

**SHARP**

Be Original.

# Corporate Guide



# Contribute to a sustainable society through innovations in business and technology



President & CEO  
Robert Wu



I believe that it is Sharp's social responsibility to use its business to contribute to solving social problems; for example, by reducing our impact on climate change and respecting human rights.

Under our policy of ESG-focused management, which we announced last fiscal year, we are concentrating on three goals—improving technological strength, fostering global awareness, and making the most of our people—as we accelerate the creation of new businesses.

In April of this year, we reorganized our business group system into a new structure comprising the three brand businesses of the Smart Life & Energy Business, Smart Office Business, and Universal Network Business; and the two device businesses of the Display Devices Business and Electronic Devices Business. Under each of these are business units dedicated to new business areas.

And with the goal of taking Sharp's technological strength to the next level, we also established the Innovation Group, which ties together functions that support innovation company-wide.

These six business groups come together under "One Sharp" as we develop game-changing, innovative technologies and devices in numerous fields that will change people's lifestyles and work styles. This will ensure that we are always there for people and society and that Sharp achieves recognition as a company with a strong brand that continuously provides new value.

In May 2023, Sharp launched the Sustainability Committee, of which I am the chairperson. This committee will be the spearhead for a range of aggressive initiatives aimed at achieving a sustainable society. For example, the entire company will work to attain the medium-term environmental goals, which we set toward realizing our long-term environmental vision, SHARP Eco Vision 2050. One of these goals is achieving net zero CO2 emissions in Sharp business activities.

As a signatory to the United Nations Global Compact since 2009, Sharp continues to support the 10 principles in the areas of human rights, labor, the environment, and anti-corruption. We also share the vision and mission of the RBA\*, which we joined in 2021, throughout the entire Sharp Group. In this way, we will accelerate our efforts to effectively resolve global social issues.

Sharp's business philosophy states, "Our future prosperity is directly linked to the prosperity of our customers, dealers, and shareholders...". With this in mind, we will continue working with all stakeholders in carrying out our ESG management so that we can achieve the SDGs and thereby help realize a sustainable and better world where no one on Earth is left behind. August 2023

\*RBA: Responsible Business Alliance—a nonprofit organization that pursues social responsibility across the global supply chain.

**Head office** 1 Takumi-cho, Sakai-ku, Sakai City, Osaka 590-8522, Japan

**Tel.** +81-72-282-1221

**Representatives** Robert Wu, President & Chief Executive Officer  
Masahiro Okitsu, Executive Vice President

**Founding** Founder, Tokuji Hayakawa, was awarded a patent for the Tokubijo snap buckle (he was 18 years old at the time). On September 15, 1912, he established a small metalworking shop in Matsui-cho, Honjo, Tokyo.

**Incorporation** In May 1935, the structure of the company was modified to become a joint-stock corporation under the name Hayakawa Metal Works Institute Co. (Capitalization: 300,000 yen)

**Capital stock** 5 billion yen (As of December 31, 2023)

**Sales** 2,548,117 million yen (consolidated)  
555,491 million yen (unconsolidated)  
(the Year Ended March 31, 2023)

**Employees** Consolidated: 44,037  
Japan: 17,564(Sharp Corporation 5,093 / other Consolidated 12,471)  
Overseas: 26,473 (consolidated)  
(as of December 31, 2023)

**Stock exchange listings** Prime Market, Tokyo Stock Exchange

**Securities code** 6753

### Business Philosophy

We do not seek merely to expand our business volume. Rather, we are dedicated to the use of our unique, innovative technology to contribute to the culture, benefits and welfare of people throughout the world.

It is the intention of our corporation to grow hand-in-hand with our employees, encouraging and aiding them to reach their full potential and improve their standard of living.

Our future prosperity is directly linked to the prosperity of our customers, dealers and shareholders ...indeed, the entire Sharp family.

### Business Creed

Sharp Corporation is dedicated to two principal ideals:  
**"Sincerity and Creativity"**

By committing ourselves to these ideals, we can derive genuine satisfaction from our work, while making a meaningful contribution to society.

Sincerity is a virtue fundamental to humanity ... always be sincere.

Harmony brings strength ... trust each other and work together.

Politeness is a merit ... always be courteous and respectful.

Creativity promotes progress ... remain constantly aware of the need to innovate and improve.

Courage is the basis of a rewarding life ... accept every challenge with a positive attitude.

### A passion passed down from our founder

"Make products that others want to imitate." These words, spoken by Sharp founder Tokuji Hayakawa, exemplify his management concept of contributing to society through the company's technologies and manufacturing. This concept is realized by being the first to make products that meet the needs of a new era and by becoming a corporation that is known and trusted by society. In 1973, Sharp articulated this spirit in the company's business philosophy and business creed. This spirit has been passed down continuously over the generations, ever since the company's founding over 110 years ago.



Story of founder Tokuji Hayakawa  
Visit the Sharp website

Through photographs and manga, learn about everything from the invention of the Hayakawa mechanical pencil to Sharp's development of the television set.



# Be Original.

From the beginning, Sharp has been driven by originality.

We originate technologies that enhance lifestyles,

Inspire innovations that support individual expression,

And create products that let you be you.

There is only one Sharp.

There is only one you.

Be Original.

**SHARP**

“Be Original.” is a promise to our customers around the world that we will remain a brand that creates value that is rich in originality and that is uniquely Sharp. We have infused two meanings into the word “original.”

1. Tokuji Hayakawa, Sharp’s founder, left us with a spirit of “sincerity and creativity.” We will pass this spirit on to future generations as the original foundation of who we are.
2. Sharp is a company that is always there for people and that constantly creates new value. By offering various products and services that are uniquely Sharp, we are continuously creating “original products just for you”—products and services that enable all of our customers to fulfill their wishes and dreams.

The period at the end represents our firm commitment to taking on challenges and initiatives with a strong sense of purpose.

## From Sharp, the Inventor’s Company First-of-a-Kind Technologies— in Japan and the World

1912  
Founding

### Ever-Ready Sharp Pencil

Tokuji invented a unique thrusting device for a pencil’s lead and inserted it into an attractive and sturdy metallic shaft. He called this product the Hayakawa Mechanical Pencil. It became known as the Ever-Ready Sharp Pencil and then the Sharp Pencil. The name lives on in our company name today.



### Japan’s First Crystal Radio

Following the Great Kanto Earthquake of 1923, Tokuji restarted business in Osaka, where he saw a future in the field of radio. In April 1925, he and his associates made history as they succeeded in assembling Japan’s very first crystal radio.



1915

1925

### Japan’s First TV Set

Sharp’s research into television goes back to 1931, a time when radios were just beginning to take off in Japan. Thanks to VHF technology gained from research during and after World War II, Sharp was able to put Japan’s first TV sets on the market at the end of 1952. The company then proceeded to bring down the cost of TV sets through mass production.



1953

### LCD Calculator

Thanks to the tireless efforts of Sharp’s engineers, the company achieved the first practical application of LCDs. The COS-type pocket calculator introduced in 1973 was the first product on the market to use LCDs.



1964

1970

Changes company name to Sharp Corporation

### All-Transistor-Diode Electronic Desktop Calculator

The world’s first electronic desktop calculator using all-transistor diodes. Upon urging from young engineers at Sharp, the company had embarked on research into areas including computers and semiconductors. The result was the first compact calculator that, unlike large computers, allowed anyone to do calculations anywhere and anytime.



1973

2000

### Camera-Equipped Mobile Phone

The first mobile phone in the industry to feature a camera—a 110,000-pixel CMOS imager that allowed users to instantly email photos they take. It was sold through Japanese carrier J-Phone (at the time).



2016

Strategic alliance with Hon Hai Precision Industry Co., Ltd.



### RoBoHoN Mobile Robotic Phone

RoBoHoN was a world-first—a small, easily portable robot-shaped phone. Along with standard functions like phone, email, and camera, RoBoHoN offered a fun and interactive way to access apps and services.

### AIoT Consumer Electronics

Sharp released a succession of products compatible with AIoT cloud services. We have developed products that are becoming an integral part of people’s lives; examples include refrigerators and cooking appliances whose features include giving suggestions on what to cook, and air conditioners that automatically operate energy efficiently based on weather information.



2018

### AQUOS Products for 8K Satellite Broadcasts

The AX1 Series AQUOS 8K LCD TV with built-in 8K tuner gave 16 times the resolution of full HD (2K) for viewing of 8K broadcasts that provided on-screen realism like never before.

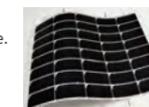


### Solar Module

Sharp achieved a conversion efficiency of 32.65%\*, the world’s highest\*\*2, in a lightweight, flexible, practically sized solar module.

\*1 Conversion efficiency confirmed by the National Institute of Advanced Industrial Science and Technology (AIST; one of several organizations around the world that officially certifies energy conversion efficiency measurements in solar cells) in February 2022. (Module surface approx. 965 square centimeters; maximum output 31.51 W)

\*\*2 As of June 6, 2022, for solar modules at the research level (based on Sharp findings).



2022

Business Vision

# Changing the World with 8K+5G and AIoT

We are aiming to build an 8K+5G Ecosystem and AIoT World that gives rise to uniquely Sharp products and services offering new value. We are accomplishing this through tie-ups with a range of partners and centered on innovative proprietary technologies in 8K, 5G, AI, IoT, robotics, and more.

To achieve this aim, we believe it is important to move away from business that revolves solely around hardware and devices, and instead create systems that integrate hardware, software, and services, and then link these various systems to provide proprietary solutions.

## Steps to Realizing Our Business Vision



### Global expansion of featured devices

Take 8K, 5G, and AIoT products worldwide.



### Creating systems integrating services with hard and soft elements

Create people-oriented systems by combining featured devices with hardware and software.



### Providing solutions that link a variety of systems

Solve a range of problems through platforms that link advanced systems.

## Realization of Our Vision through 5 Businesses

To achieve its vision, Sharp uses its three core brand businesses, along with the two device businesses that support them, in an integrated fashion in pursuit of "One Sharp" business.

### Brand Businesses

Leverage featured devices, services, and solutions as strengths for global business expansion

<b>Smart Life</b> Realizing lifestyles truer to customers by being close to people	<b>8K Ecosystem</b> Accelerating social innovation with cutting-edge video technology at the core	<b>ICT</b> Building a seamless society with wireless and mobile technologies
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### Device Businesses

Leveraging collaboration with other companies to create innovative devices supporting advantages in our brand businesses

<b>Display Devices</b> Driving DX with the world's No. 1 display technology	<b>Electronic Devices</b> Using our unique device technology to contribute to the development of a smart society
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We aim to provide unique solutions centered on featured products with built-in 8K, 5G, AIoT, and other technologies at their core.



### Global expansion of featured devices

#### AIoT devices



#### 8K+5G devices



#### IT devices



### Creating systems integrating services with hard and soft elements

#### COCORO+

- COCORO KITCHEN
- COCORO WASH
- COCORO AIR
- COCORO ENERGY
- COCORO VISION
- COCORO HOME, other

#### 8K+5G systems



#### Systems for offices



### Providing solutions that link a variety of systems

#### COCORO OFFICE

#### Digital health solutions (Checking vital signs, etc.)

#### Medical solutions (Remote diagnosis, medical worker support, etc.)

#### Environmental solutions (Plasmacluster Ion generators, photocatalysts, etc.)

#### GIGA School solutions (Environment building, device management, etc.)

#### Security solutions (Smart locks, remote monitoring, etc.)

#### Automation/labor-saving solutions (Plant logistics, picking, etc.)

#### Infrastructure solutions (Railway, etc.)

#### Worksite solutions (Task support, health management, etc.)

Existing Businesses

Steps toward strong brand company "SHARP"

# Execute management emphasizing ESG



Raise social value

Raise brand value

Fiscal 2016 to 2021

Create surplus / stable profit

## Establish a foundation for the future

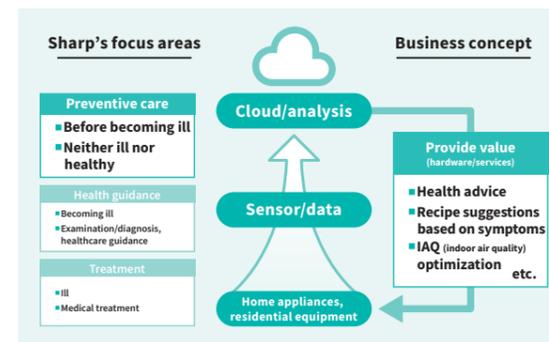
- Establish business structure centering brand businesses
- Realize the vision of "Changing the World with 8K+5G and AIoT"
- Strengthen financial basis and return to corporate bond market

Fiscal 2022 and onward

Sustainable growth

## Management emphasizing ESG

### 1. Further strengthen healthcare related business



#### Measure people's health data to promote naturally healthier lifestyles

We will further expand points of contact with customers by creating new devices and collaborating with other companies. We will also build a system that measures people's health data unobtrusively and provides individualized solutions. This system will promote naturally healthier lifestyles.

### 3. HITO-based management



#### Aim to nurture young and lively corporate culture

We are further reforming our HR system to pursue management that gets the best of our people. This reform is based on the four perspectives of HITO: fostering Hybrid individuals with multiple specialties; creating an environment and corporate culture conducive to Innovation; placing the right people in the right jobs to make full use of employee Talent; and providing growth Opportunities for talented individuals.

### 2. Contribute to carbon neutrality



#### Accelerate the transformation of the energy solutions business

We will work to expand business for outer space and automotive applications and accelerate the practical use of perovskite solar cells. Through these efforts, we will further expand our energy solutions business. Our aim is to achieve 12 times more avoided GHG (greenhouse gas) emissions than the emissions from our business activities, thereby contributing to the decarbonization of society.

### 4. Become a truly global company



#### Pursue management reform from a global perspective

We will quickly raise the ratio of overseas sales to 80% (from 67.2% in fiscal 2021). To this end, we will strengthen sales strategies in each overseas region and pursue management reform from a global perspective. Specifically, we will strengthen the development of overseas personnel, bolster the head office departments' overseas support functions, and pursue the simultaneous global rollout of new products. In this way, we will enhance Sharp's presence around the world.

Continuing

## Sharp's actions on SDGs are rooted in the company's business philosophy as far back as 1973

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Our future prosperity is directly linked to the prosperity of our customers, dealers and shareholders ...indeed, the entire Sharp family.

The diagram illustrates the progression from 2018 to 2030. In 2018, the focus is on 'Business' and 'SER measures'. By 2019, 'Business' leads to 'Provide solutions to social issues', while 'SER measures' leads to 'Mitigate impacts on society and the environment'. By 2030, both paths converge to 'Achieving the SDGs' through 'Sustainable Development Goals'.

In 1973, Sharp put into writing its business philosophy, which says the company will “contribute to the culture, benefits and welfare of people throughout the world” and that “our future prosperity is directly linked to the prosperity of our customers, dealers and shareholders.” These and other vows of the business philosophy share the aims of the Sustainable Development Goals (SDGs), which the United Nations enacted in 2015.

Through its business philosophy, Sharp aims to contribute to the achievement of the SDGs both by providing solutions to social issues through its business and by reducing burdens on society and the environment through SER\* measures, thus helping realize a better, more sustainable world in which no one on our Earth is left behind.

\*SER: Social and environmental responsibility

### Sharp and the SDGs: Eight priority business areas focused on addressing social issues



## Changing the world with 8K+5G and AIoT

In line with its business vision of “Changing the world with 8K+5G and AIoT,” Sharp has worked to create an 8K+5G ecosystem, develop 5G-related business, expand its COCORO LIFE services, and strengthen its cloud services in order to move beyond business that revolves solely around hardware and devices and towards more innovative systems and solutions-focused business integrating hardware, software, and services. The aim of this business innovation is to offer the world new value as “One Sharp,” which helps to address the issues facing the international community.

Each business unit and affiliated company is working to bolster Sharp's efforts not only in those business areas where it is already successfully established, namely smart homes, entertainment, and smart offices, but also in healthcare, education, security, industry, and mobility-related areas. In each of these areas, Sharp's business units and affiliated companies seek to balance business expansion with addressing social issues in such a way that will contribute to the achievement of the SDGs.

# SHARP Eco Vision 2050

The international community has recognized the urgent need to address increasingly serious environmental problems. To this end, Sharp formulated SHARP Eco Vision 2050, a long-term environmental vision. Sharp is working toward realizing a sustainable global environment by pursuing long-term goals set in three fields of action with 2050 as the target year: climate change, resource recycling, and safety and security.

**Climate Change**

It is precisely because Sharp makes products that use electricity that we work to reduce energy consumption, produce clean energy, and contribute to the realization of a low-carbon society.

**Resource Recycling**

We strive to make effective use of the world's finite resources and help build a circular economy in which plastics and other materials are reused.

**Safety and Security**

To ensure our business activities do not have a negative effect on people's health, the natural environment, or ecosystems, we take the strictest possible measures in the handling of chemicals.

**Examples**

**BLACKSOLAR ZERO Residential Solar Cell Module Wins New Energy Foundation Chairman's Prize in 2022 New Energy Awards**

Sharp's BLACKSOLAR ZERO residential solar cell module received the New Energy Foundation Chairman's Prize in the Products and Services category at the 2022 New Energy Awards. The awards are organized by the New Energy Foundation and supported by the Ministry of Economy, Trade, and Industry (METI).

This awards program seeks to accelerate society's adoption of solar power and other renewable energy by honoring outstanding developments in renewable-energy-related products and services, and applications of distributed energy.

Conceptual image of BLACKSOLAR ZERO installation

**AQUOS wish3 Smartphone Uses Significantly More Recycled Plastic**

Sharp released its AQUOS wish3 basic model smartphone in July 2023. The third edition of a smartphone series whose simplicity matches a user's straightforward lifestyle, the wish3 is environmentally friendly and has a wealth of functions that are easy to use for the entire family. The use of recycled plastic in the wish3's casing has been upped to approximately 60%\*1. It now also adopts\*2 recycled plastic around the camera and in some interior parts. And adding to the phone's environmental friendliness is its use of a small and simple package using less paper than before.

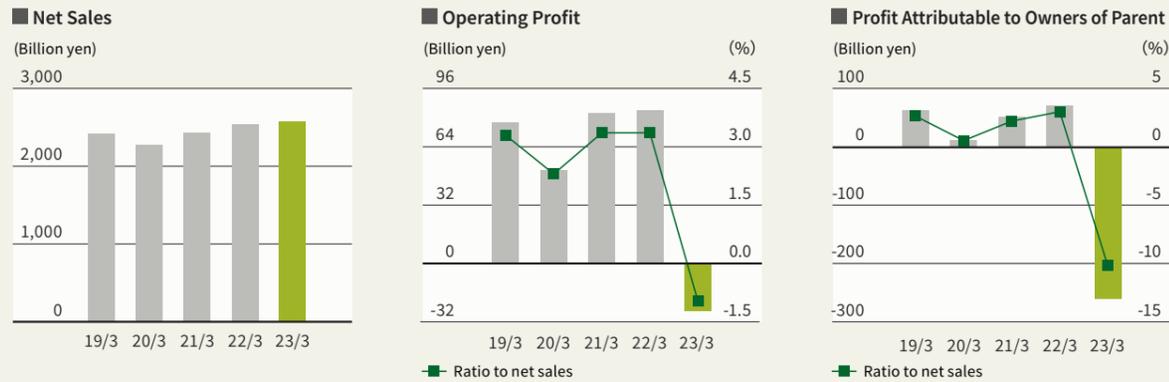
(Left) AQUOS wish3 in white, black, and green  
(Right) Conceptual image of recycling

\*1 The AQUOS wish2, released in fiscal 2022, used approximately 35% recycled plastic.  
\*2 Parts other than the casing use approximately 35% recycled plastic.

11

12

### Consolidated Financial Highlights



### Shareholders (Common Shares)

As of September 30, 2023

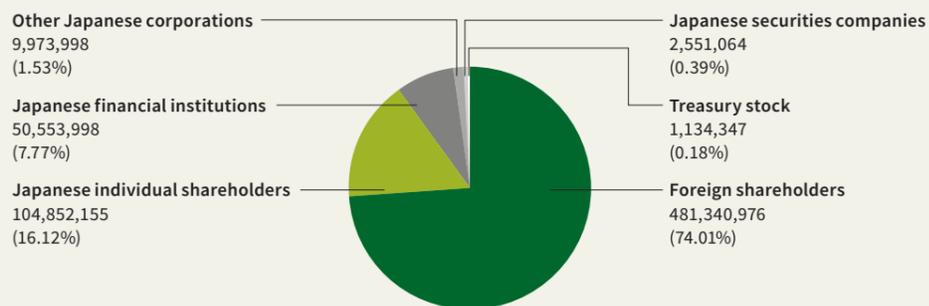
Number of Shares Issued 650,406,538  
 Number of Shareholders 172,556

#### Principal Shareholders

Shareholder	Number of shares held	Percentage of total shares (%)
Hon Hai Precision Industry Co., Ltd.	144,900,000	22.32
SIO International Holdings Limited	85,884,845	13.23
Foxconn (Far East) Limited	76,655,069	11.81
Foxconn Technology Pte. Ltd.	64,640,000	9.96
Clearstream Banking S.A.	38,856,896	5.98
The Master Trust Bank of Japan, Ltd. (trust account)	29,972,100	4.62
LGT Bank Ltd.	15,633,109	2.41
Custody Bank of Japan, Ltd. (trust account)	6,633,600	1.02
Nippon Life Insurance Company	4,731,738	0.73
Meiji Yasuda Life Insurance Company	4,578,100	0.71

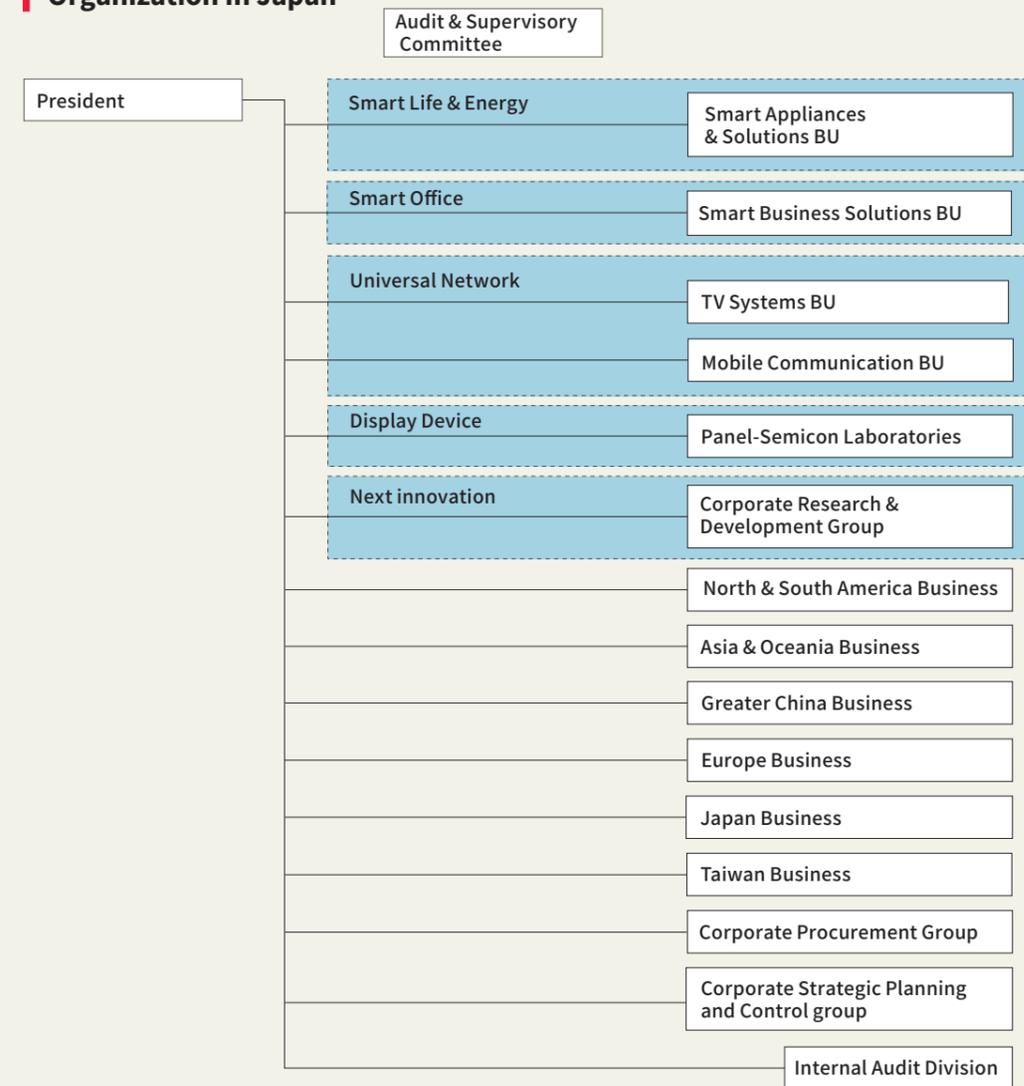
Note: Percentage of total shares is calculated by the number of shares issued excluding 1,133,210 treasury shares.

#### Share Distribution (Proportion of Total Issued Shares)



### Organization in Japan

As of April 1, 2024



### Executives

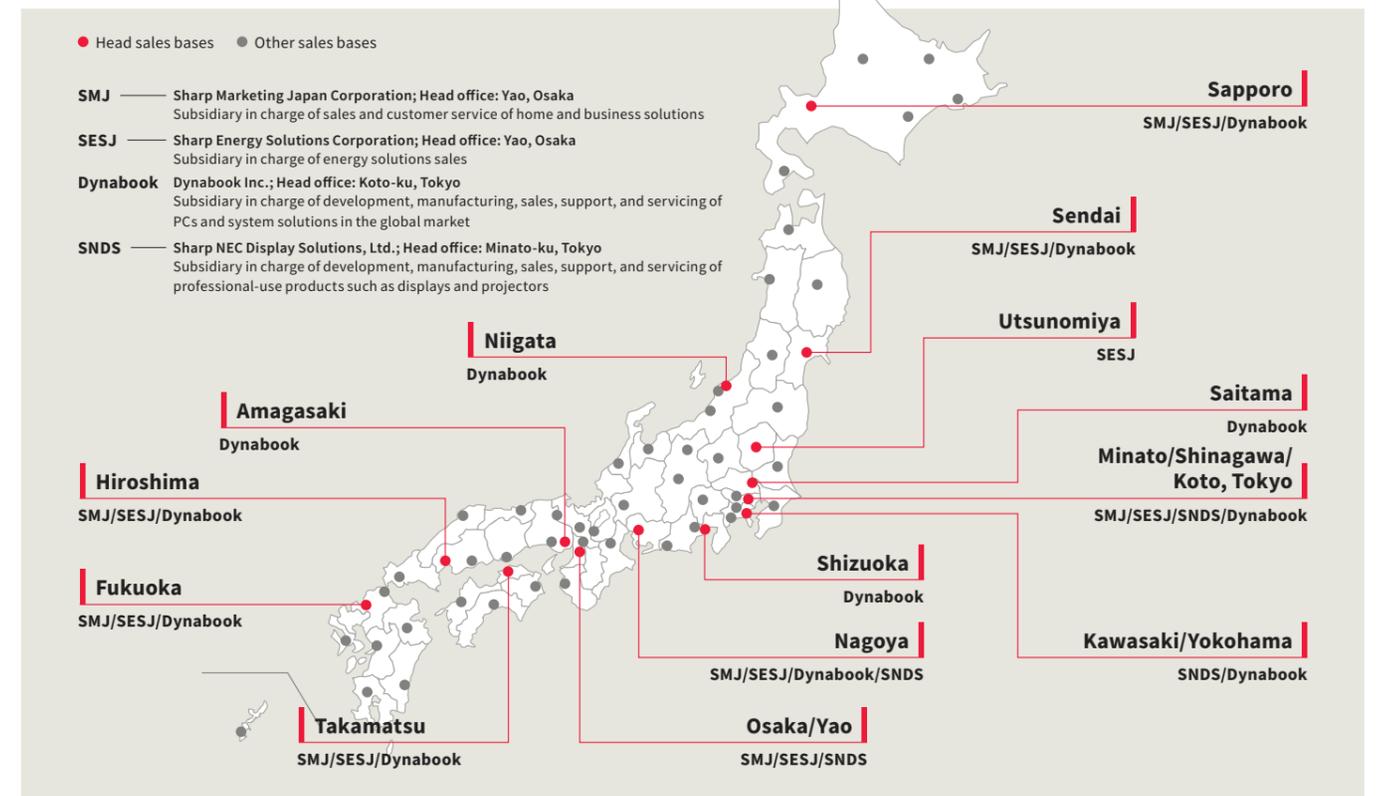
As of April 1, 2024

Members of the Board		Executives	
Members of the Board (Representative)	Po-hsuan Wu Masahiro Okitsu	President	Chief Executive officer Po-Hsuan Wu
Members of the Board	Limin Hu Steve Shyh chen	Executive Vice Presidents	Masahiro Okitsu Chief Financial Officer Hsin-Shu Chen
Members of the Board (Members of Audit & Supervisory Committee)	Hsu-Tung Lu Yasuo Himeiwa Yutaka Nakagawa	Executive Managing Officers	Head of Corporate Strategic Planning and Control Group Yoshio Kosaka Head of Electronic Device Business Group Chien-Erh Wang Chief Technical Officer Head of Next Innovation Group Mototaka Taneya
		Executive Officers	Head of Smart Life & Energy Business Group BU President, Smart Appliances and Solutions BU Yasufumi Sugahara Head of Smart Office Business Group BU President, Smart Business Solutions BU Tetsuji Kawamura Head of Universal Network Business Group Yoshiro Nakano Head of Display Device Business Group Katsuhiko Kawai

Main Bases, Offices, Business Units, and Subsidiaries in Japan



Main Sales Bases in Japan



Main Overseas Production Bases

