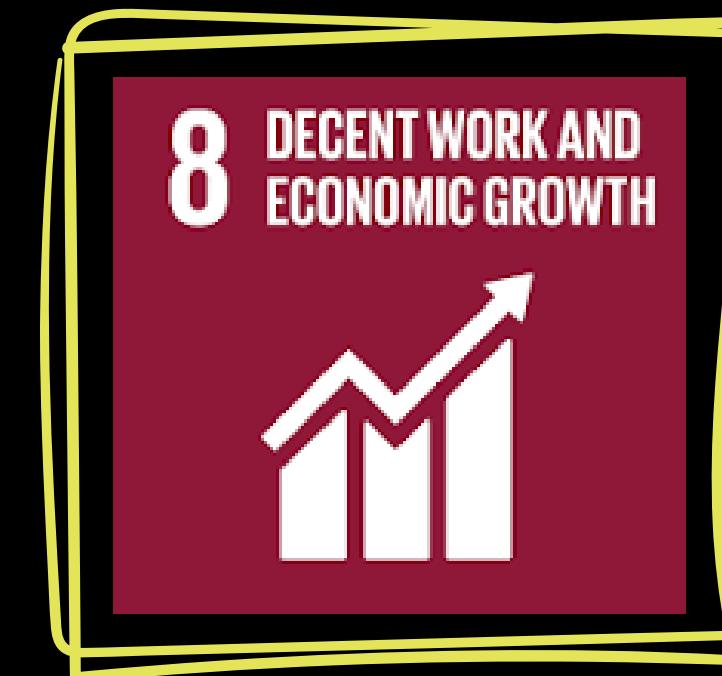
2003-2017:  
CSR report

1994:  
1st Environmental Report

- 
- Sony's Road to Zero campaign is aimed at such a goal and is backed up by measurable targets in 5-year increments aimed at "**zero impact**" by the year **2050**
  - we have set goals from four environmental perspectives: **curbing climate change, conserving resources, controlling chemical substances, and promoting biodiversity.**

# ROAD TO ZERO

# SDGS



# GRI Standards

## Economic

**GRI 201: ECONOMIC PERFORMANCE**

**GRI 202: MARKET PRESENCE**

**GRI 203: INDIRECT ECONOMIC IMPACTS**

**GRI 204: PROCUREMENT PRACTICES**

**GRI 205: ANTI-CORRUPTION**

**GRI 206: ANTI-COMPETITIVE BEHAVIOR**

**GRI 207: TAX**

## Environmental

**GRI 301: MATERIALS**

**GRI 302: ENERGY**

**GRI 303: WATER AND EFFLUENTS**

**GRI 304: BIODIVERSITY**

**GRI 305: EMISSIONS**

**GRI 306: WASTE**

**GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT**

# GRI Standards

## Economic

**GRI 201: ECONOMIC PERFORMANCE**

**GRI 202: MARKET PRESENCE**

**GRI 203: INDIRECT ECONOMIC IMPACTS**

**GRI 204: PROCUREMENT PRACTICES**

**GRI 205: ANTI-CORRUPTION**

**GRI 206: ANTI-COMPETITIVE BEHAVIOR**

**GRI 207: TAX**

## Environmental

**GRI 301: MATERIALS**

**GRI 302: ENERGY**

**GRI 303: WATER AND EFFLUENTS**

**GRI 304: BIODIVERSITY**

**GRI 305: EMISSIONS**

**GRI 306: WASTE**

**GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT**

# GRI Standards

## Social

**GRI 401: EMPLOYEMENT**

**GRI 402: LABOR /MANAGEMENT REGULATIONS**

**GRI 403: OCCUPATIONAL HEALTH AND SAFTEY**

**GRI 404: TRAINING AND EDUCATION**

**GRI 405: DIVERSITY AND EQUAL OPPORTUNITY**

**GRI 406: NON-DISCRIMINATION**

**GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING**

**GRI 408: CHILD LABOR**

**GRI 409: FORCED OR COMPULSORY LABOR**

**GRI 410: SECURITY PRACTICES**

**GRI 411: RIGHTS OF INDIGENOUS PEOPLES**

**GRI 412: HUMAN RIGHTS ASSESSMENT**

**GRI 413: LOCAL COMMUNITIES**

**GRI 414: SUPPLIER SOCIAL ASSESSMENT**

**GRI 415: PUBLIC POLICY**

**GRI 416: CUSTOMER HEALTH AND SAFETY**

**GRI 417: MARKETING AND LABELING**

**GRI 418: CUSTOMER PRIVACY**

# GRI Standards

## Social

**GRI 401: EMPLOYEMENT**

**GRI 402: LABOR /MANAGEMENT REGULATIONS**

**GRI 403: OCCUPATIONAL HEALTH AND SAFTEY**

**GRI 404: TRAINING AND EDUCATION**

**GRI 405: DIVERSITY AND EQUAL OPPORTUNITY**

**GRI 406: NON-DISCRIMINATION**

**GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING**

**GRI 408: CHILD LABOR**

**GRI 409: FORCED OR COMPULSORY LABOR**

**GRI 410: SECURITY PRACTICES**

**GRI 411: RIGHTS OF INDIGENOUS PEOPLES**

**GRI 412: HUMAN RIGHTS ASSESSMENT**

**GRI 413: LOCAL COMMUNITIES**

**GRI 414: SUPPLIER SOCIAL ASSESSMENT**

**GRI 415: PUBLIC POLICY**

**GRI 416: CUSTOMER HEALTH AND SAFETY**

**GRI 417: MARKETING AND LABELING**

**GRI 418: CUSTOMER PRIVACY**

# ISO Standards



Since the early 1990s, Sony has actively pursued ISO 14001 certification for its sites globally, successfully achieving it in the early fiscal year 2002. By the year 2005, all Sony Group sites, including the core headquarters, obtained integrated ISO 14001 certification, aligning with the fundamental requirements of this comprehensive management system.

# Digital Sustainability Policies



**TELEHEALTH AND DIGITAL  
HEALTHCARE SERVICES**

**HEALTH AND SAFETY  
PROTOCOLS, ERGONOMIC  
PROTOCOLS**

**MENTAL HEALTH SUPPORT  
WORKLOAD MANAGEMENT**



**ENERGY-EFFICIENT IT  
INFRASTRUCTURE**

**GREEN IT PROCUREMENT  
REMOTE WORK POLICIES TO  
REDUCE THE NEED FOR  
EXTENSIVE COMMUTING AND  
ASSOCIATED ENERGY  
CONSUMPTION.**



**ETHICAL IT PROCUREMENT, WITH  
FAIR LABOR LAW  
CERTIFICATIONS**

**DIGITAL INCLUSION AND  
ACCESSIBILITY**

# METRICS(KPI) AND TARGETS

## SDG 3

- Sony has established the Sony Group Global Policy on Occupational Health & Safety for Sony Group companies worldwide.
- To fulfill this commitment, Sony works hard to build safe, healthy working environments for everyone working at Sony. Sony has also formulated the Sony Group OHS "Vision Zero"

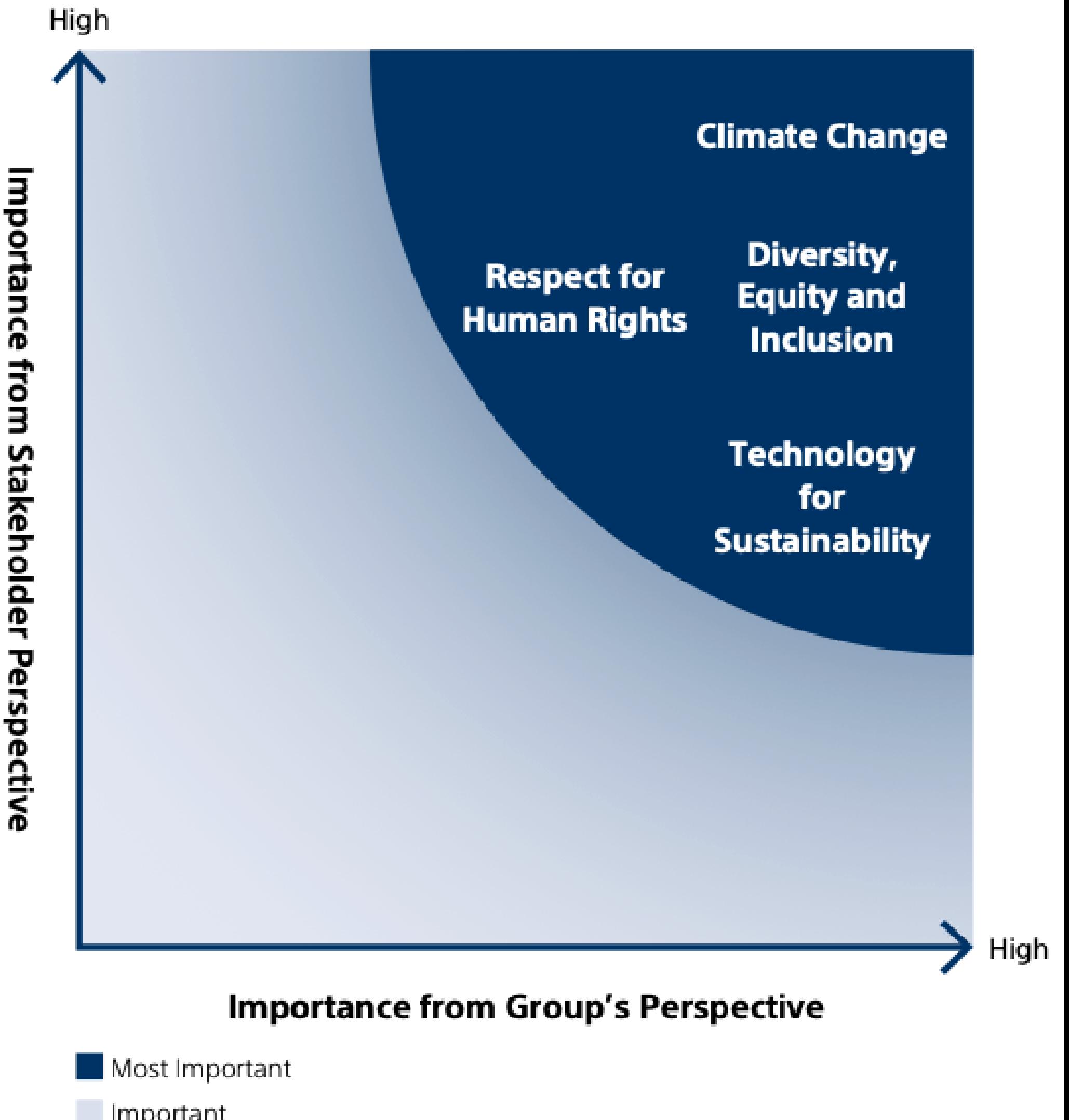
## SDG 7

- Expand the adoption of renewable electricity at Sony
- 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

## SDG 8

- Focus on "Talent Development," and "Employee Engagement"
- Build safe, healthy working environments
- Provide opportunities for employees to improve
- Improve and continue activities to educate employees about AI ethics





# SONY'S MATERIALITY MATRIX

# Sustainability Impact Matrix

## SDG 3, GOOD HEALTH AND WELL-BEING

### IMPACT

- THE SONY GROUP REGARDS SECURING THE HEALTH AND SAFETY OF WORKERS AS A KEY CHALLENGE. BUSINESS ACTIVITY.

### KPIS

- THE SONY GROUP IS COMMITTED TO REACHING ZERO INJURY AND ZERO ILLNESS, AND TO SECURING SAFE AND ENGAGING ENVIRONMENT OF WORKPLACE FOR ALL THE WORKERS IN ANY

### TARGET

- SONY GROUP OHS "VISION ZERO" SONY DOES NOT TOLERATE OCCUPATIONAL ACCIDENTS AND HAS SET AN ULTIMATE GOAL OF ZERO INJURY AND ZERO ILLNESS.

### PROGRESS

- SONY IS WORKING TO MEET ITS OHS MEDIUM-TERM PLAN. IT IS CURRENTLY WORKING TO MEET THE TARGETS FOR THE PERIOD FROM FISCAL YEAR 2021 TO FISCAL YEAR 2023. (BASED ON ISO 45001)

### ROLE OF DIGITAL TECHNOLOGY

#### OPPORTUNITIES

- TELEHEALTH SOLUTIONS
- HEALTH DATA ANALYTICS
- WEARABLES AND HEALTH TECH

#### THREATS

- DATA PRIVACY CONCERN
- TECHNOLOGICAL INEQUALITY

# Sustainability Impact Matrix

## SDG 7, AFFORDABLE AND CLEAN ENERGY

### IMPACT

- 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

### KPIS

- INCREASE THE USE OF ELECTRICITY DERIVED FROM RENEWABLE ENERGY (RENEWABLE ENERGY)

### TARGET

- 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

### PROGRESS

- 2009: 100% RENEWABLE ELECTRICITY AT ALL EUROPEAN SITES
- 2010: "ROAD TO ZERO," PLAN ANNOUNCED
- 2015: APPROVED AS SCIENCE BASED TARGETS (SBT)
- 2018: SONY JOINS RE100 GLOBAL INITIATIVE

### ROLE OF DIGITAL TECHNOLOGY

### OPPORTUNITIES

- RENEWABLE ENERGY SOLUTIONS
- SMART GRIDS AND ENERGY MANAGEMENT
- ENERGY MONITORING AND REPORTING

### THREATS

- TECHNOLOGICAL DEPENDENCE
- E-WASTE MANAGEMENT

# Sustainability Impact Matrix

## SDG 8, DECENT WORK AND ECONOMIC GROWTH

### IMPACT

- RESPECT AND SUPPORT EACH EMPLOYEE'S AMBITIONS TO GROW AND TAKE ON NEW CHALLENGES, AND PROVIDE A RANGE OF EXPERIENCES AND OPPORTUNITIES

### KPIs

- PROVIDE MORE ACCESSIBLE LEARNING OPPORTUNITIES
- PROMOTE AN ENVIRONMENT WHERE EMPLOYEES CONSCIOUSLY BUILD THEIR OWN CAREER AND AIM FOR SELF-GROWTH

### TARGET

- BUILD SAFE, HEALTHY WORKING ENVIRONMENTS
- PROVIDE OPPORTUNITIES FOR EMPLOYEES TO IMPROVE AND MAKE THE MOST OF THEIR INDIVIDUAL STRENGTHS, SKILLS, ABILITIES, AND CREATIVITY

### PROGRESS

- 2000: SONY UNIVERSITY PROGRAM STARTED
- 2008: FLEXIBLE WORK POLICY
- 2015: FLEXIBLE CAREER LEAVE AND FREE AGENT PROGRAMS I
- 2018: "PORT"

### ROLE OF DIGITAL TECHNOLOGY

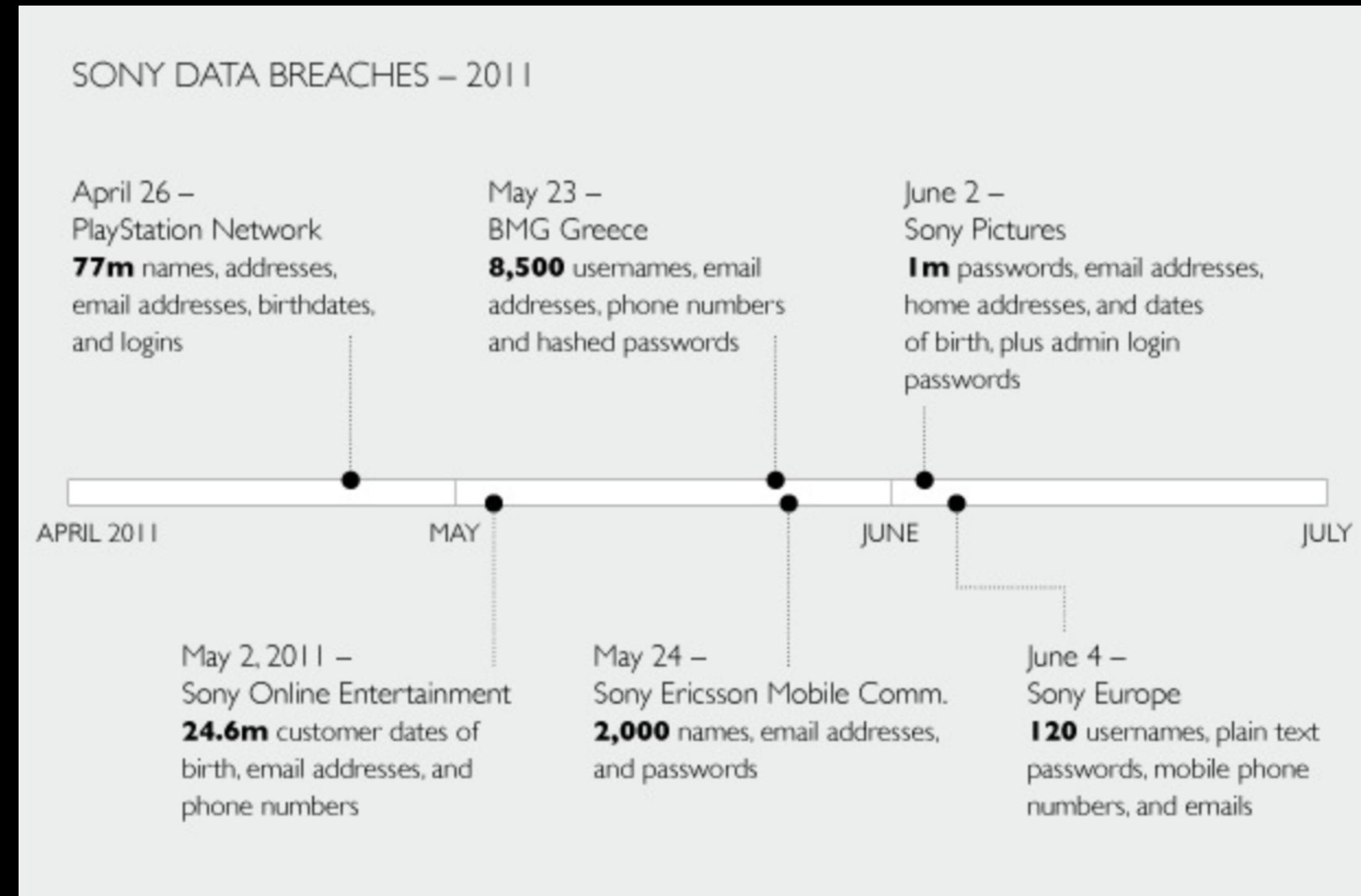
#### OPPORTUNITIES

- DIGITAL WORKFORCE SOLUTIONS
- INNOVATION AND R&D
- SUPPLY CHAIN DIGITIZATION

#### THREATS

- JOB DISPLACEMENT
- CYBERSECURITY RISKS
- TECHNOLOGICAL DIVIDE

# *measures taken* FOR CAPAS



## Sony Global Trends in Lost Workdays

(Days)

2,500

2,010

2,000

1,526

1,500

1,233

1,000

1,210

500

1,301

0

2018

2019

2020

2021

2022

(FY)

Latin America



North America

Entertainment



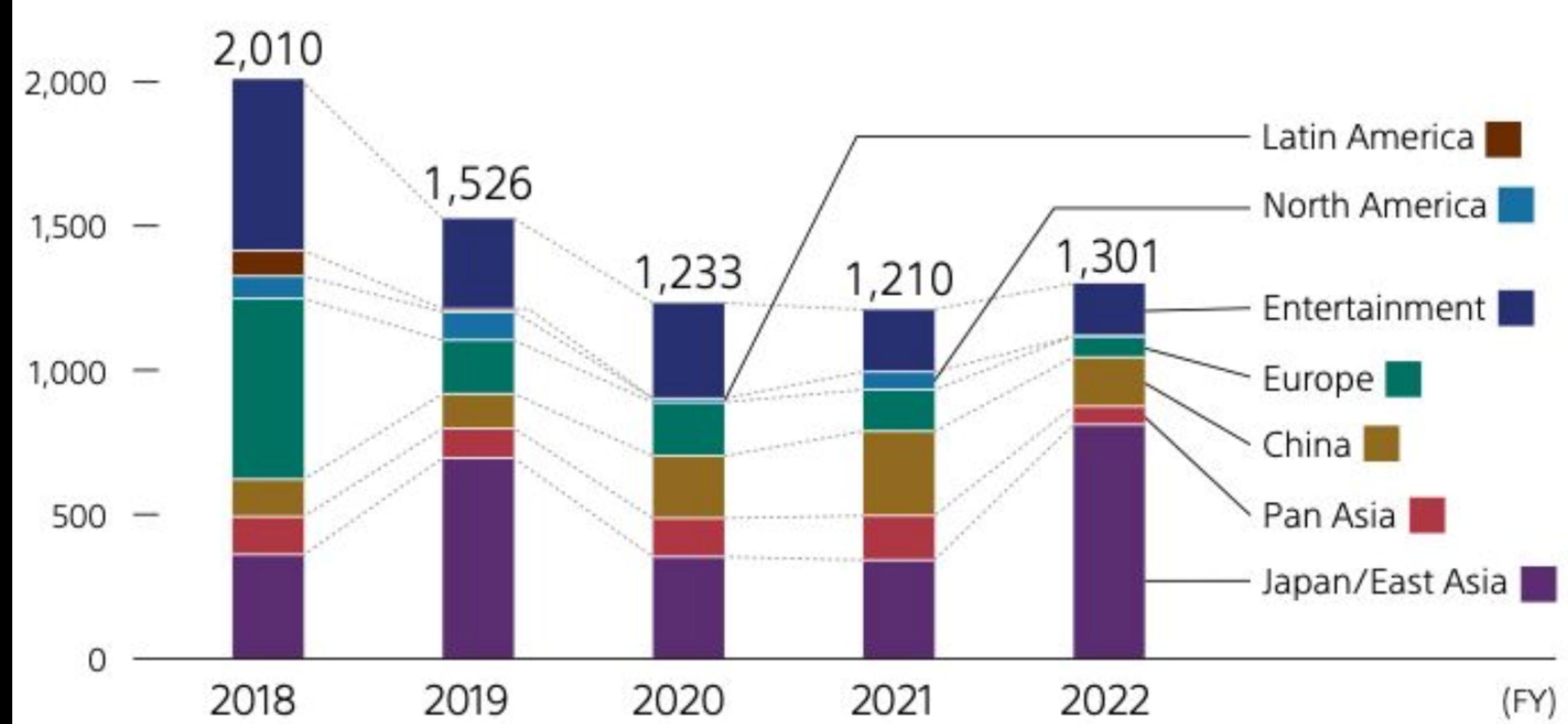
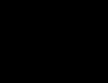
Europe

China



Pan Asia

Japan/East Asia



Item	Scope	Unit	2020	2021	2022
Annual energy consumption reduction rate per product (compared to fiscal year 2018)	Electronics products	%	-	Increased 3.3%	Increased 3.9%
Greenhouse gas emissions: Scope 3 (Other emissions)	Sony Group	Thousand mt-CO <sub>2</sub>	19,337	17,399	20,454
Energy consumption by sites	Group-wide ISO 14001 certified sites	Thousand TJ	24	26	27
Total volume of resources used in products	Electronics products	Metric tons	448,990	435,599	459,206
Amount of waste generated at sites	Group-wide ISO 14001 certified sites	Metric tons	51,362	51,615	54,944
Waste improvement per unit at sites	Group-wide ISO 14001 certified sites	%	-	7.6% worsen	31.6% worsen
Amount of waste landfilled at sites* <sup>3</sup>	Group-wide ISO 14001 certified sites	%	0.5	0.5	2.5
Water consumption at sites* <sup>6</sup>	Group-wide ISO 14001 certified sites	Million m <sup>3</sup>	18.70	19.55 	19.97
Water consumption improvement per unit at sites	Group-wide ISO 14001 certified sites	%	-	1.7% worsen	11.7% worsen
Amount of wastewater from sites	Group-wide ISO 14001 certified sites	Million m <sup>3</sup>	15.84	16.85 	16.87
NOx emissions from sites	Group-wide ISO 14001 certified sites	Metric tons	80	79	85
Number of reports to Sony Ethics & Compliance Hotline	Sony Group	Reports	Approx. 370	Approx. 407	Approx. 451



(SOH-NEE)  
ソニーグループ株式会社  
Thanks for listening:)

