SHARP

2025 Sustainability Report

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Editorial Policy / Disclosure System

Editorial Policy / Disclosure System

Policy on Information Disclosure

The Sharp Sustainability Report 2025 discloses information on initiatives that contribute to realization of a sustainable society as a tool for disclosing non-financial information (ESG information).

Non-Financial Information (ESG Information) | Financial/Non-Financial Information

Sustainability

ESG Information (Excerpt)

Sustainability Report
(This report)

- Sustainability Report
- Green Procurement
- CSR Procurement
- For Suppliers
- Recycling Related Information
- Environmental Information on Products

etc.

> Sustainability

Investor Relations

Annual Report
(Integrated Report)

- Annual Report (Integrated Report)
- Consolidated Financial Results
- Fact Book
- Corporate Governance

etc.

> Investor Relations

Period Covered

Fiscal 2024 (April 2024 to March 2025)
However, some actual facts prior to and after this period, as well as subsequent policies, objectives, and plans, are also included.

Coverage

Sharp Corporation, along with its domestic and overseas subsidiaries and affiliates.

Referenced Guidelines

- GRI Sustainability Reporting Standards (GRI Standards), Global Reporting Initiative (GRI)
- Environmental Reporting Guidelines 2018, Ministry of the Environment, Japan

Content indexes between this report and the following guidelines and principles are disclosed on Sharp's official website together with related information.

> GRI Standards Content Index
> SASB Standards Index
> United Nations Global Content Index
> ISO2600 Content Index

Environmental and Social Activities Performance Data

We share detailed environmental data on greenhouse gases, waste, and water and social activities data on percentage of female managers, OHS-related data, and more on the Sharp Corporation website.

> Environmental and Social Activities Performance Data

Scheduled Publication Date for Next Report

August 2026 (published annually since 1999)

Inquiries

ESG Promotion Department, Management Planning Division,
Sharp Corporation
ssr-info@sharp.co.jp

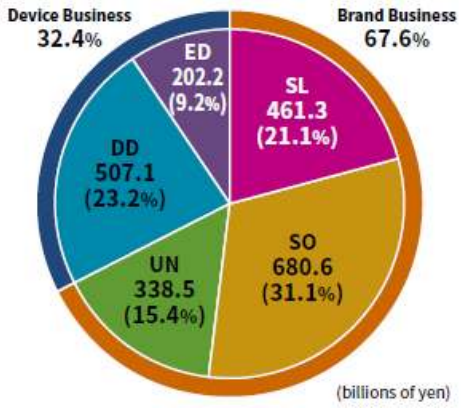
Company Information

Company Name	Sharp Corporation
Head Office	1 Takumi-cho, Sakai-ku, Sakai City, Osaka 590-8522, Japan
Tel	+81-72-282-1221
Management Representatives	Po-Hsuan Wu, Executive Deputy Chairman Masahiro Okitsu, President & Chief Executive Officer
Business Activities	Mainly manufacturing and sales of telecommunications equipment, electric and electronic equipment, and electronic components
Founding	September 15, 1912
Origin of Company Name	Founder Tokuji Hayakawa continued to research and improve the techniques for making metal writing instruments, and in 1915, he invented a mechanical pencil that, after further improvements, would take the world by storm. In 1916, Mr. Hayakawa's mechanical pencil was named the "Ever-Ready Sharp Pencil." The present name of the company and its trademark are derived from that product.
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 March 31, 2025)
Sales	2,160,146 million yen (consolidated) 539,722 million yen (non-consolidated) (the year ended March 31, 2025)
Employees	Consolidated: 40,123 Japan: 15,761 (Sharp Corporation 5,636; affiliated companies 10,125) Overseas: 24,362 (consolidated) (as of March 31, 2025)

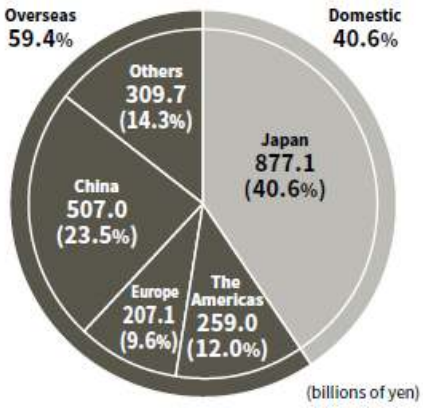
■ Main Products/Services (As of March 31, 2025)

Segments		Main products/services
Brand Business	Smart Life	Refrigerators, superheated steam ovens, microwave ovens, small cooking appliances, air conditioners, washing machines, vacuum cleaners, air purifiers, fans, dehumidifiers, humidifiers, electric heating equipment, Plasmacluster ion generators, beauty equipment, LED lighting, electronic dictionaries, calculators, telephones, network control units, solar cells, storage batteries, masks, etc.
	Smart Office	Multi function printers, information displays, business projectors, POS system equipment, FA equipment, various options/consumables, office solutions, various software, personal computer, etc.
	Universal Network	TVs, Blu-ray disc recorders, audio equipment, mobile phones, tablet devices, routers, etc.
Device Business	Display Device	Display modules, in-vehicle cameras, etc.
	Electronic Device	Camera modules, sensor modules, optical sensors, optoelectronic devices, CMOS image sensors, wafer foundry, semiconductor lasers, etc.

■ FY2024 Sales by Segment



■ FY2024 Sales by Region



Related Information: > Sharp at Glance

Main Consolidated Subsidiaries (as of March 31, 2025)

Japan

Sharp Marketing Japan Corporation
Sharp Energy Solutions Corporation
Sharp Display Manufacturing Corporation
Sakai Display Products Corporation
Sharp IP Infinity Co., Ltd.
Dynabook Inc.
Sharp Semiconductor Innovation Corporation
Sharp Fukuyama Laser Co., Ltd.
Sharp Cocoro Life Inc.
Sharp Display Technology Corporation
Sharp NEC Display Solutions, Ltd.
Sharp Sensing Technology Corporation

Main Overseas Productions Bases

Asia

SMTL — Nakornpathom, Thailand
Main product: MFPs

SATL — Chachoengsao, Thailand
Main product: Home appliances

SPC — Manila, Philippines
Main product: Home appliances

SEID — Karawang, Indonesia
Main product: Home appliances/TVs

SSI — Karawang, Indonesia
Main product: Electronic components

SMV — Ho Chi Minh City, Vietnam
Main product: Air purifiers, electronic components

China

NSEC — Nanjin, China
Main product: TV s

WSEC — Wuxi, China
Main product: Electronic components

SOCC — Changshu, China
Main product: MFPs

SSEC — Shanghai, China
Main product: Home appliances

DBH — Hangzhou, China
Main product: PC s

Europe

SCEP — Torun, Poland
Main product: TV s

SUKM *1 — Wrexham, U.K.
Main product: Microwave ovens

Americas

SHCA *2 — Memphis, U.S.
Main product: Microwave ovens

Note

*1 SUKM is a business unit of Sharp Electronics (Europe) Limited (SEE),which oversees Sharp business in Europe.

*2 SHCA is the consumer products division of Sharp Electronics Corporation (SEC), Sharp's U.S. sales subsidiary.

Philosophy, Policy and Management

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Business Philosophy and Business Creed

Sharp Will Continue to Fulfill Its Social Responsibility through Its Business Activities

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.

Sharp's business philosophy and creed, established in 1973, reflect founder Tokuji Hayakawa's vision of contributing to society and earning its trust. In his vision, the company achieves this through innovative technologies and manufacturing, being the first to create products that meet the needs of a new era. This spirit has been carried forward for over a century, passed down through every generation since Sharp's founding.

The business philosophy represents the image that Sharp aims to present. As stated in the words "contributing to the culture, benefits and welfare of people throughout the world," Sharp has always strived for mutual prosperity with society and stakeholders, ever since its founding. This philosophy is the foundation of corporate sustainability today.

The business creed represents the beliefs and attitudes that all employees must hold fast to in order to realize the business philosophy. Sharp is dedicated to the two principal ideals of "Sincerity and Creativity." These ideals, which form the foundation of Sharp, involve thoroughly maintaining a customer's perspective and bringing forth inventive products.

Sharp will remain committed to fulfilling its social responsibility and to being a company that is known and trusted throughout society through business activities that abide by its business philosophy and business creed.

Message from the President & CEO

President & CEO
Masahiro Okitsu

Making our unique contribution to achieving a sustainable society

In May 2025, we announced our medium-term management plan. This plan clearly states that all employees will work to restore Sharp's unique identity, based on the company's founding spirit articulated in its business philosophy and business creed.

The phrase "we are dedicated to the use of our unique, innovative technology to contribute to the culture, benefit, and welfare of people throughout the world," stated in our business philosophy, succinctly expresses our commitment to sustainability.

Today, the global community faces various challenges in its pursuit of sustainability. Examples include achieving carbon neutrality, using limited natural resources effectively, addressing medical and nursing care problems, and dealing with labor shortages. And as people's values become ever more diverse, there is a growing demand for products and services that cater to individual lifestyles and work styles.

Our mission is to confront these challenges and needs head-on and resolve them through sincerity and our unique, innovative technologies.
In our businesses and products, as outlined in our medium-term management plan, we will harness cutting-edge technologies like artificial intelligence, next-generation communications, and robotics to create new value that will help resolve society's problems. Our focus here will be on the home and office domains in which we have long excelled. We will also boldly venture into rapidly growing new fields of industry, such as EV ecosystems. In this way, we will help improve people's lives and contribute to a better future for all.

With our environmental initiatives, we are steadily advancing our efforts based on our long-term environmental vision, Sharp Eco Vision 2050. To address climate change, we are aiming to achieve net zero* CO_2 emissions from our business activities by 2030—and from our entire supply chain by 2050. In February 2025, we joined the RE100 global initiative, which aims to have businesses use 100% renewable electricity. This shows our clear commitment toward net zero emissions. Regarding the circular economy, we are accelerating the use of recycled materials in our products and packaging materials.

An essential part of our sustainability efforts involves supporting the social inclusion of people with disabilities. I mentioned Sharp's founding spirit at the beginning of this message. In line with that spirit, our founder established a special subsidiary in 1950 called Sharp Tokusen Industry Co. Its goal is to promote the social and economic participation and employment of people with disabilities. Drawing on our founder's commitment to supporting disabled individuals, we help them foster independence and a sense of purpose in the workplace. We will continue to engage in social action programs that contribute to people's welfare.

Sharp signed the United Nations Global Compact in 2009. We continue to support this framework's 10 principles in the areas of human rights, labor, the environment, and anti-corruption. Our support comes in the form of fulfilling corporate responsibilities to solve worldwide problems through actions like human rights due diligence.

Although we have implemented various structural reforms, our founding spirit—our business philosophy and business creed—remain unchanged. Looking ahead, we will uphold our founding spirit as our guiding principles and strive to contribute to bringing about a sustainable society in a way that reflects Sharp's unique approach.

September 2025

*Net zero means balancing the amount of CO_2 emitted with an equivalent amount removed or offset, so there's no net increase in atmospheric CO_2.

Management: Sustainability Management

Sharp's Sustainability Policy

Basic Philosophy on Sustainability

It has been Sharp's business philosophy since its founding to "contribute to the culture, benefits and welfare of people throughout the world," "to grow hand-in-hand with our employees, encouraging and aiding them to reach their full potential and improve their standard of living," and to understand that "our future prosperity is directly linked to the prosperity of our customers, dealers and shareholders." Based on this business philosophy, Sharp has continued to meet the expectations and requirements of society and its stakeholders, and these aspirations for sustained mutual growth of the company and society are maintained as Sharp's basic philosophy on sustainability.

Related information: >
Business Philosophy and Business Creed

Sharp Group Charter of Corporate Behavior and the Sharp Code of Conduct

To concretize its business philosophy and business creed, the company has set out the Sharp Group Charter of Corporate Behavior to serve as the principles of behavior for Sharp Group companies, and the Sharp Code of Conduct to serve as a standard for all directors and employees. Sharp works to ensure that these guidelines permeate the Group as fundamental sustainability policies, and that the Group takes appropriate and sincere action in all of its business endeavors with a high ethical standard and full compliance with the law.
Resolutions regarding the adoption of the Sharp Group Charter of Corporate Behavior and the Sharp Code of Conduct are issued by the boards of directors of Sharp Corporation and its main subsidiaries and affiliate companies in Japan and overseas. At overseas subsidiaries and affiliates, these documents are translated into local languages so that employees can fully understand and comply with them.
The content of the Sharp Group Charter of Corporate Behavior and the Sharp Code of Conduct is reviewed each year to determine if revisions need to be made.

Related information: >
Sharp Group Charter of Corporate Behavior
Sharp Code of Conduct

Participation in the RBA

In December 2021, Sharp joined the Responsible Business Alliance (RBA) to further fulfill its social responsibility in its global supply chain in line with international standards.
The Sharp Group shares the RBA's vision and mission group-wide, and uses the RBA Code of Conduct, formulated by the RBA, as a concrete guideline for its own efforts to identify and address risks at its, and its suppliers', factories.

Related information: > Responsible Business Alliance
RBA Code of Conduct

■ System for Sustainability Policy

Management: Sustainability Management

Sharp's Sustainability Policy

Ensuring Adherence to the Sharp Code of Conduct

To deepen understanding of the Sharp Code of Conduct and ensure that all executives and employees act in accordance with it, compliance-related e-learning based on the Sharp Code of Conduct is held every year in Japan.
In fiscal 2024, this training was open to 17,938 employees, including those at Sharp Corporation, subsidiaries in Japan, and the labor union, with 17,352 taking part (96.7% participation rate). The training covered a range of areas: conducting business activities in line with the Sharp Code of Conduct, raising awareness of the whistleblowing system, business and human rights, compliance, information security, customer satisfaction, and product safety. We also spread knowledge about the Sharp Code of Conduct at overseas bases. This included distributing e-learning materials as part of efforts to ensure understanding globally at Sharp.
The compliance training will continue to be held and expanded in content with the goal of ensuring that employees have a better understanding of compliance and fostering awareness for potential problems and ways to prevent them. The training is held as an in-house measure based on the Basic Policy for Internal Control. Training results are reported to the Internal Control Committee, which is chaired by the president & CEO, and to the Board of Directors.

Education on Sustainability for Employees

Sharp provides annual e-learning courses on ESG for all employees of its group companies in Japan. The aim is to ensure that each and every employee understands sustainability as their own responsibility and incorporates it into their daily work.
In fiscal 2024, we expanded the program to include topics such as carbon neutrality, circular economy, biodiversity, DEI, and LGBTQ+ issues, in addition to fundamental themes like the Sharp Group's sustainability basic strategy. The program was open to 17,861 employees, including those at Sharp Corporation, subsidiaries in Japan, and the labor union, with 13,370 completing the course (74.9% participation rate).
Following the training, we conducted a test and questionnaire to gauge how well the participants understood the program. In the questionnaire, 70.6% of employees responded that they "always consider ESG in their daily work" or "sometimes consider ESG in their daily work."
We will continue to provide education on sustainability while expanding opportunities and topics to ensure the concept of sustainability is ingrained companywide.

Management: Sustainability Management

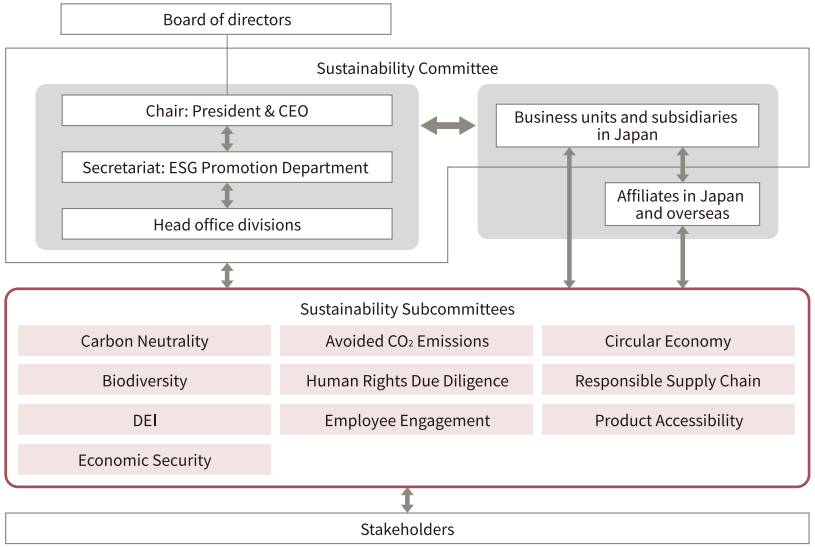
Sustainability Strategy and Implementation System

In line with Sharp's basic philosophy towards sustainability, Sharp has positioned its role to contribute to the achievement of the Sustainable Development Goals (SDGs)—adopted by the UN in September 2015 with major expectations placed on corporations—in its medium-to long-term vision, and is moving forward with those efforts.
In fiscal 2018, to accelerate its efforts toward this medium-to long-term vision, Sharp established a fundamental strategy of proceeding with a sustainable management approach aimed at achieving the SDGs. The strategy takes a two-pronged approach: creating solutions to social problems through business and technological innovation, and reducing social and environmental impact through sustainable business activities. Through these efforts, we aim to solve the various social issues facing us today, such as realizing a low-carbon world, solving medical and nursing care problems, eliminating labor shortages, and realizing a diverse range of lifestyles. In the process, we will create value that is uniquely Sharp while being committed to our founding spirit set down in our business philosophy and business creed.

■ Fundamental Strategy of Sustainable Management

To execute these strategies and manage them in a PDCA cycle, the company launched the Sustainability Committee, which is chaired by the president & CEO of Sharp and comprises members of top management, head office divisions such as environment, personnel, and procurement, business units, and subsidiaries. The committee ingrains policies and visions into the Sharp Group, discusses crucial measures, shares the latest trends in social issues, and reports important policies and decisions to the Board of Directors. To accelerate its efforts, Sharp set up sustainability subcommittees in fiscal 2024, each focused on specific sustainability issues.
Sharp will continue to step up its efforts in the SDGs and ESG and improve its ESG rating, while at the same time building a solid management foundation to support sustainable growth and contributing to the realization of a sustainable society.

■ Organization for Sustainability Management (As of August 2025)



Management: Sustainability Management

Participating in Various Initiatives

As a member of the global community, Sharp conducts business in way that respects international guidelines and norms.

United Nations Global Compact

We became a signatory to the United Nations Global Compact in September 2009. We carry out measures in line with the Global Compact's 10 principles in the four areas of human rights, labor, the environment, and anti-corruption.

Related information: > United Nations Global Compact

RBA (Responsible Business Alliance)

In December 2021, we joined the RBA, an alliance of companies that pursues social responsibility across the global supply chain. We endorse the RBA vision and mission.

Related information: > Responsible Business Alliance

RMI (Responsible Minerals Initiatives)

Since December 2021, we have been a member of the RMI, an international initiative for the responsible sourcing of minerals. We actively pursue due diligence in our procurement of minerals.

Related information: > Responsible Minerals Initiatives

JaCER (Japan Center for Engagement and Remedy on Business and Human Rights)

In October 2022, Sharp joined JaCER, which provides a platform for addressing grievances in accordance with the United Nations Guiding Principles on Business and Human Rights, and is working to establish mechanisms for addressing grievances within the global supply chain.

Related information: > JaCER

Other groups Sharp is a member of:

- Keidanren (Japan Business Federation)
- JEMA (Japan Electrical Manufacturers' Association)
- JEITA (Japan Electronics and Information Technology Industries Association)
- JBMIA (Japan Business Machine and Information System Industries Association)
- JMC (Japan Machinery Center for Trade and Investment)
- JPEA (Japan Photovoltaic Energy Association)

Management: Sustainability Management

Participating in Various Initiatives

As a member of the global community, Sharp conducts business in way that respects international guidelines and norms.

TCFD (Task Force on Climate-related Financial Disclosures)

In August 2022, we declared our support for the TCFD recommendations. We are expanding and improving the disclosure of information related to climate change, in accordance with the framework set by the TCFD.

Related information: > TCFD

RE100

In February 2025, we joined the RE100, a global initiative that aims to have businesses use 100% renewable energy in their operations. We will push forward with the use of renewable energy and contribute to a low-carbon economy.

Related information: > RE100

SBTi (Science Based Targets Initiative)

In March 2024, we were certified for SBT 1.5℃. This was a recognition that our targets for reducing greenhouse gas emissions are based on science and conform with the Paris Agreement.

Related information: > SBTi

GX League

In April 2023, we joined the Japanese Ministry of Economy, Trade and Industry's GX League. The GX League is a forum that brings together corporations, the government, and academic institutions. Through collaborations, the League seeks to reduce greenhouse gas emissions while building a society that can grow in measurable ways—the aim is to achieve a virtuous cycle encompassing the economy, environment, and society.

Related information: > GX League

Industry-Government-Academia Partnership on Circular Economy

In December 2023, Sharp joined the Industry-Government-Academia Partnership on Circular Economy (Circular Partners), which is organized by the Japanese Ministry of Economy, Trade and Industry. Sharp's aim is to deepen collaboration between industry, government, and academia that will lead to the realization of a circular economy.

Related information: > Circular Partners

TNFD (Taskforce on Nature-related Financial Disclosures) Forum

In August 2024, Sharp joined the TNFD Forum in support of the TNFD's mission and actions. Sharp will use the knowledge it gains through participation in this forum to prepare for the disclosure of nature-related information.

Related information: > TNFD Forum

30by30 Alliance for Biodiversity

In June 2024, Sharp joined the 30by30 Alliance for Biodiversity organized by the Japanese Ministry of the Environment. The aim is to help achieve the 30by30 goals by expanding the company's efforts to conserve biodiversity and realize a sustainable society through its business activities and environmental and community service activities.

Related information: > 30by30 Alliance for Biodiversity

Management: Material Issues

Identifying and Monitoring Material Issues

A succession of international long-term goals that seek solutions for social issues at the global level, such as the SDGs and the Paris Agreement*, have been announced, and there is a growing interest in human rights issues such as forced labor in global supply chains. As such, expectations continue to grow for companies to put forth an effort to address these goals and issues.
Against this backdrop, Sharp is identifying material issues for the sake of sustainable management with a view to solving global-level social issues and achieving medium-to long-term growth for the Sharp Group.
In identifying material issues, we took into account our business philosophy, business creed, and medium-term management policy. We also considered international guidelines and principles such as the UN Global Compact, the SDGs, and the RBA vision and mission, as well as international non-financial disclosure standards such as the GRI (Global Reporting Initiative), SASB (Sustainability Accounting Standards Board), ISSB (International Sustainability Standards Board), and ESRS (European Sustainability Reporting Standards). We also considered the opinions and expectations of various stakeholders and the results of assessments by ESG research and rating institutions.
The material issues uncovered were used to identify priority topics to be addressed company-wide from the two standpoints of "magnitude of impact on the environment and society" and "magnitude of impact on corporate finances."
For the priority topics identified, measure-specific targets, goals, KPIs, and action plans are established. The implementation and results of these are reviewed at the twice-a-year meetings of the Sustainability Committee and the sustainability subcommittees, as well as at other meetings company-wide.

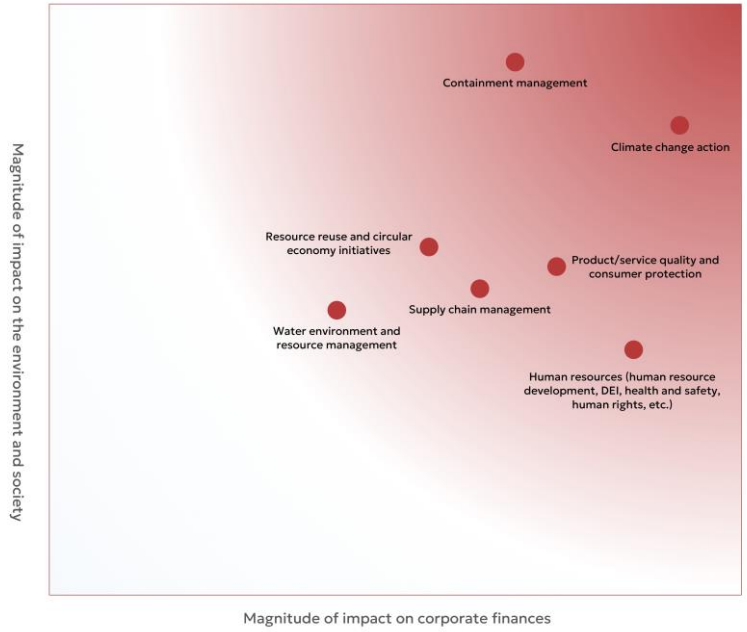
* An international framework for the prevention of global warming agreed on at the 21st yearly session of the Conference of the Parties to the 1992 United Nations Framework Convention on Climate Change (COP21), held in Paris in 2015. The agreement was to hold the increase in the global average temperature to well below 2℃ above pre-industrial levels.

■ Process for Identifying Material Issues

Management policy, business strategy
- Business philosophy
- Business creed
- Medium-term management policy, others

International guidelines and standards
- UN Global Compact's 10 principles
- SDGs
- ISO 26000
- Disclosure standards like the ISSB and ESRS
- Disclosure guidelines like the GRI and SASB
- Universal Declaration of Human Rights
- UN Guiding Principles on Business and Human Rights
- RBA Vision and Mission
- Other industry codes of conduct, others

Stakeholder opinions and expectations
- Stakeholder opinions gathered through dialogue
- Assessments by ESG rating institutions, others



Management: Material Issues

Identifying and Monitoring Material Issues

Material issue (priority topic)	Priority initiative	KPI	Deadline	See page
Climate change action	Reduce greenhouse gas emissions associated with business activities	Achieve net zero CO2 emissions from Sharp business activities	FY2030	P.043
		Reduce greenhouse gas emissions by 44.4% (baseline year: fiscal 2021)	FY2025	P.043
Resource reuse and circular economy initiatives	Pursue a circular economy for products (reduce use of virgin plastics)	Percentage of products using recycled plastics or bioplastics among new products for the reporting year: At least 70%	FY2030	P.049
	• Practical application of recycled HIPS • Expand use of recycled plastics in products • Improve recycling plant's air conditioning line conveyance and work efficiency		FY2025	P.050, 053
Containment management	Reduce waste associated with business activities	Final landfill disposal rate of less than 0.5%	FY2025	P.056
	Reduce VOC (volatile organic compound) emissions	VOC emissions into the atmosphere: 204 tons or less (fiscal 2010 levels)	FY2025	P.066
Water environment and resource management	Improve water intensity	Improvement rate of water intensity: 10% (baseline year: fiscal 2021)	FY2025	P.058

Management: Material Issues

Identifying and Monitoring Material Issues

Material issue (priority topic)	Priority initiative	KPI	Deadline	See page
Human resources (human resource development, DEI, health and safety, human rights, etc.)	• Build an AI- and digitally savvy workforce	3,200 AI/digital engineers	FY2027	P.078
	• Expand education and training system aimed at developing the next generation of human resources		FY2025	P.077
	Promote action plan in line with the Act on the Promotion of Women's Active Engagement in Professional Life	Have at least 15% of new graduates hired for engineering jobs and 50% of new graduates hired for non-engineering jobs be women	FY2029	P.081
		Have at least 7.5% of managers be women	FY2029	P.081
		Have at least 95% of female employees having returned to work after taking childcare leave stay at Sharp beyond 12 months after their reinstatement	FY2029	P.081
	Raise employment rate for people with disabilities	2.5% employment rate for people with disabilities	FY2025	P.081
	Eliminate severe accidents, reduce workplace accidents	Number of workplace accidents: Down 10% compared to FY2024 (52 cases or less) Number of lost-time accidents: 25% or less of the FY2025 workplace accident prevention target (13 cases or less)	FY2025	P.088
	Implement company-wide Healthy Sharp initiative		FY2025	P.088
	Prevent health problems caused by overwork		FY2025	P.088
	Improve employee engagement	Engagement score: A (up 3 ranks compared to FY2024)	FY2027	P.093
	Promote human rights due diligence	Sharp plants' ESG self-assessment survey score: All sites score higher than the previous year's score	FY2025	P.017
Product/service quality and consumer protection	To achieve quality that customers around the world will acknowledge, ensure reliability and strengthen efforts to raise repair service quality and brand value including NPS		FY2025	P.108
	Increase customer satisfaction	Customer satisfaction rate 90.0% or higher	FY2025	P.118
Supply chain management	Continue CSR/green procurement survey	Response rate 100%	FY2025	P.101
	Provide ESG education for procurement staff	Participation rate 100%	FY2025	P.101
	Promote responsible mineral sourcing	Percentage of CMRT-conformant smelters/refiners (conformance rate): 85% or higher	FY2025	P.105

Management: Material Issues

ESG Risk Evaluation in Line with International Standards

Sharp believes that to ensure global business expansion is accompanied by the creation of a sustainable society, it is extremely important to conform to international standards.
Since fiscal 2015, the Sharp Group has been using the RBA Code of Conduct (an international standard) as the guideline for its activities. It has been carrying out ongoing self-assessment surveys of all production sites in Japan and overseas.
These surveys are carried out based on the RBA's Self-Assessment Questionnaire and serve as a review and assessment of the status of activities at Sharp's production sites. Sharp uses the survey as a means of facilitating better understanding of international standards among local managers.
In fiscal 2024, the survey was carried out at all 26 plants in Japan and overseas. Following the survey, each plant was given feedback in the form of an overall and area-specific evaluation in three levels—low risk, moderate risk, and high risk—based on RBA criteria.
As a result of the survey, no problems that pose an immediate, large risk for the Sharp Group as a whole have been identified. Survey responses from the plants are reviewed by head office functional divisions. If it is determined that a plant's efforts are inadequate or latent risks exist, the plant in question is interviewed and provided with guidance for undertaking continuous improvement activities.
In addition, since fiscal 2023, to improve the effectiveness of risk assessment and ensure objectivity and transparency, major production sites have been undergoing VAP audits by the RBA*. In fiscal 2024, six plants in China, Thailand, Philippines, and Indonesia underwent VAP audits. The plants have implemented corrective measures for the issues discovered during the audits.

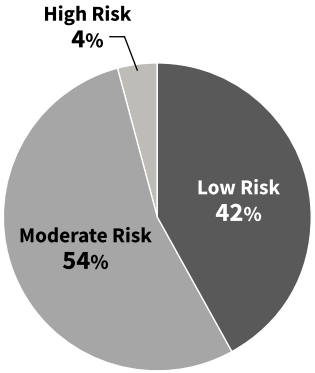
■ ESG Risk Assessment Implementation Status

	FY2022	FY2023	FY2024
ESG risk assessment target plants (all plants in Japan and overseas)	27 plants	27 plants	26 plants
Plants conducting self-assessment surveys	27 plants (100% response rate)	27 plants (100% response rate)	26 plants (100% response rate)
Plants undergoing RBA VAP audits	–	4 plants	6 plants

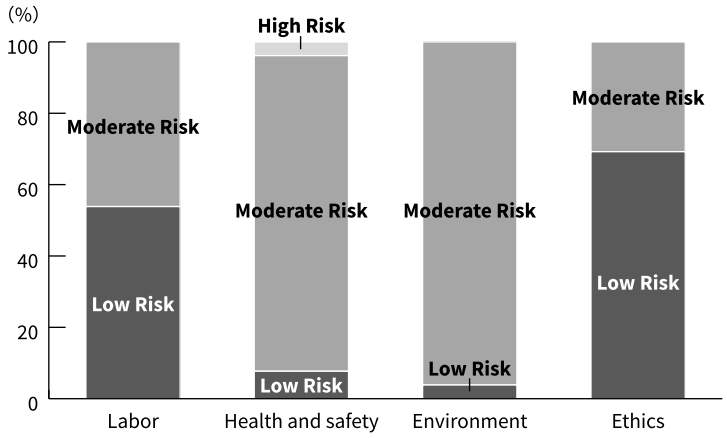
In addition to continuing to conduct surveys and audits, Sharp will use the RBA's risk assessment mechanism and tools to keep improving activities.

* Validated Assessment Program. A VAP audit is a local audit performed by a third-party auditing service certified by the RBA.

■ Fiscal 2024 Self-Assessment Survey Overall Assessment Ranking Ratio



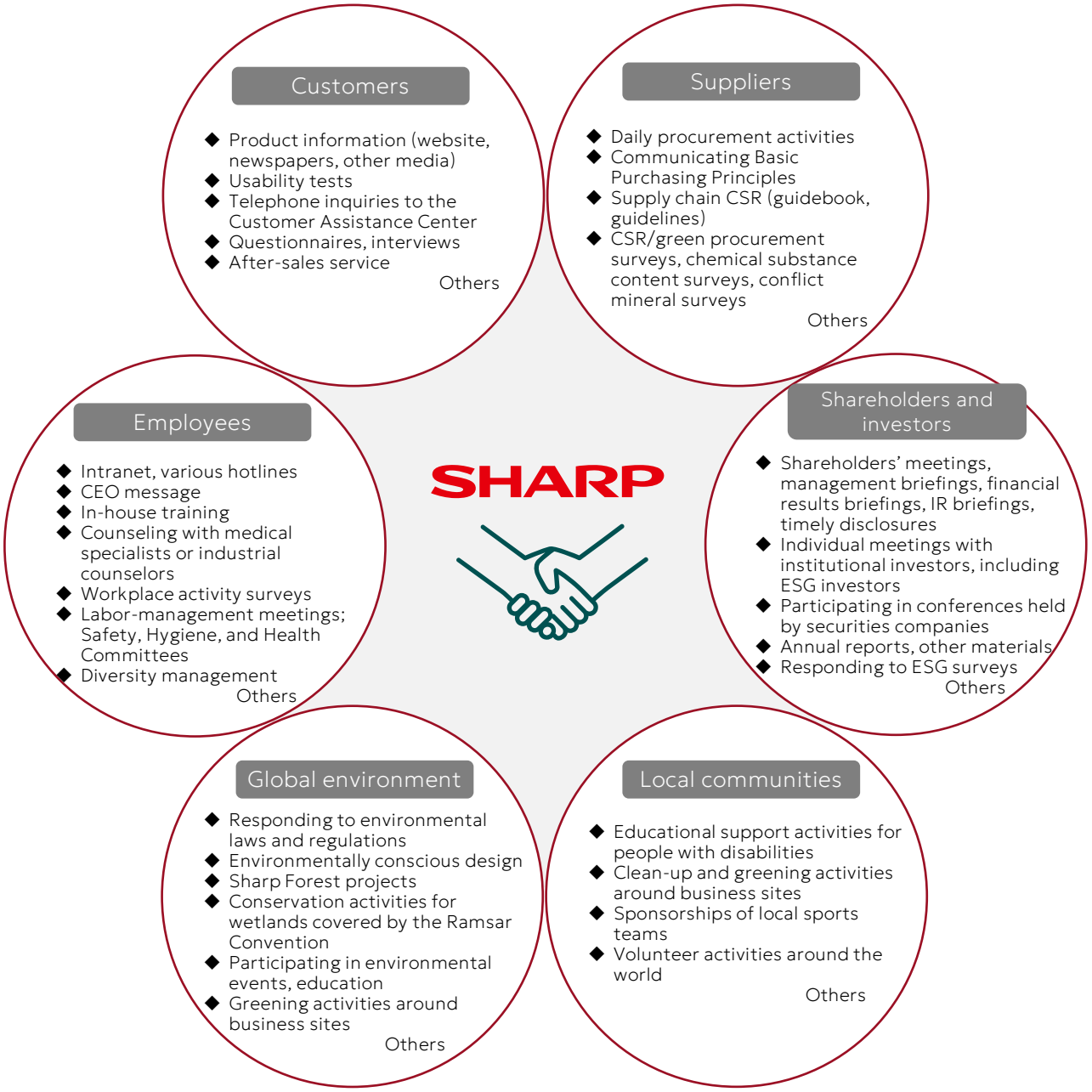
■ Fiscal 2024 Self-Assessment Survey Area-Specific Assessment Ranking Distribution



Management: Stakeholder Engagement

Stakeholder Engagement

In order to ensure that, "Our future prosperity is directly linked to the prosperity of our customers, dealers and shareholders," as stated in the company's Business Philosophy, Sharp suitably discloses information to the diversity of stakeholders that it serves, including customers, suppliers, and local communities.
Also, amidst the increasing focus on ESG-related investment, we strive to improve our ESG level by creating a range of opportunities for dialogue with shareholders and investors.
We will continue to reflect stakeholder opinions in our corporate activities with the goals of helping society solve problems and achieving sustainable growth for Sharp.



Management: Third-Party Evaluations

Third-Party Evaluations

Thanks to continuously stepping up sustainability management initiatives, as of September 2024 Sharp has been included in the following ESG indexes and rating systems.

FTSE4 Good Index Series

An index designed to measure the performance of corporate social responsibility initiatives from an ESG perspective. It is operated by FTSE Russell, part of the London Stock Exchange Group. Sharp has been included in this index for 15 consecutive years.

FTSE Blossom Japan Index

An index reflecting the performance of Japanese companies that demonstrate strong ESG practices, operated by FTSE Russell. The Government Pension Investment Fund (GPIF) of Japan uses this as a stock index for ESG investments. Sharp has been included in this index for eight consecutive years.

FTSE Blossom Japan Sector Relative Index

An index based on FTSE Russell's ESG assessment of a company's approach to risks and opportunities related to climate change. Companies in this index are considered to be highly carbon intensive (in terms of their greenhouse gas emissions per unit of sales). The GPIF of Japan uses this as a stock index for ESG investments.

S&P/JPX Carbon Efficient Index

An environmental stock index adopted by the GPIF of Japan. Because of the level of environmental reporting and carbon intensity maintained by Sharp, the company has been selected as a constituent of this index since 2018.

MSCI ESG Ratings

Since 2022, Sharp has received an AA rating in the ESG ratings by MSCI Inc., a financial services company based in New York, U.S.

MSCI Japan Equity ESG Select Leaders Index

An ESG index operated by MSCI. It is composed of companies that have the highest ESG rated performance in each sector.

MSCI Japan ESG Select Leaders Index

An ESG index for Japanese companies created by MSCI. The GPIF uses this as a stock index for ESG investments.

2025 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

THE INCLUSION OF SHARP 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 SHARP 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.

Morningstar Japan ex-REIT Gender Diversity Tilt Index

This index is compiled by Morningstar, a U.S. company, using data and evaluation methods from Equileap, a Dutch company, to select companies that have gender diversity policies ingrained in their culture and that promise equal opportunities to employees regardless of gender.

EcoVadis Sustainability Rating

Sharp has passed a rating evaluation by EcoVadis, a company that evaluates the sustainability performance of supplier companies. Its aim is to improve those companies' environmental and social practices by taking into account the impact that global supply chains have on the environment and society.

Sharp and SDGs

Contributing the SDGs through Business ... 021

Smart Appliances & solutions BU

Offering support through AIoT*1 for a safe, healthy, and comfortable lifestyle. Yielding a humanity-empowering smart life through people- and society-oriented AIoT.

*1 AIoT is a word coined by Sharp, combining the words AI (artificial intelligence) and IoT (Internet of things). Sharp is pursuing a more people-oriented world through AIoT-driven devices and services.

Business Overview

In our aim to help improve people's quality of life and create a sustainable society, the Smart Appliances & Solutions BU supplies end consumers and B2B customers globally with a variety of appliances, such as air conditioners, refrigerators, washing machines, microwave ovens, and air purifiers.

Major SDG Contribution Examples

- The Smart Appliances & Solutions BU continues to develop energy-saving technologies for individual white goods, such as air conditioners, refrigerators, washing machines and other energy-demanding appliances, and to develop resource-saving designs, such as for water-saving No-Holes Tub washing machines, while also expanding the incorporation of recycled plastics through the use of closed-loop material recycling technology*2. In addition, the Smart Appliances & Solutions BU is continually working on the development of AIoT-compatible devices that automatically save energy while being adapted to each user's lifestyle.
  In fiscal 2024, it developed 86 AIoT-compatible models for the Japanese market. Overseas, it updated and expanded the range of services it offer that are tailored to the needs of regional markets, including ASEAN, Taiwan, and North America.

*2 Jointly developed with Kansai Recycling Systems Co., Ltd., a consumer electronics recycling company established in Japan with joint investment from Sharp and five other companies. See page 022.

- Sharp have stepped up our efforts to utilize generative AI, which will be the foundation of future society and technological innovation, and have launched a new service called "Cook Talk" for our Healsio superheated steam oven as our first white goods initiative. This new service utilizes the AIoT technology and expertise that it have cultivated over the past 10 years, as well as the evolving dialog interface unique to generative AI, to support the entire cooking process, including menu consultations and usage, through more natural dialog via a smartphone.

Hands-free operation combined with AI and a dialog-based interface makes cooking fun

- The Smart Appliances & Solutions BU works in collaboration with other businesses to address social issues. It have begun offering an expanded range of appliances that are compatible with the Life Eee Connect (solar home appliance connection) service, which is the first in the industry*3 to connect solar power generation with home appliances to reduce home appliance-related electricity bills. In addition to air conditioners and refrigerators, in fiscal 2024 it began offering this service for front-loading washer/dryers as well.

*3 For HEMS (home energy management system) services that manage home appliances and residential equipment. Based on Sharp findings (service launched on November 21, 2023).

Awards and Honors

- Plasmacluster Drape Flow Dryer 900 Series, High-Speed Oven SW99 Series, and Drawer Style Microwave Oven D33 Series win 2025 iF Design Award*4

From left: 900 series Plasmacluster Drape Flow Dryer, SW99 series high-speed oven, D33 series drawer-style microwave oven

*4 An international design award that has been held since 1953. Entries are judged not only on their design but also on their idea, function, differentiation, and sustainability.

Business Outlook and Growth Story

In order to help create a sustainable society, the Smart Appliances & Solutions BU provides products and services that address pressing social issues, such as climate change and the circular economy, through more energy-efficient white goods, which includes the use of AIoT, through a responsiveness to the growing awareness of the need to conserve electricity and water, and through a concerted effort to reduce the use of virgin plastics.
In addition, by leveraging the strength of our AIoT as an open platform, which can be integrated with other companies' devices, it will increase comfort and convenience, as well as create new value, such as through the use of vocalized speech in disaster prevention and other contexts to thereby contribute to a safer and more secure society.

Sharp Energy Solutions Corporation (SESJ)

Providing eco-friendly, energy-producing solar power systems to countries around the world to help realize carbon neutrality. Making life easier with energy solutions (systems and services) that make smarter use of electricity.

Business Overview

SESJ carries on the philosophy of founder Tokuji Hayakawa as it operates energy solutions businesses in Japan and overseas.
As countries and companies accelerate their efforts to achieve carbon neutrality, SESJ is actively contributing to the drive to realize a decarbonized society by providing appropriate solutions.

Major SDG Contribution Examples

- Gradual expansion of the Life Eee Connect service

In November 2023, Life Eee Connect, a service that utilizes proprietary AI technology in conjunction with solar power systems to reduce electricity bills, was launched as the first service of its kind in the industry*1. In fiscal 2024, front-loading washer/dryers were added to the list of compatible devices, and the number of compatible air conditioners and water heaters, including those made by other companies, has been significantly expanded.
SESJ will continue to expand its services as it aims to realize zero energy homes that make astute use of generated electricity.

Life Eee Connect (solar home appliance connection)

*1 For HEMS (home energy management system) services that manage home appliances and residential equipment. Based on Sharp findings (service launched on November 21, 2023).

- Release of residential solar modules

SESJ has released new products in three series—the standard, basic, and flagship BLACKSOLAR ZERO series—to enable customers to choose the product that best suits their roof shape and size and other needs. Two options have been added in the BLACKSOLAR ZERO series to allow customers to make greater use of their roof's full capacity: the slim-type NQ-290BP model for narrow roofs for which installation has previously proven to be challenging, and the anti-glare NQ-236BG model that allows installation in north-facing spaces.
By offering these on the market, SESJ is contributing to more widespread adoption of solar power and the creation of clean energy.

Installation image (hipped roof and north-facing installation)

- Construction encompassing everything from solar power plants to power storage facilities

SESJ handles everything from design to construction and maintenance of solar power plants and has built many solar power plants in Japan and overseas. SESJ will apply its extensive know-how and proven technology to the construction of power storage facilities that store renewable energy, thereby contributing to the stable supply of clean energy.

Awards and Honors

- The Director-General of the Agency for Natural Resources and Energy Award, the New Energy Award 2024 Award title:Industry-first Life Eee Connect service utilizes AI to get the most out of renewable energy and reduce electricity bills for home appliances
- The Minister of Education, Culture, Sports, Science and Technology Award, the 54th Japan Industrial Technology Awards Award title: SLIM*2 lunar exploration spacecraft A total of 13 companies, including the Japan Aerospace Exploration Agency (JAXA), received the award

*2 SLIM (Smart Lander for Investigating Moon) is a small-scale lunar exploration spacecraft developed by JAXA.

Plaque for the Japan Industrial Technology Award

Business Outlook and Growth Story

In order to achieve carbon neutrality by 2050, Japan's Cabinet has approved the GX 2040 Vision and 7th Strategic Energy Plan. By expanding products and services that capitalize on its proprietary AI control capabilities to make efficient use of electricity generated by solar cells, and by promoting the spread of solar power plants and power storage facilities in Japan and overseas, SESJ will continue to develop its energy solutions business with the aim of helping to realize a richer future in which carbon neutrality and quality of life are harmoniously achieved.

Smart Business Solutions BU

Through smart products and services that utilize AI and data, Sharp supports its customers' business operations and provides a comfortable working environment anytime, anywhere. Sharp seeks to address social and business issues from a customer-centered perspective that will contribute to the realization of a sustainable future.

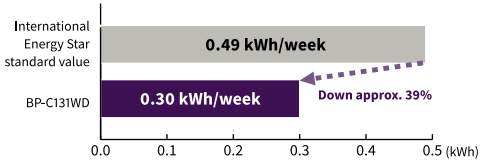
Business Overview

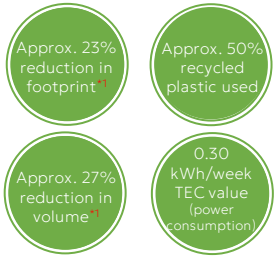
The Smart Business Solutions BU focuses on four areas: offices, the public sector, retail, and logistics. By developing AI- and data-driven smart products, and by realizing smart businesses that combine AI and DX (digital transformation) services tailored to the workplace, the BU provides future-oriented B2B solutions that respond to a changing society and support the evolution of workplaces.

Major SDG Contribution Examples

- BP-C131WD digital full-color MFP

The compact and lightweight design reduces the volume by approximately 27%*1 and the number of parts by approximately 17%*1, which reduces CO_2 emissions during the production process. And recycled plastic makes up approximately 50% of the total plastic used in the MFP's main body, thus reducing environmental impact. The newly developed pad fusing system and energy-saving toner shorten the time needed to reach the specified fusing temperature and enable low-temperature fusing. This has resulted in a significant reduction in the TEC value*2.





*1 Compared to the previous model, MX-C300W.
*2 TEC: Typical electricity consumption. TEC values are derived using measurement methods defined by the international Energy Star program requirements.

Corporate Social Responsibility

The Smart Business Solutions BU's main production sites, SOCC*3 in China and SMTL*4 in Thailand, received silver certification for a second year in a row following a VAP audit*5 conducted by the RBA*6. The Smart Business Solutions BU will continue to strengthen its management systems for labor, ethics, environment, and health and safety, aiming to ensure that Sharp is a company trusted by society.

*3 SOCC: Sharp Office Equipments (Changshu) Co., Ltd. (China).
*4 SMTL: Sharp Manufacturing (Thailand) Co., Ltd.
*5 VAP: Validated assessment program. An audit program related to corporate social responsibility.
*6 RBA: Responsible Business Alliance.

Awards and Honors

- ePaper color electronic paper display

Outdoor-compatible A0-sized ePaper wins the Minister of Economy, Trade and Industry Award at CEATEC Award 2024

CEATEC AWARD

The A0-sized ePaper consumes zero power when maintaining the displayed content, and, when combined with solar power generation, it contributes to energy conservation and reduced CO2 emissions during operation. By capitalizing on its visibility and low power consumption performance, Sharp also aims to contribute to improving the resilience of bulletin boards and public information provision in times of disaster.

- 2 models of ePaper color electronic paper display (EP-C251/C131) win Agency for Natural Resources and Energy Commissioner's Award in the product and business model category of the 2024 Energy Conservation Grand Prize program
- BP-C131WD digital full-color MFP wins 2024 Good Design Award and 2025 iF Design Award
- Multi-layer robotic storage system wins 2024 Good Design Award

Business Outlook and Growth Story

Based on the Smart Workplace Business Group's vision of "Empowering global collaboration through technology and networks," the Smart Business Solutions BU will contribute to the realization of a sustainable society through the development of AI-driven hardware and solutions.

Dynabook Inc.

Dynabook is making people's lives and society better by "changing the world through computing and services," developing "true computing that reflects real needs and that supports communities," and offering "new added value and services developed from the user's standpoint."

Business Overview

Dynabook plans, develops, manufactures, sells, supports, and services personal computers and system solutions. We are pursuing the fusion of hardware ("dynabook as a Computing") and services ("dynabook as a Service") and strengthening the technology that supports this endeavor.

Major SDG Contribution Examples

- Using sustainable materials in products

1. The bottom of the dynabook P56 case is made of a resin containing 50% PCR (post-consumer recycled) material.
2. The rubber feet on the bottom of the dynabook X83/X74/X94 are made of biomass plastics containing plant-derived materials, reducing the amount of petroleum-based materials used.
3. The magnets for the components in the dynabook C6/C7 are made from 100% recycled rare earth materials.
4. The bezels of the dynabook C6/C7 are coated with water-based paint that reduces volatile organic compounds.

dynabook C6/C7

- Pursuit of EPEAT*1 environmental certification (Japan newly added as target destination country)

Dynabook has registered 24 models with a Gold rank and 10 models with a Silver rank under the EPEAT labeling system, which indicates that electronic products are environmentally friendly. For fiscal 2024, Japan has been added as a new target destination, joining both the U.S. and Canada.

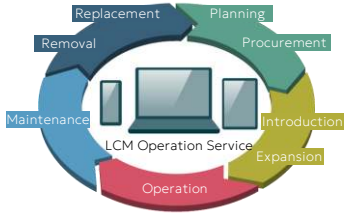
EPEAT certification mark (Gold)

*1 Electronic Product Environmental Assessment Tool.

Business Outlook and Growth Story

- Establishment of a new Dynabook West Japan LCM Center, scheduled to begin operations in the first half of 2025

The LCM (life cycle management) operation service, which Dynabook is focusing on, handles the life cycle (operational management) of PCs on behalf of customers. Since the service was renewed in 2022, instead of the previous telephone and email communications, customers can now check work requests, receipts, work progress, expected arrival dates, and other items on a dedicated LCM web portal, which has greatly contributed to customer convenience and business efficiency.
In order to expand service capacity and area, and, as part of business continuity planning measures, the Dynabook West Japan LCM Center is being established in Osaka to complement the currently operating Dynabook PC General Support Center in Chiba.



PC kitting at the LCM Center

- Orders for dynaEdge XR1 see-through XR glasses begin on March 10, 2025

The dynaEdge XR1 see-through XR glasses allow users to see both the real world and digital information at the same time. By adopting a see-through optical module, it is possible to display information in space while still being able to see the real world. This will allow us to provide new solutions that combine real and virtual spaces.

dynaEdge XR1 see-through XR glasses

TV Systems BU

Promoting innovation, better health, and environmental protection with ideas that make life more convenient and comfortable.

Business Overview

The TV Systems BU develops and sells products, such as AQUOS LCD TVs, with unique features that put them ahead of what other companies are offering. We continue to work to expand the possibilities of AV equipment. In addition to developing basic functionality, i.e., picture and sound quality, we pursue ESG and SDGs-related manufacturing and solutions to deliver ideas that will make life more convenient and comfortable.

Major SDG ContributionExamples

- Achieving both energy savings and improved image quality

Of the 13 new 4K TV models the TV Systems BU released in Japan between May and June 2025, 12 models achieved 100% of the TV energy efficiency target standard value*1. The mini LED model boasts impressive brightness and color expression, while increasing brightness by approximately 1.5 times*2. By utilizing a combination of advanced technologies, such as fine brightness control and a highly efficient light-reflecting sheet, the model achieves a 32% reduction in annual energy consumption*2, thus achieving both excellent image quality and energy-saving performance.

*1 The target standard value for energy efficiency set by Japan's Agency for Natural Resources and Energy.
*2 Comparison of brightness (peak) and annual energy consumption between Sharp's mini LED TVs 4T-C65HP1 and 4T-C65GP1 (released in 2024).

4T-C65HP1 4K mini LED TV

Energy saving standard achievement rate (multi-level evaluation)	101% (★3.0)
Annual energy consumption	145 kWh/year

- Expanded use of recycled plastics

Since 2023, the TV Systems BU has been expanding its use of recycled plastics in models for the Japanese market. In 2024, recycled plastics were adopted for the rear cabinets of small and medium-sized models (43 inches or less), and the PCR (post-consumer resin) material content of these models was approximately 20%. In 2025, the TV Systems BU plans to use recycled plastics in the remote control casings of all new product models and to expand the number of models that use recycled plastics in rear cabinets, thereby further expanding usage.

Recycled plastic

Rear cabinet　Remote control

- Inclusion of the Memelog*3 app that allows users to easily check their eyesight on their TV screen

The TV Systems BU is incorporating healthcare-related apps on its TVs. New products in 2025 will be equipped with Memelog, which allows for simple vision assessment and log management with the aim of using the TV to detect deterioration of vision early. By providing an environment that makes it easier to notice changes in vision, the TV Systems BU is helping to promote eye health.

*3 Eyesight checks performed using this app are not intended to diagnose eye conditions.

Memelog screen

Business Outlook and Growth Story

- Using generative AI to turn TV into a communication partner

AI Partner, which was exhibited in autumn 2024 at the Sharp Tech-Day '24 Innovation Showcase and at CEATEC, utilizes an AI avatar that appears on users' TV screens to serve as their personal 'concierge' in daily life, providing a variety of services through natural conversation.
Moving forward, the TV Systems BU will work to incorporate AI into its TVs as a means of encouraging lifestyles that support ESG and the SDGs by providing eco-friendly shopping, healthcare consultations, and energy-saving advice.

AI Partner screen (under development)

Mobile Communication BU

Using communication technology to build a society where everyone has an equal opportunity to find decent quality of life and work.

Business Overview

The Mobile Communication BU aspires to be a business unit that leverages communication technology to keep on producing new value. By developing diverse networked devices like smartphones routers and creating solutions and services, we provide products and services that inspire people to live more joyful lives.

Major SDG Contribution Examples

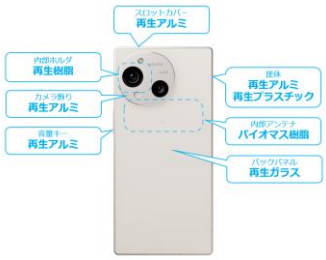
- AQUOS wish5 smartphone

Like the previous model, the AQUOS wish4, the casing uses recycled plastic. In addition, this is the first Sharp device to support IPx9. The improved waterproof performance means it can be used for a longer period of time. This initiative has contributed to reducing waste materials and limiting the use of new materials, making this a more environmentally friendly model than the previous one.

AQUOS wish5 smartphone

- AQUOS R10 smartphone

Following on from the previous model, the AQUOS R9, recycled metal materials are used for the exterior metal parts, including the casing, and biomass materials continue to be used for the internal parts. Additionally, by increasing the use of recycled plastic parts, the Mobile Communication BU has significantly improved the proportion of environmentally friendly materials being used. A balance of design and environmental-friendliness has been achieved, which improves user value.



AQUOS R10 smartphone

Other Examples

- Inforia for Hotel, eAssistant Concierge

The Inforia for Hotel room information service and the eAssistant Concierge AI concierge service facilitate non-contact/non-face-to-face customer service and better operational efficiency.

- "home 5G"*1 router

With simple installation that requires only a power outlet to plug it into, this router turns users' homes into an ultra-high-speed Wi-Fi environment convenient for telework and online learning.

Top: Inforia for Hotel
Middle: eAssistant Concierge
Bottom: home 5G

*1 For NTT Docomo.

Business Outlook and Growth Story

The Mobile Communication BU will continue to provide products and solutions that help in addressing lifestyle and work style-related issues, while also aiming to provide new value.
Already the BU has brought to market such products as the Sugomimi wireless earphones, MiRZA*2 XR glasses, Rear Multi-Operation Panel*3 in-car device, and a cashless payment terminal*4. In the future, it plans to pursue satellite communications equipment and other next-generation data communications business.
By broadening its business domain beyond smartphones, it will continue creating products and services that further enrich people's lifestyles and work styles.

Business domain expansion (image)

*2 Manufactured by NTT Qonoq Devices, Inc. (a joint venture with NTT Qonoq, Inc.).
*3 For Toyota Motor Corporation.
*4 Jointly developed with NTT Data Japan Corporation.

Corporate Research & Development Group

By using society-changing, proprietary, world-first, and world's-best technology to build entirely new ecosystems and create and expand new businesses, we are contributing to a sustainable society.

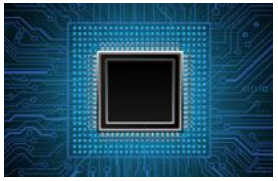
Business Overview

The Corporate Research & Development Group is working to create innovative technologies that will serve as the fundamental engine for innovation company-wide, as well as to build platforms centered on Sharp's unique technologies. Our aim is to help make society both people and environmentally friendly by tackling the challenge of new business creation and accelerating the pace of innovation achievement through the rapid deployment in society of the fruits of development.

Major SDG Contribution Examples

- Contributing to a sustainable environment through CE-LLM*1

As a tool for utilizing AI, the Corporate Research & Development Group widely applies low power consumption-promoting CE-LLM edge AI technology across all business areas to facilitate the development of products that reduce environmental impact.



Edge AI

- Innovation in pipeline infrastructure maintenance

As water pipe infrastructure maintenance becomes increasingly important, the Corporate Research & Development Group is helping address this issue by applying the image and acoustic analysis technology it has cultivated to date to reduce the number of workers required and to improve efficiency.

Pipeline inspection solutions

- Spreading the use of renewable energy

The Corporate Research & Development Group is accelerating the development of highly safe zinc-air flow batteries, which have the potential for large-scale energy storage and will advance efforts toward achieving carbon neutrality.

Zinc–air flow batteries

*1 CE-LLM (Communication Edge-LLM) is a registered trademark of Sharp Corporation.

Awards and Honors

- 2024 Innovation and Environment Bureau Director-General's Award goes to two Sharp employees at the Ministry of Economy, Trade and Industry's Industrial Standardization Business Awards
  This award recognizes the employees' achievements in promoting industrial standardization, including the formulation of international and domestic standards and conformity assessment activities.

- Ministry of Internal Affairs and Communications' SCOPE*2 Research and Development Encouragement Award goes to two Sharp employees
  The award recognizes the employees' achievements in pursuing "R&D of wireless link technologies to obtain international standards for advanced 5G through Japan–U.S. industry–academia collaboration."

- Japan Resilience Award Grand Prize goes to Sharp
  This award was given in recognition of the demonstration of a system to support efficient and safe search activities by search teams looking for missing persons.

*2 SCOPE (Strategic Information and Communications R&D Promotion Programme) is a competitive funding system that invites highly innovative research and development projects in the field of information and communications technology from a wide range of research institutions, including companies, universities, and national research and development agencies, and commissions research and development after selection and evaluation by external experts.

Tackling New Industries

The Corporate Research & Development Group aims to create new value by deepening and integrating core technologies as it accelerates the realization of the next innovation and explores future technologies in new industrial fields such as mobility, industrial digital transformation, robotics, and space.

Mobility

Industrial digital transformation, robotics

Environmental Initiatives

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12 RESPONSIBLE CONSUMPTION AND PRODUCTION

0.33%

Final landfill disposal rate

13 CLIMATE ACTION

39.9% reduction

Greenhouse gas emissions
(baseline year: fiscal 2021)

15 LIFE ON LAND

9,602 people

Total number of participants in environmental conservation activities in fiscal 2024

Environmental Initiatives: Environmental Vision

SHARP Eco Vision 2050 Long-Term Environmental Vision

The international community has recognized the urgent need to address increasingly serious environmental problems, such as climate change, resource depletion, and ocean plastic pollution. This awareness is accelerating global action to solve these social problems, including efforts associated with the achievement of the Sustainable Development Goals (SDGs)and carbon neutrality*1, and the creation of a circular economy*2.
In 2019 Sharp formulated SHARP Eco Vision 2050, a long-term environmental vision based on its Basic Environmental Policy of "Creating an Environmentally Conscious Company with Sincerity and Creativity," which was established in 1992. 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.
In the field of climate change, while keeping in mind the 1.5℃ target*3 stipulated in the Paris Agreement, Sharp aims to become carbon neutral in its business activities. It also seeks to broaden and disseminate clean energy-related products and services and to reduce greenhouse gas emissions from its products and services.
In the resource recycling field, Sharp pursues a circular economy by endeavoring to use recycled materials in all product parts and to achieve zero final landfill disposal from its business activities.
In the safety and security field, Sharp strictly manages chemical substances that may affect people's health, the natural environment, and ecosystems and restricts their use to eliminate the risk of negative effects.

To address climate change, one of the targets of the long-term environmental vision and a pressing global issue, Sharp is accelerating efforts to achieve net zero CO_2 emissions from its business activities (Scopes 1 and 2) by 2030, and from its entire supply chain (Scopes 1, 2, and 3) by 2050.
Sharp is aiming to solve social problems and continuously boost corporate value by deepening ties with stakeholders through business activities and environmental conservation efforts.

*1 Subtracting the amount of absorption from the amount of greenhouse gas emissions, so that the total is effectively zero.
*2 An economic system aimed at eliminating wastes and circulating resources. Waste products and raw materials are considered new resources and are thus recycled.
*3 The Paris Agreement sets forth the long-term targets of keeping the rise in global average temperature well below 2℃ above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5℃.

Environmental Initiatives: Environmental Vision

Long-Term Environmental Goals

To bring about SHARP Eco Vision 2050, we have stipulated long-term goals in three fields of action. In pursuing these goals, we will strive to create more clean energy than the total amount of energy consumed in Sharp's entire supply chain, while minimizing the environmental impact of our business activities.

Climate Change

Sharp has up to now striven to use less energy in its business activities and to make products that are increasingly more energy efficient so as to reduce the amount of energy consumed by households and society as a whole.
We began developing solar cells after founder Tokuji Hayakawa said, "All the products we make use electricity. As our company grows, we will need more electricity, so why don't we make electricity ourselves?" Since then, we have spent more than half a century working to spread solar power generation.

It is precisely because Sharp makes products that use electricity that we have a responsibility to reduce the environmental impacts resulting from this electricity use.

By promoting the world goal of carbon neutrality, Sharp is taking on the challenge of achieving the following two goals by 2050 and thus becoming carbon-free throughout its supply chain, including its own business activities.

Goal

- Achieve net zero CO_2 emissions across the entire supply chain.
- Create more clean energy than the total amount of energy consumed in Sharp's entire supply chain.

Resource Recycling

Sharp has up to now provided the world with all kinds of value through the creation of new products. At the same time, we have used many resources to do so.

Sharp should continue to provide its stakeholders with all kinds of value by making the most efficient use of finite resources around the globe.

By making more efficient use of resources and continuing to offer maximum value with minimal resources, Sharp is taking on the challenge of achieving the following two goals by 2050 and thus building a circular economy and realizing a recycling-oriented society.

Goal

- Use no newly extracted resources* for making products.
- Achieve zero final disposal to landfill of waste generated in Sharp business activities.

* Excludes those not suitable for recycling from an environmental standpoint.

Safety and Security

Sharp uses various chemicals in production processes in its factories, and the products themselves contain various chemicals. Such chemicals must be strictly managed because some of them can have negative effects on people's health, the natural environment, or ecosystems.

Sharp's business activities must not have a negative effect on people's health, the natural environment, or ecosystems.

As well as complying with current international standards, Sharp has established its own even stricter in-house standards. Under these far-sighted standards, we thoroughly manage relevant chemicals with the goal of eliminating any negative effects that chemicals may have on people's health, the natural environment, or ecosystems.

Goal

- Properly manage chemicals in order to protect people's health, the natural environment, and ecosystems.

Environmental Initiatives: Environmental Management

Putting Sustainable Management into Practice

Basic Approach to Sustainable Management

In accordance with internal environmental conservation guidelines established in line with Sharp's Basic Environmental Philosophy, the Sharp Group Charter of Corporate Behavior, and the Sharp Code of Conduct, Sharp is pursuing environmental consciousness across all of its business activities. Toward realizing a sustainable global environment, Sharp has formulated SHARP Eco Vision 2050, a long-term environmental vision with 2050 as the target year. Under this vision, Sharp is striving to solve social problems and continuously raise corporate value through the development of technologies and the provision of products and services.

Basic Environmental Philosophy

Creating an Environmentally Conscious Company with Sincerity and Creativity

The Sharp Group Charter of Corporate Behavior (excerpt)

Contribution to Conservation of the Global Environment

The Sharp Group will make efforts to further contribute to global environmental conservation by strengthening our development of proprietary technologies for protecting the global environment and by carrying out business activities in an environmentally conscious manner.

The Sharp Code of Conduct (excerpt)

Contribution to Conservation of the Global Environment

1. To Conserve the Environment
2. To Develop Environmentally Conscious Products and Services, and Conduct Our Business Operations in an Environmentally Conscious Manner

Related information: >

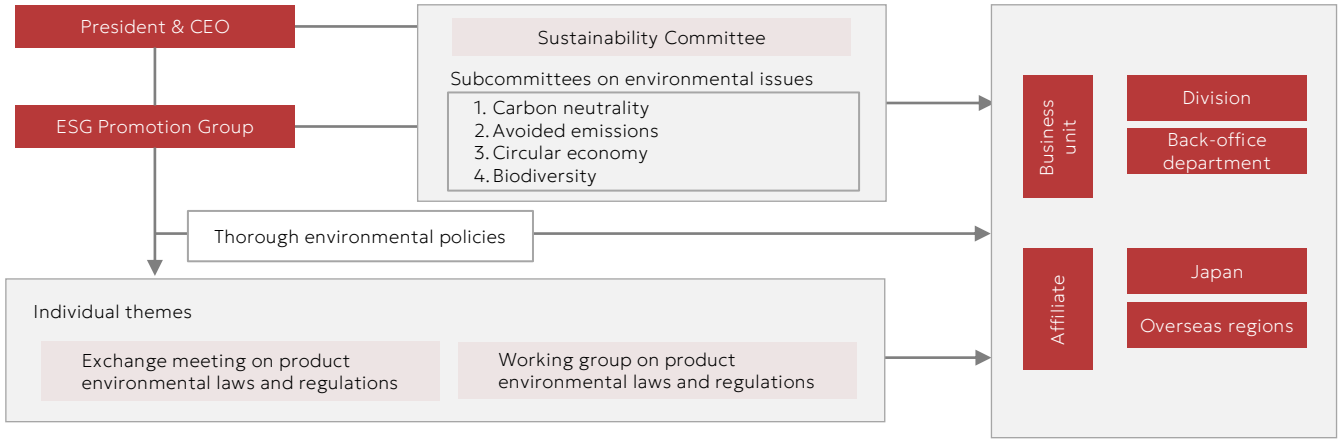
Sharp Group Charter of Corporate Behavior (Contribution to Conservation of the Global Environment)

Sharp Code of Conduct (IV. Contribution to Conservation of the Global Environment)

System for Promoting Sustainable Management

Sharp has set up the ESG Promotion Group to formulate and carry out the company's environmental vision, policies, and targets, and to strengthen environmental governance. The ESG Promotion Group formulates important environmental policies, strategies, and measures at the corporate level regarding sustainable management based on Sharp's management policies and environmental vision.
The Sustainability Committee* includes the president & CEO, senior executives, and the heads of Sharp business units and subsidiaries. Through this committee, the ESG Promotion Group confirms progress toward environmental goals and supports environmental activities, and forms subcommittees to accelerate efforts on key tasks.
We carry out company-wide initiatives to deal with issues in the areas of product environmental laws and regulations and chemical substance controls. Periodic meetings are held to exchange and accelerate the dissemination of information relevant to these areas. We have also established a working group on product environmental laws and regulations in order to come up with concrete measures and policies for their implementation.

■ System for Promoting Sustainable Management in the Environmental Area



* See page 011.

Environmental Initiatives: Environmental Management

Putting Sustainable Management into Practice

Environmental Education

In accordance with the basic strategy of its management policy—foster and strengthen human resources—Sharp strives to step up the cultivation of human resources as the foundation of its sustainable management. To this end, the company has been providing training programs, including basic training open to all employees. Since fiscal 2019, Sharp has held environmental awareness training to help all employees acquire a wide range of environmental knowledge, and an introductory training course on environmental laws and regulations, which is mandatory for third-year employees.
Fiscal 2024 saw 13,370 participants join ESG-related e-learning for Sharp employees in Japan.
With the aim of fostering human resources who will contribute to the company in stepping up compliance and achieving its environmental vision, Sharp will continue to improve and expand its environmental education curricula by adjusting them to different duties and roles.

Environmental Performance Data Collection and Management

To support sustainable management, Sharp has introduced a cloud-based system for efficiently collecting and managing data on Sharp's environmental performance, including energy consumption, waste generation, water usage, and chemical substances handled in Sharp's business activities. This system is in operation at Sharp bases in Japan and overseas. Collecting and analyzing such data helps Sharp grasp the current state of its sustainable management, identify problems, and formulate measures. Sharp is also engaging with suppliers to gather primary data.

Promoting an Environmental Management System

Since 1995, Sharp has been operating an ISO 14001-based environmental management system and has acquired ISO 14001 certification for all 26 worldwide production bases. The purpose of this system is to strengthen environmental sustainability management and improve the environmental awareness of employees. ISO 14001 was revised in fiscal 2015. It now requires companies to further their efforts with a more strategic perspective—for example, by integrating their environmental activities with business activities. In response to the revision, Sharp is operating a more effective environmental management system that matches the particular needs of each base.

Related information: > ISO 14001-Certified Plants and Offices

Product and Plant Audits

Sharp regularly carries out a Green Product/Green Device Audit aimed mainly at ensuring compliance in product development. The company checks compliance with the environmental laws and regulations of each country and the reflection of environmentally friendly design in products, such as energy efficiency, resource savings, and recyclability.
Sharp also reviews and evaluates environmental activities at its production bases as part of the CSR self-assessment survey.*

* See page 017.

Legal Violations, Accidents

In fiscal 2024, Sharp was not subject to any lawsuits or fines related to environmentally related legal violations. There were also no major environmentally related accidents.

Environmental Initiatives: Environmental Management

Developing Environmentally Conscious Products and Devices

Developing Green Products and Devices

Sharp calls its environmentally conscious products "Green Products (GP)." The GP Guidelines, which define development and design criteria in line with seven concepts, have been in use at all product design departments since fiscal 1998. In developing products, Sharp sets specific objectives according to the GP Standard Sheet, which is formulated based on the GP Guidelines. In the trial manufacture and mass production stages, it determines how well the actual product has met these objectives. The content of the GP Standard Sheet—the benchmark for development objectives—is revised each year in order to constantly improve the environmental performance of Sharp products.

Sharp calls its environmentally conscious devices "Green Devices (GD)." To define guidelines for development and design based on seven concepts, Sharp established the GD Guidelines, which it began applying at all device design departments in fiscal 2004. Sharp sets objectives according to the GD Standard Sheet and assesses how objectives have been met in a similar way to GP standards. The assessment criteria are revised every year so that Sharp can continuously raise the environmental performance of its devices.

Green Product Concepts

Energy Saving / Energy Creating	Products with superb energy-saving/energy-creating performance Improve the energy efficiency and reduce the energy consumption of products; other measures
Resource Conservation	Products designed to conserve resources Reduce the amount of materials used; design products that conserve resources during use; extend the life span of products; other measures
Recyclability	Products designed for recycling Design products that are easy to disassemble; use easy-to-recycle materials; other measures
Safe Use and Disposal	Products that can be used and disposed of safely Do not use substances that negatively affect people's health or the environment; other measures
Use of Green Materials and Devices	Products that use green materials and devices Use recycled materials / plant-based plastics; other measures
Environmental Consciousness Pertaining to Batteries, etc.	Products that use batteries, manuals, and packaging with enhanced environmental consciousness Reduce product packaging; design products that allow easy removal of batteries; other measures
Showing Eco Information of Products	Products that show their environmental performance and information Acquire environmental labels (eco labels); implement LCA; other measures

Green Device Concepts

Energy Efficiency / Energy Creating	Devices with superior energy efficiency and that consume less energy Reduce power consumption during operation and in standby mode; other measures
Resource Conservation	Devices designed to conserve resources Reduce device weight or volume; other measures
Recyclability	Devices designed for recycling Use standard plastic; design devices that are easy to disassemble; other measures
Safe Use and Disposal	Devices that can be used and disposed of safely Manage usage of chemical substances contained in parts and materials; other measures
Long Life	Devices that make products last longer Extend the life of the product with exchangeable parts and consumables (target: LCD devices); other measures
Packaging	Devices that use packaging with enhanced environmental consciousness Reduce packaging; other measures
Information Disclosure	Devices that give environmental information Provide information on chemical substances in devices; other measures

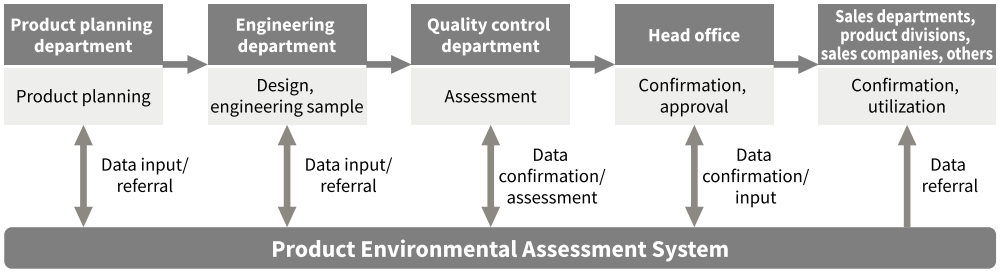
Environmental Initiatives: Environmental Management

Developing Environmentally Conscious Products and Devices

Development Process for Green Products and Devices

When developing and bringing to market Green Products and Green Devices, the product environmental assessment system, which contains the GP/GD Standard Sheet in digital form, is used to confirm environmental performance. The GP/GD Standard Sheet stipulates concrete targets covering seven environmental concepts, as well as rules on how to abide by various countries' environmental laws, which are growing year by year. The departments in charge of development and commercialization use the product environmental assessment system to input data on the products and devices, and to confirm how these are progressing in meeting the environmentally friendly criteria. Since fiscal 2004, Sharp has been using this system to certify products with particularly high levels of environmental performance as Super Green Products.

■ Product Environmental Assessment System Flow



Certifying Super Green Products

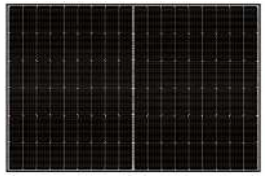
The criteria for certifying Super Green Products are periodically revised in response to changing environmental laws and market demands for greater environmental friendliness. In fiscal 2016, Sharp revised the certification criteria in the following way. Products are certified if (1) they offer class-leading energy-saving or energy-creating performance, or (2) they offer significantly high environmental performance through the use of unique Sharp technology. Sharp also aggressively develops products that make the maximal use of minimal resources. In fiscal 2024, the company added another SGP certification criterion, stating that products would be certified if they (and their packaging) include a percentage of recycled or recyclable materials above a certain Sharp in-house target number.
In fiscal 2024, sales of those products reached 98.4 billion yen, with SGP sales accounting for 22% of all GP sales in Japan.

■ Examples of Super Green Products

Front-loading Plasmacluster washing machine/dryer ES-X12C

Smartphone AQUOS wish4

Digital full-color MFP BP-C131WD



Solar module NU-435PP

EV converter JH-WE2301

Environmental Initiatives: Environmental Management

Environmentally Conscious Products

Example

"ePoster" Color Electronic Paper Display Wins the Director-General's Award of the Agency for Natural Resources and Energy in the 2024 Energy Conservation Grand Prize with 2 Models

In the product and business model category of 2024 Energy Conservation Grand Prize, organized by the Energy Conservation Center, Japan, Sharp's color electronic paper display "ePoster" 2 models <EP-C251/EP-C131> received the "Director-General's Award of the Agency for Natural Resources and Energy." Energy Conservation Grand Prize is a program that recognizes outstanding energy conservation efforts and advanced, high-efficiency energy-saving products in the industrial, commercial, and transportation sectors in Japan.
"ePoster" achieves display retention with zero power consumption. Power is only required when rewriting the display, demonstrating excellent energy-saving performance. It incorporates the electronic paper technology of E Ink Holdings Inc. (Headquarters: Hsinchu City, Taiwan, CEO: Johnson Lee), the world's largest electronic paper company, combining high visibility like paper and rich color expression. Additionally, it features a thin and lightweight design, making it usable in locations where digital signage installation was previously difficult due to power supply and load-bearing issues. Furthermore, it supports simultaneous rewriting of multiple displays remotely. This product was highly evaluated not only for its energy-saving performance but also for its contribution to resource and labor savings in operation. These factors led to this award.

Color electronic paper display "ePoster" (Left: 25.3-inch EP-C251, right: 13.3-inch EP-C131)

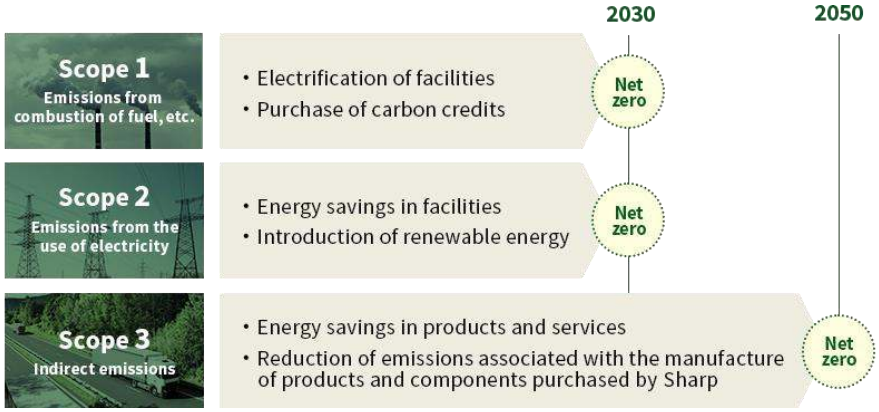
Environmental Initiatives: Climate Change

Sharp's Stance on Climate Change

Achieving a Net-Zero Economy

As climate change risks become more apparent and severe worldwide, society is demanding that companies take further action toward transitioning to a net-zero society. In response, Sharp is aiming to achieve net zero CO_2 emissions from its own business activities (Scopes 1 and 2) by 2030, and net zero indirect CO_2 emissions outside the scope of its activities (Scope 3) by 2050. For Scope 1, Sharp will electrify its facilities and purchase carbon credits. For Scope 2, it will save energy in facilities and introduce renewable energy. For Scope 3, Sharp will make its products and services more energy efficient as well as strengthen cooperation with suppliers to reduce CO_2 emissions associated with the manufacture of products and components purchased by Sharp.

■ Achieve Net Zero CO_2 Emissions across the Entire Supply Chain by 2050



Climate Change Initiatives Based on the Medium-Term Management Plan

In May 2025, Sharp announced its medium-term management plan through fiscal 2027 aimed at accelerating its future growth. In order to accelerate the global expansion of its brand business, as well as the transformation of its business, Sharp has reorganized its brand business into two business groups. One is the Smart Life Business Group, which is centered on daily living, and the other is the Smart Workplace Business Group, which is centered on working. In each of these areas, Sharp will focus and transform its business and work to create new value.

In response to climate change, Sharp will introduce generative-AI compatible products in its brand business and launch unique AI services that utilize data, thereby expanding Sharp's AIoT business in terms of both products and services. It will continue to pursue value creation that is tailored to each individual, while optimizing energy usage to achieve further power and energy savings. In its display device business, Sharp will work to expand the supply of products, such as ultra-low-power-consumption, in-vehicle displays (for EVs) that use Sharp's distinctive IGZO technology and the ePoster electronic paper display that consumes 0W of power when displaying images. Furthermore, Sharp will work to realize innovation in new industrial fields, such as EVs, AI data center solutions, industrial digital transformation, robotics, and outer space.

Sharp will achieve steady business expansion while responding to climate change by strengthening collaboration both inside and outside the company more than ever before, refining its core technologies, accelerating the search for future technologies, and taking on the challenge of creating innovations in a variety of fields.

Life Eee Connect (solar home appliance connection)

ePoster electronic paper display

Environmental Initiatives: Climate Change

Sharp's Stance on Climate Change

Participation in Climate Change Initiatives and Other Efforts

Sharp participates in the Science Based Targets initiative (SBTi)*1, which is focused on pursuing action that will achieve real and reliable results in the fight against climate change, and in March 2024 obtained SBT 1.5℃*2 certification. Also, in order to further accelerate its plan to convert the electricity used in its business activities to 100% renewable energy, Sharp joined the RE100*3 global initiative in February 2025. It will contribute to decarbonization by actively introducing renewable energy at its business sites as well as further promoting the use of renewable energy throughout society through its energy solutions business.

In Japan, Sharp will continue to participate in the Liaison Group of Japanese Electrical and Electronics Industries for Global Warming Prevention*4 and the GX League*5 to promote initiatives by the electrical and electronics industry, along with collaborative efforts across industry, government, and academia and contribute to efforts aimed at achieving carbon neutrality for society as a whole.

*1 This climate change-related initiative is a collaborative effort of the United Nations Global Compact (UNGC), the CDP, World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). The SBTi promotes the establishment of science-based GHG emissions reduction targets in conformance with the Paris Agreement.
*2 A target of limiting the increase in global average temperatures to 1.5℃ above pre-industrial levels.
*3 A global initiative that aims for companies to cover 100% of the electricity used in their operations with renewable energy.
*4 This group comprises companies from electrical and electronics industry associations in Japan, such as the Japan Electrical Manufacturers' Association (JEMA) and the Japan Electronics and Information Technology Industries Association (JEITA). The Liaison Group undertakes industry-wide efforts aimed at preventing global warming—for example, proposing action plans to achieve carbon neutrality.
*5 GX stands for 'green transformation'—an initiative to transform society into being carbon neutral by 2050. The GX League is a forum where companies pursuing sustainable growth collaborate with other companies, government, and academic organizations that share the same GX goals.

Reducing Greenhouse Gas Emissions across the Supply Chain

For greenhouse gas emissions across the entire Sharp value chain, emissions from its own activities (Scopes 1 and 2) account for 3.5%, and indirect emissions outside the scope of its activities, such as emissions associated with material procurement, transportation, and the use of sold products (Scope 3), account for 96.5%. Because of this, Sharp recognizes the importance of reducing greenhouse gas emissions across its entire supply chain, not only through its own efforts to reduce the environmental impact of its activities, like product manufacturing, but, also, through efforts to reduce the environmental impact of material procurement and product use by customers (improving product energy efficiency).

Greenhouse gas emissions from Sharp's activities are expected to decrease gradually as it makes progress with the asset-light initiative implemented in fiscal 2024. However, to ensure it achieves net zero emissions in 2030, Sharp will continue to pursue various reduction measures and the introduction of renewable energy. As part of its reduction efforts, Sharp is conserving energy at its production sites (such as by switching to LED lighting and improving the efficiency of outdoor air-processing units and air-conditioning systems). Sharp is also moving forward with the use of renewable energy, such as by introducing solar power systems at its production sites both in Japan and overseas. The utilization rate of renewable energy in its electricity consumption reached 25% by fiscal 2024*6.

In materials procurement, Sharp will further strengthen cooperation with its business partners to reduce greenhouse gas emissions. In the field of transportation, Sharp continues to pursue a modal shift (a switch from truck-based transportation to environmentally friendly methods like ships and railroads) while also working to optimize landing points and review its parts procurement sources.

Sharp is actively working to create environmentally friendly products and devices whose use will result in reduced greenhouse gas emissions, as these emissions account for the largest portion across the company's entire supply chain. Sharp designates its environmentally friendly products and devices as "Green Products" and "Green Devices." It has formulated and implemented guidelines that summarize the development and design rules of these products and devices in order to ensure it is continually working to improve their environmental friendliness.*7

Contributing to Society through the Widespread Adoption of Renewable Energy

"As a manufacturer of products that consume electricity, we have a responsibility to become a manufacturer of electricity itself." This has been the motivating resolve behind Sharp's work on solar power generation begun in 1959. Sharp's efforts over the last half century have expanded into a wide range of fields, from residential use to power generation under harsh conditions in lighthouses and satellites, to mega solar power plants around the world. Based on its medium-term management plan, Sharp will also work to develop and deepen its core technologies in the energy sector, such as solar cells for space-based applications and perovskite solar cells.

Sharp will continue to work to further promote the use of renewable energy in all sectors of society and to contribute to the realization of a net-zero economy.

*6 See page 045.
*7 See page 033.

Environmental Initiatives: Climate Change

Avoided Emissions

Calculating Avoided Emissions

In addition to reducing greenhouse gas (GHG) emissions throughout its supply chain, Sharp will contribute to reducing those emissions throughout society by switching to innovative products with improved energy efficiency. This initiative is calculated as "avoided emissions*1."

Avoided emissions are the amount of GHG emissions reduced in society as a result of the use of a company's energy-saving products and services. They are a new indicator for evaluating a company's ability to address problems as a solutions provider that offers solutions to the social issue of climate change. Sharp's avoided emissions in fiscal 2024 were 122,000 t-CO_2.

Avoided Emissions Calculation Method

With reference to various guidelines and case studies on avoided emissions*2, Sharp utilizes the following approach to calculating avoided emissions. This calculation method will be revised as appropriate if any new standards are established or guidelines are updated regarding the concept and calculation methodology of avoided emissions.

■ Avoided Emissions (Fiscal 2024)

Avoided emissions type	Products subject to calculation	Avoided emissions (thousand tons CO_2)
Replacement with energy-saving products	TVs, air conditioners, refrigerators, washing machines, microwave ovens, laundry dryers/dehumidifiers	122

■ Calculation target: Six major products of Sharp brand business
TVs, air conditioners, refrigerators, washing machines, microwave ovens, laundry dryers/dehumidifiers.

■ Calculation scope: CO_2 emissions associated with electricity consumption during product use
Because the "use" stage accounts for approximately 90% of the CO_2 emissions in the life cycle of Sharp products, Sharp has determined that other stages such as "procurement" and "manufacture" can be excluded.

■ Baseline: Comparison with the average product on the market in the calculation year*3
The CO_2 equivalent of the electricity consumed by an average product with equivalent functionality to Sharp's products in the market in the country or region where it is sold in the fiscal year of calculation.

■ Calculation period: Flow method
The lifetime is set taking into consideration the period during which repair parts for Sharp products are available and the results of investigations into the period during which the products are used.

■ Calculation formula: Calculated using the following formula
(Annual power consumption of average products on the market – Annual power consumption of Sharp products*4) 0 CO_2 emissions factor associated with electricity usage*5 0 Annual sales volume of Sharp products 0 Lifetime

*1 Avoided emissions have a different purpose and calculation method from the emissions from a company's own activities (Scopes 1 and 2) and indirect emissions outside the scope of a company's activities (Scope 3) and does not offset these.
*2 Guidance on Avoided Emissions (WBCSD, March 2023), Guidelines for Quantifying Avoided Greenhouse Gas Emissions (Ministry of Economy, Trade and Industry, March 2018), Avoided Emissions: Hypothetical Cases for Avoided Emissions Disclosure (GX League, May 2024).
*3 Based on regulations and survey results (including Sharp's own findings) in the country and region where the product is sold.
*4 Sharp uses regulations and survey results from the country and region in which each product is sold (including Sharp's own findings and calculations).
*5 Uses the total CO_2 emissions factor associated with electricity consumption in the country or region where the product is sold (IEA Emissions Factor 2024).

Environmental Initiatives: Climate Change

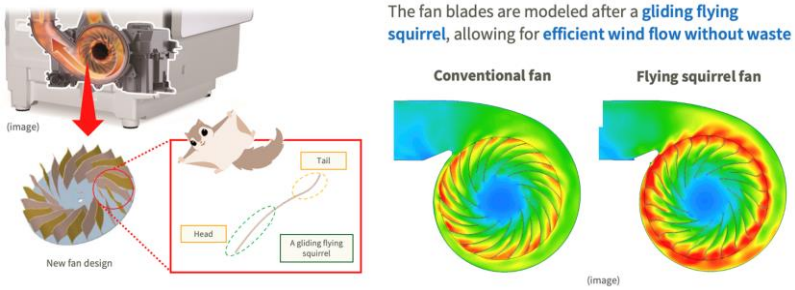
Avoided Emissions

Examples

Front-Loading Washer/Dryer Achieves Industry's Highest Level of Energy Efficiency

- Nature technology—flying squirrel fan

In addition to a hybrid drying technology that combines a heat pump and support heater, this product is also equipped with a new type of drying fan that uses Sharp's unique biomimetics. By increasing the amount of air sent into the tub and improving drying efficiency, Sharp has reduced the amount of power consumed for each wash and dry cycle, achieving the industry's highest level of energy efficiency.



Increased drying airflow of biomimetic flying squirrel fan

Inverter Air Conditioners for the Indonesian Market

- J-Tech-Inverter technology

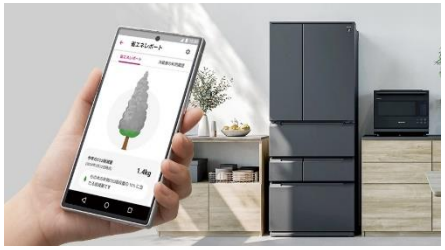
In the Indonesian market, Sharp is working to spread the use of inverter air conditioners. Demand for air conditioners in Indonesia is increasing year by year, and air conditioners are used for long periods throughout the year. Sharp believes that by popularizing inverter air conditioners, it can contribute to reducing CO_2 emissions throughout Indonesian society. Sharp's air conditioners are equipped with J-Tech-Inverter technology (compressor and motor control technology), which effectively controls power consumption compared to conventional fixed-speed air conditioners, achieving energy savings and highly energy-efficient operation.

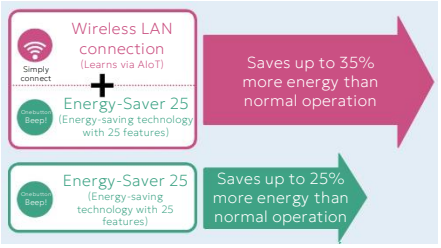
J-Tech-Inverter-equipped air conditioner

Energy-Saving Refrigerator Operation Using AI and Wireless LAN

- Energy-Saver 25 technology and Connect to Save More* cloud service function

Sharp refrigerators utilize Energy-Saver 25 technology (sensors, various controls, etc.) to achieve energy savings of up to 25% compared to normal operation. The refrigerator's Connect to Save More cloud service function connects to a wireless LAN and enables AI on the cloud to learn about how the refrigerator is used and then to operate in an energy-saving manner according to the user's lifestyle. By combining this with Energy-Saver 25, it is expected that energy savings of up to 35% can be achieved compared to normal operation.





Connect to Save More usage (image)

*Although Connect to Save More was not reflected in this calculation, it is expected that the utilization of this technology will reduce the amount of power consumed during product use, leading to further reductions in CO_2 emissions.

Future Avoided Emissions Initiatives

Currently, Sharp calculates avoided emissions for the six main products of its brand business. In the future, it will consider methods for calculating avoided emissions for other products, services, and solutions. Furthermore, by setting medium- to long-term targets, Sharp will accelerate its technological innovation and use its distinctive technologies to contribute to decarbonization not only in Japan but also in Asia and around the world.

Environmental Initiatives: Climate Change

TCFD-Based Information Disclosure

Action on the TCFD Recommendations

The Task Force on Climate-related Financial Disclosures (TCFD) was established by the Financial Stability Board (FSB), an organization promoting international financial stability. In 2017 the TCFD released recommendations for companies to disclose information on the risks and opportunities of climate change. Sharp has declared support for the TCFD recommendations and is expanding disclosure of climate-related information in accordance with the framework set by the TCFD.

1. Governance

Climate-related issues are monitored and countermeasures supervised by the president & CEO, who chairs the Sustainability Committee*1. The committee includes senior executives and members from head office departments, business units, and subsidiaries. The committee works to thoroughly implement policies and visions related to aspects of ESG such as climate change; it deliberates on and promotes active measures; and it shares the latest trends on societal issues.
Through monitoring and review by management at committee meetings, Sharp continuously strengthens climate change action to play a part in making society sustainable.

2. Strategy

Sharp sees climate change as both a risk and an opportunity in the medium to long term. We are studying strategies and learning about organizational resilience in the context of climate change-related risks and opportunities. To understand long-term impacts up to 2050, we analyzed climate change scenarios outlined by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC) (1.5℃ scenario*2 and 4℃ scenario*3). The following page provides detailed information about those risks and opportunities, along with a summary of associated measures.

3. Risk Management

Sharp identifies and assesses climate-related risks in accordance with the Rules of Business Risk Management*4, in which the basic approach to risk management has been established. Specifically, Sharp identifies climate-related risks that are highly likely to occur based on its analysis of climate scenarios forecast for the future. Sharp reports its findings as necessary to senior executives and the Internal Control Planning Division, which serves as the risk management secretariat. It also facilitates necessary improvement measures in partnership with involved departments.

4. Metrics and Targets

In 2019 Sharp formulated SHARP Eco Vision 2050, a long-term environmental vision based on its basic environmental policy of "Creating an environmentally conscious company with sincerity and creativity," which was established in 1992. 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. With regard to the pressing global issue of climate change, Sharp is accelerating efforts to achieve net zero CO_2 emissions from its business activities (Scopes 1 and 2) by 2030, and from its entire supply chain (Scopes 1, 2, and 3) by 2050.

■ Progress towards Reducing GHG Emissions (Fiscal 2024 Results)

Base Year (fiscal 2021 results)	Fiscal 2024 Results	Base Year Comparison
1,365 thousand tons CO_2	820 thousand tons CO_2	39.9% reduction

*1 See page 011.
*2 IEA Net Zero Emissions by 2050 Scenario; SSP1-1.9 scenario from the IPCC 6th Assessment Report (AR6).
*3 RCP 8.5 scenario from the IPCC 5th Assessment Report (AR5).
*4 See page 138.

Environmental Initiatives: Climate Change

TCFD-Based Information Disclosure

■ Business Risks and Opportunities; Sharp's Response

Scenario	Factors	Changes	Impacts on Sharp	Risk or Opportunity	Degree of Impact	Time Until Impact Becomes Apparent*	Sharp's Response
1.5℃	Introduction of carbon pricing	Increased raw material procurement costs	Costs passed on to purchase prices due to carbon tax levied on Sharp-purchased products	Risk	Large	Short term	● Seek to use raw materials with low GHG emissions ● Find suppliers that strive to reduce environmental impact ● Optimize purchase volume (thorough inventory control)
		Increased direct operational costs	Increased payment costs due to carbon tax levied in line with Sharp's GHG emissions	Risk	Large	Short term	● Reduce GHG emissions through further energy savings ● Further investment into low-carbon facilities and equipment by introducing internal carbon pricing
	Pressure to decarbonize and pursue environmental friendliness in the supply chain	Decline in competitiveness due to failure to meet user needs for environmental friendliness	Decrease in sales due to failure to meet user expectations for environmental friendliness	Risk	Medium	Short term	● Understand market needs through ongoing communication with users ● Ongoing R&D in energy savings
		Increased costs associated with switching to environmentally friendly materials	Increased costs associated with switching to electric furnace materials, recycled plastic, and bio-plastic, which emit less GHGs	Risk	Medium	Medium term	● Find suppliers that provide low-cost environmentally friendly materials ● Maintain consumer price elasticity through disclosure of the use of environmentally friendly materials
		Increased energy procurement costs due to switching to renewable energy	Increased costs associated with in-house power generation, power purchase agreements (PPA), switching to renewable energy, and purchase of environmental value certificates	Risk	Small	Medium term	● Reduce GHG emissions through further energy savings ● Seek partners in low-cost PPA and renewable energy projects
	Expansion of the renewable energy market	Increased demand for solar power-related products and systems from producers and users of renewable energy	Increased possibility for revenue growth by expanding product and system offerings	Opportunity	Medium	Short term	● Ongoing development of solar power-related products and systems in response to market demand
		Increased demand for zero energy houses (ZEH)	Increased possibility for revenue growth by strengthening offerings of flat-rate solar power services for homes and home energy management systems (HEMS)	Opportunity	Medium	Short term	● Provide energy solutions (systems, services) that meet market demand
	Expansion of environmental protection businesses	Expansion of circular economy business models	Increased support from customers by establishing a waste-free circular economy business model, amid growing efforts for decarbonization in society	Opportunity	Small	Medium term	● Further pursue the recycling of waste plastic by leveraging closed-loop material recycling and other technologies ● Aggressively create new business opportunities through ongoing information gathering on solar cell recycling
4℃	Intensifying weather-driven disasters	Disruptions in the supply chain	Intensifying weather-driven disasters affect Sharp suppliers and bases and the supply chain, leading to a loss in sales opportunities for Sharp	Risk	Medium	Long term	● Purchase from multiple sources and regions ● Survey the status of our main suppliers' business continuity plans (BCP) and reinforce measures ● Further upgrade BCPs at Sharp bases

* Short term: three years or less; medium term: by around 2030; long term: by around 2050.

Environmental Initiatives: Climate Change

Greenhouse Gas Emissions Based on the GHG Protocol Initiative

Sharp calculates greenhouse gas emissions based on the GHG Protocol*1 and then works to limit those emissions across the entire supply chain.*2

*1 The GHG Protocol is an international standard for calculating greenhouse gas (GHG) emissions. It was jointly established by the World Business Council for Sustainable Development (WBCSD), a coalition of the world's leading companies, and the World Resources Institute (WRI), a United States-based think tank.
*2 Scopes 1 and 2 are calculated for Sharp Corporation production sites and production subsidiaries in Japan and overseas. Scope 3 is calculated for Sharp's entire supply chain.
*3 Flat-panel TVs, air conditioners, refrigerators/freezers, washing machines/dryers, air purifiers, Plasmacluster Ion generators, microwave ovens, copiers/MFPs, solar cells..
*4 Annual power consumption of each product 0 number of units sold 0 product life 0 CO_2 emission coefficient.
*5 TVs (CRT TVs, flat-panel TVs), air conditioners, refrigerators/freezers, washing machines/dryers.

■ Greenhouse Gas Emissions by Scope 1/2/3 Categories Based on the GHG Protocol Initiative (Fiscal 2024)

Category		Emissions (Thousand Tons CO_2)	Notes
Scope 1 (direct GHG emissions from business activities)		260	Emissions from combustion of fuel, etc.
Scope2 (indirect GHG emissions from usage in business activities)		560	Emissions from the use of electricity. Location-based emissions (calculated using the average emission intensity of each region) were 765 thousand tons CO_2
Total of Scope 1 and Scope 2		820	
Scope 3 (indirect GHG emissions from outside the scope of business activities)	1. Purchased goods and services	1,879	Emissions from the manufacture of materials procures for products sold in the reporting year
	2. Capital goods	82	Emissions from the construction, manufacture, and transportation of capital goods (such as equipment, machinery buildings, facilities, and vehicles)
	3. Fuel-and energy-related activities (not included in Scope 1 or 2)	150	Emissions from the procurement of fuels (natural resource extraction, manufacture, and transportation) consumed in the generation of electricity and heat procured from other companies
	4. Upstream transportation and distribution	153	Emissions from the transportation of parts and materials and products manufactured
	5. Waste generated in operations	2	Emissions from waste disposal and treatment
	6. Business travel	16	Emissions from business travel by all employees
	7. Employee commuting	15	Emissions from commuting by all employees
	8. Upstream leased assets	–	Included in Scope 1 and 2 emissions
	9. Downstream transportation and distribution	46	Emissions from the transportation (from retailers to end consumers) of main products*3 sold in the reporting year
	10. Processing of sold products	44	Emissions from processing at destination of products
	11. Use of sold products	19,337	Emissions*4 from the use of the main products*3 sold in the reporting year
	12. End-of-life treatment of sold products	809	Emissions from recycling 4 types of appliances*5, copiers/MFPs, and PCs. And emissions of refrigerants when disposing of air conditioners
	13. Downstream lease assets	–	Not applicable
	14. Franchises	–	Not applicable
	15. Investments	–	Not applicable
Scope 3 total		22,533	
Scope 1 + 2 + 3 total		23,353	

Environmental Initiatives: Climate Change

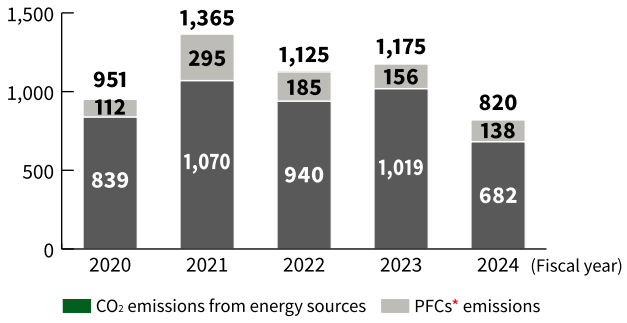
Reducing Business Activity-Linked Greenhouse Gas Emissions

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Reduce greenhouse gas emissions by 33.3% (baseline year: fiscal 2021)	■ Reduced greenhouse gas emissions by 39.9% (baseline year: fiscal 2021)	★★★	■ Reduce greenhouse gas emissions by 44.4% (baseline year: fiscal 2021)

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

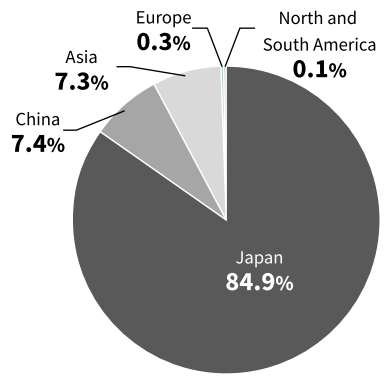
To address the global problem of climate change, Sharp is working to reduce GHG emissions from its business activities. We aim to achieve net zero CO_2 emissions from business activities by 2030. The Sharp Group's GHG emissions from business activities in fiscal 2024 was down 39.9% to 820,000 tons CO_2 compared to the previous fiscal year.
In addition to energy-saving actions at each site, Sharp is using non-fossil certificates to reduce the amount of greenhouse gas emissions. As well, as part of structural reform aimed at achieving a brand-business-focused portfolio, efforts such as selling assets in the device business, where energy consumption is high, and optimization of manufacturing capacity allowed us to dramatically reduce emissions.
We will continue to achieve targets by, for example, making production lines more efficient and introducing renewable energy.

■ Sharp Group's GHG Emissions from Business Activities



* HFCs, PFCs, sulfur hexafluoride (SF_6), nitrogen trifluoride (NF_3).

■ GHG Emissions by Region (Fiscal 2024)



Environmental Initiatives: Climate Change

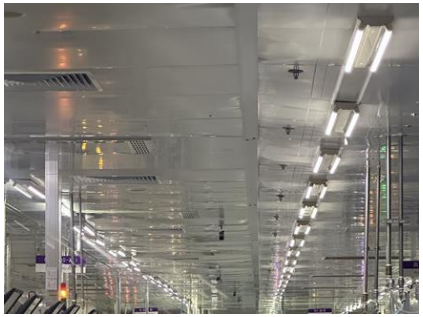
Reducing Business Activity-Linked Greenhouse Gas Emissions

Example

Reducing Greenhouse Gas Emissions at Production Sites

WSEC, Sharp's production base in China, has upgraded the electronic control system for the factory's air conditioning equipment and implemented total optimization control. It also takes other energy-saving measures, like replacing factory lights with LED lamps. In addition, a solar power system with an output of 2 MW-dc and annual power generation of 2,485 MWh was installed on the factory roof. As a result of these efforts, greenhouse gas emissions were reduced by approximately 4,000 t-CO_2 in fiscal 2024.

Sharp is actively pursuing energy-saving initiatives and the introduction of solar power systems at its domestic and overseas bases as it works to reduce greenhouse gas emissions globally.



Switching to LED lighting in the factory

Solar power system installed on the factory roof

Environmental Initiatives: Climate Change

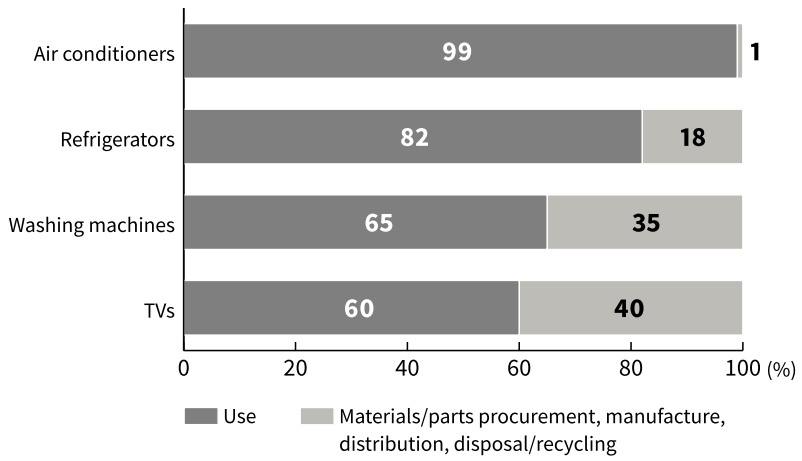
Product Life Cycle Assessment

Identifying and Reducing Environmental Impacts throughout the Life of Products

Sharp performs a life cycle* assessment (LCA) on its products to identify their impact on the environment throughout their life cycle the results in product planning and development.
Consumer electronics generally have a large impact on the environment during use. Thus, by focusing on improving their energy savings, overall environmental impact can be effectively reduced.

* The life of a product from materials and parts procurement to manufacture, distribution, use, disposal, and recycling.

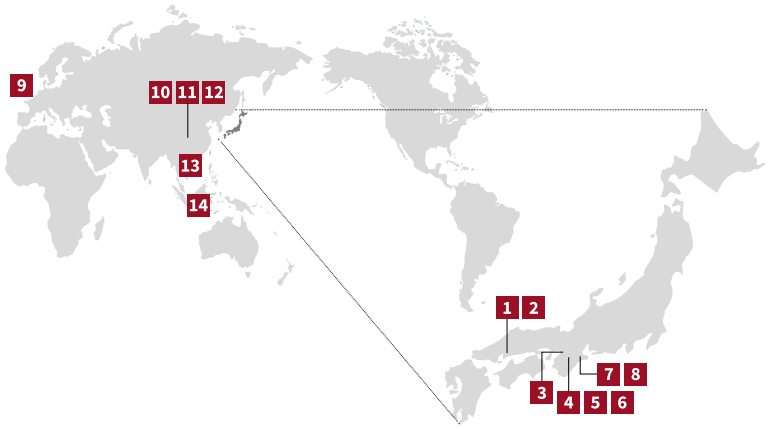
■ Life Cycle CO_2 Emissions by Percentage of the 4 Types of Appliances



Utilizing Renewable Energy

Sharp has introduced the use of PV systems and other power sources to its domestic and overseas production bases and is advancing the use of renewables to do its part to create a net-zero society. In fiscal 2024, the amount of renewable energy was 367.13 million kWh. The proportion of renewable energy in Sharp's electricity consumption increased to 25%. In-house solar power generation was 6.99 million kWh.

■ Solar Power Systems at Sharp Bases Worldwide



Domestic Bases	
No.	Name
1	Hiroshima
2	Fukuyama
3	Yao
4	Katsuragi
5	Nara
6	Tenri
7	Kameyama
8	Mie
Overseas bases	
No.	Name
9	SUKM (UK)
10	NSEC (China)
11	SOCC (China)
12	WSEC (China)
13	SATL (Thailand)
14	SEID (Indonesia)

Solar power systems installed on the roofs of Sharp production bases
(left: Kameyama in Japan; right: NSEC in China)

Environmental Initiatives: Climate Change

Utilizing Renewable Energy

Example

"Life Eee Connect" Service Wins the Director-General of the Agency for Natural Resources and Energy Award at the New Energy Award 2024

Sharp's energy management service "Life Eee Connect," which integrates solar power systems with home appliances and residential equipment to reduce electricity costs, has won the Director-General of the Agency for Natural Resources and Energy Award in the product and service category at the New Energy Award 2024, organized by the New Energy Foundation (sponsored by the Ministry of Economy, Trade and Industry). The New Energy Award is a system that recognizes excellent examples of the development of equipment and services related to new energy and the use of distributed energy, with the aim of promoting the introduction of new energy such as solar power.
"Life Eee Connect" is an energy management service that intelligently controls home appliances and residential equipment on behalf of customers using Sharp's proprietary AI in households with installed solar power systems. This service, which applies AI control developed through battery control, was launched in November 2023 as the industry's first service to reduce electricity purchases by integrating control of solar power systems with home appliances and residential equipment. So far, it has achieved integration with air conditioners, water heaters, refrigerators, and front-loading washer/dryers.

The service was recognized for its effective use of surplus electricity through AI control of home appliances and residential equipment, achieving efficient electricity cost reduction, and for utilizing the common communication standard for IoT devices, "ECHONET Lite," making it applicable to appliances and residential equipment from other manufacturers. These factors led to this award. Sharp will continue to expand services utilizing solar power systems and battery systems, contributing to the achievement of carbon neutrality for society as a whole.

令和6年度
新エネ大賞受賞

資源エネルギー庁長官賞
「業界初、AIにより再エネを
最大活用し家電の電気代を削減する
『Life Eeeコネクト』サービス」

(商品・サービス部門)
主催：一般財団法人新エネルギー財団

Image of the "Life Eee Connect" service

Environmental Initiatives: Climate Change

Reducing Logistics-Related Environmental Impact

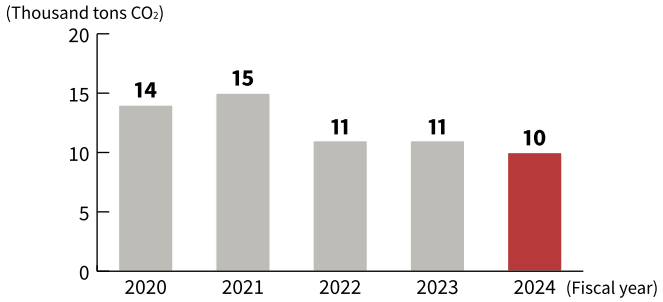
Reducing the Environmental Impact of Logistics in Japan

Sharp observes a rule set forth in the Japanese Energy Conservation Act*1 that requires specified shippers to reduce energy intensity by 1% or greater per year. All Sharp Group companies in Japan are working to reduce the environmental impact and costs associated with logistics.

In fiscal 2024, Sharp Group greenhouse gas (GHG) emissions from shipping activities in Japan were 10,000 tons CO_2. For Sharp Corporation, energy intensity was improved by an average of 8% for the most recent five years (fiscal 2020 to 2024). Sharp is steadily implementing a modal shift*2, a change from conventional trucking to more environmentally friendly modes of transport, such as shipping (non-international coastal trading vessels) and rail (Japan Railways containers). And, by unloading imported goods at harbors chosen for their proximity to their main sales locations, Sharp is reducing re-transport between distribution centers. These efforts enable Sharp to reduce the environmental impact of its distribution activities. For shipments, Sharp has been certified with an Eco Rail Mark*3 by the Ministry of Land, Infrastructure, Transport, and Tourism and the Railway Freight Association.

*1 Act on Rationalization of Energy Use and Shift to Non-Fossil Energy
*2 To shift freight transport from conventional trucking to more environmentally friendly modes of transport, such as rail and shipping.
*3 Products or companies that use a certain amount of rail transport for freight are given Eco Rail Mark certification. The mark is used on items such as product packaging and brochures to inform the public that a company uses environmentally friendly modes of transport.

■ GHG Emissions from Freight Shipments (Japan)



Eco Rail Mark certification

Reducing the Environmental Impact of International Logistics

Sharp has a wide range of initiatives to reduce the amount of GHGs that are emitted as a result of international shipping. The company is reducing airfreight volume as it switches to environmentally friendly modes of transport, and it is also improving load efficiency. Further, it is reviewing shipping routes and switching to harbors that are closer to the final destinations for products. Sharp is also switching to suppliers located closer to its factories.

Environmental Initiatives: Resource Recycling

Approach to Resource Recycling

Towards the Realization of a Circular Economy

Sharp has provided the world with diverse value through the new products it creates but, at the same time, has consumed a large amount of resources. By making greater efforts to use resources more effectively and to provide maximum value with minimal resources, Sharp aims to foster a circular economy that will result in the realization of a recycling-based society. Specifically, Sharp focuses on the three areas of products, manufacturing, and recycling to create environmentally friendly products and devices, develop environmentally beneficial technologies, reduce the environmental impact of its business activities, recycle used products, and pursue other efforts across a wide range of domains.

Three-Area Approach

(1) Products: Sharp performs environmentally conscious design and life cycle assessments for newly developed products and strives to reduce virgin plastics and waste by conserving resources, extending product life, and using recycled materials. Sharp has also put into practical use a closed-loop material recycling technology that reuses plastics collected from used home appliances as components for new home appliances.

Keywords: Virgin plastics | Closed-loop material recycling technology

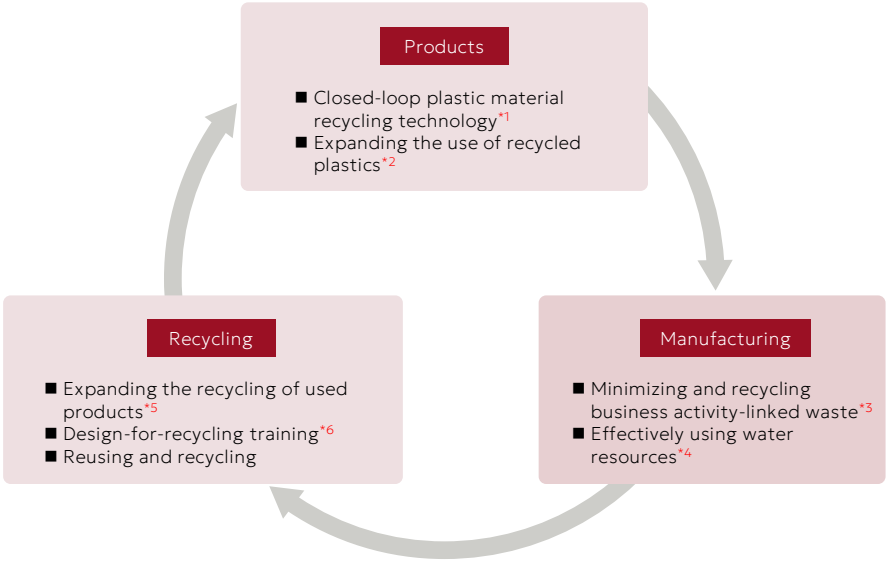
(2) Manufacturing: Sharp aims to reduce the environmental impact of its factories through the efficient use of resources. Sharp is working to reduce and recycle waste generated in the manufacturing process, while also actively reducing water withdrawal and recycling wastewater from processes in order to make effective use of water resources.

Keywords: Waste | Water resources

(3) Recycling: In addition to collecting and recycling used products, Sharp provides employees with design-for-recycling training and tours of recycling factories.

Keywords: Recycling used products | Design-for-recycling training

■ Resource Recycling Focus Areas



*1 See page 050. *2 See page 051 *3 See page 056. *4 See page 058. *5 See page 053. *6 See page 054.

Environmental Initiatives: Resource Recycling

Reducing Virgin Plastics

Approach to Reducing Virgin Plastics

Due to their usefulness, plastics are used in a wide range of products, containers, and packaging, making them essential materials in modern society. At the same time, however, the recycling of plastics is becoming increasingly important both domestically and internationally, prompted by issues such as ocean plastic pollution and the depletion of oil resources.
Sharp has set a medium-term target for virgin plastics in order to strengthen its efforts to reduce the amount of virgin plastics used in its products and packaging. To achieve this target, Sharp has established a subcommittee and is working to use more plastic alternatives, recycled plastics, and bioplastics.

Medium-Term Target for Virgin Plastics

To ensure its efforts aimed at resource recycling, Sharp has joined the Circular Partners*1 and has set the following target as it works to help realize a circular economy.

*1 A Ministry of Economy, Trade and Industry (Japan)-led partnership between industry, government, and academia, which is focused on the circular economy.

Target indicator	Percentage of products using recycled plastics or bioplastics among new products for the reporting year
Target level	70% or more
Target year	Fiscal 2030

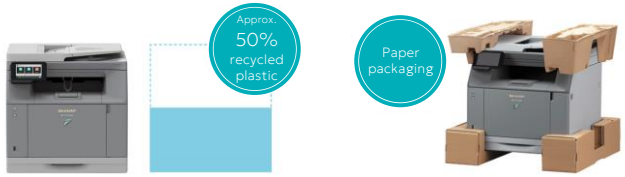
Virgin Plastic Reduction Subcommittee

In order to steadily advance its efforts to reduce the amount of virgin plastics used, Sharp has established a Virgin Plastic Reduction Subcommittee comprised of in-house engineers. This subcommittee holds discussions on virgin plastic reduction and shares relevant information and trends.

Examples of Virgin Plastic Reduction

In order to reduce the amount of virgin plastics used, Sharp is actively working to switch to plastic alternatives and to adopt recycled plastics and bioplastics.

■ Examples of Virgin Plastic Reduction

Packaging and products	**Using recycled plastics and less plastic** The MFP main body is made of approximately 50% recycled plastic, and packaging materials like corrugated cardboard and other eco-friendly materials are used in place of polystyrene foam, significantly reducing the amount of plastic waste. 
Products	**Example of recycled plastic use** Smartphone casing is made of approximately 60% recycled plastic.
	Example of bioplastic use The egg tray included with Plasmacluster refrigerators*2 uses a biomass composite plastic containing bamboo powder, which has antibacterial properties*3.

*2 Fit63 series: SJ-MF55P/MF51P/MF46P/MF43P/MW46P
*3 Tester: Kaken Test Center General Incorporated Foundation; Test method: JIS Z 2801 antibacterial test; Antibacterial method: 2,6-dimethoxy-1,4-benzoquinone and tannin; Test subject: Egg tray; Test result: Antibacterial effect of over 99%

Environmental Initiatives: Resource Recycling

Environmental Technologies That Contribute to a Sustainable, Recycling-Based Society

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Consider ways to add value to polystyrene ■ Expand use of recycled plastics in products	■ Completed basic development for HIPS horizontal recycling ■ Newly adopted for refrigerators, MFPs, and air purifiers	★★★	■ Practical application of recycled HIPS ■ Expand use of recycled plastics in products

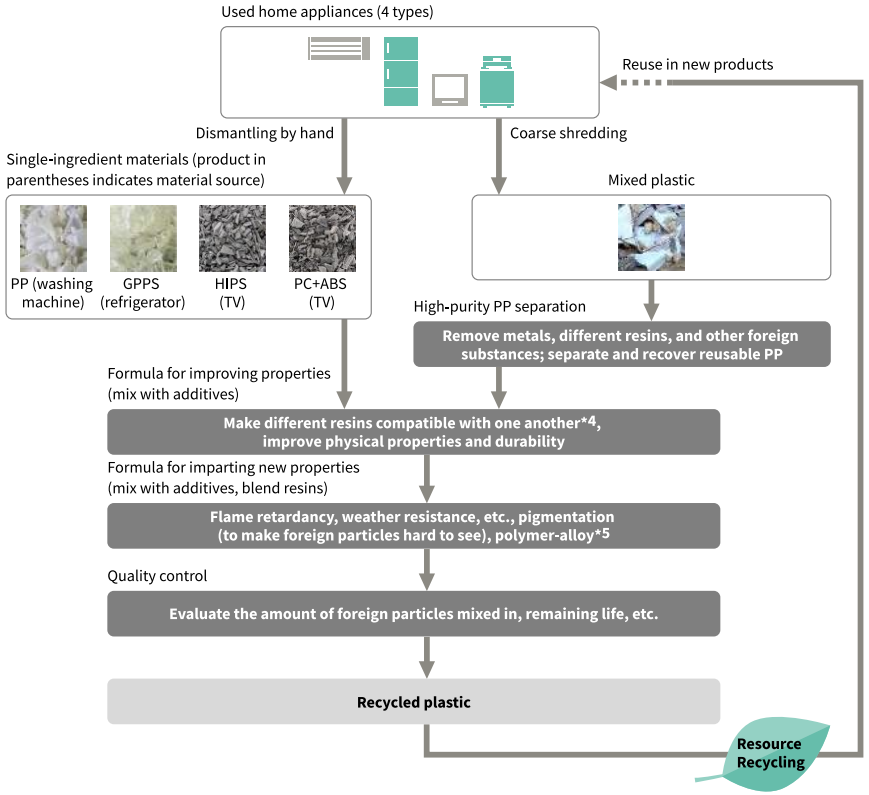
Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Expanding the Use of Recycled Plastics

In recycling materials, such as when end-of-life plastic is reused to make new products, the open-loop material recycling scheme is commonly adopted. It involves reusing recycled materials to make things like daily necessities and sundries. The majority of these are used only once and disposed of as municipal waste.
As opposed to this type of recycling, Sharp and Kansai Recycling Systems Co., Ltd.*1 jointly developed closed-loop plastic material recycling technology with a view to making better use of finite resources and reducing waste. This technology enables the repeated recovery of plastic from used consumer electronics products as well as the reuse of that plastic in parts of new consumer electronics products. The technology has been in practical use since fiscal 2001, when the Act on Recycling of Specified Kinds of Home Appliances (Home Appliance Recycling Act) was enacted in Japan.
Sharp has been striving to make more plastic recyclable through the development of new technologies. These include a technology for recovering high-purity polypropylene (PP) from mixed plastic parts and parts that contain metal; a technology for improving the properties of recovered PP, HIPS*2, and PC+ABS*3 materials so that their quality is on a par with that of virgin materials; a technology that gives materials added value by imparting properties such as flame retardancy, weather resistance, and an antibacterial property, with the aim of expanding applications for recycled plastic; and a quality-control technology for ensuring optimal quality. Thanks to the development and introduction of these technologies that integrate everything from recovery to quality control, Sharp has been able to establish closed-loop material recycling to produce high-grade recycled plastic.

*1 A consumer electronics recycling company established in Japan with joint investment from Sharp, Mitsubishi Materials Corporation, and four other companies.
*2 High-impact polystyrene (general-purpose polystyrene [GPPS] given impact resistance by adding rubber).
*3 A polymer alloy of polycarbonate and acrylonitrile, butadiene, and styrene (a resin given new properties as a result of mixing in several types of polymers).

■ Recycling Plastic Recovered from the 4 Types of Home Appliances



*4 Blending multiple types of resins uniformly and finely dispersed into one another at the molecular level.
*5 A resin given new properties as a result of mixing in several types of resins.

Environmental Initiatives: Resource Recycling

Environmental Technologies That Contribute to a Sustainable, Recycling-Based Society

Expanding the Use of Recycled Plastics

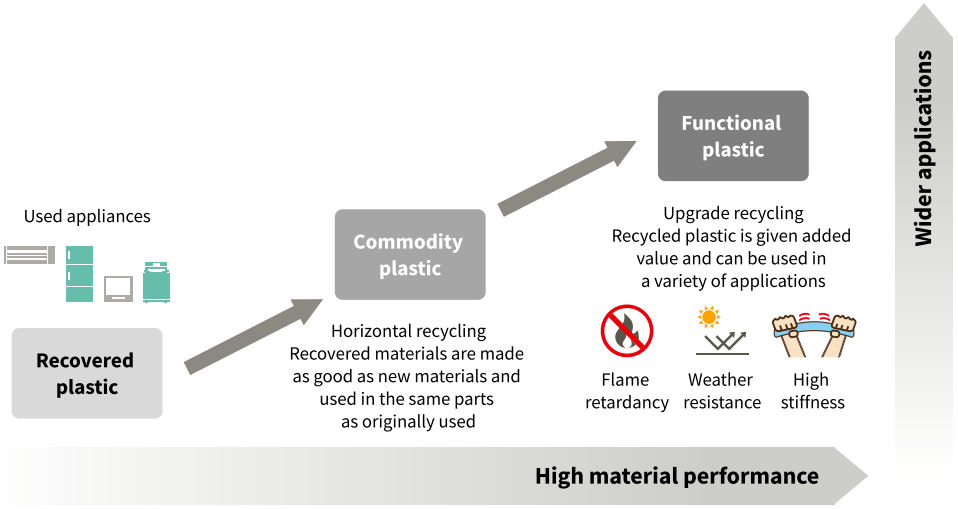
Sharp is pursuing greater recycling of used plastics, not only through horizontal recycling, in which used plastics are made as good as new material and incorporated into the same parts as they were originally used, but also through upgrade recycling, in which the recycled plastic is given added value with flame retardancy, weather resistance, high stiffness, or color.

In fiscal 2024, Sharp developed white recycled polypropylene using polypropylene recovered from used refrigerators as the raw material. This provides a significant improvement in appearance, which was a challenge for recycled plastics, while maintaining the physical properties and durability required for home appliances. Sharp has adopted this material for use in the exterior parts of its refrigerators.

Traditionally, recycled plastics have been limited to use in internal parts due to appearance issues, such as black spots caused by impurities, like environmental dirt and foreign matter, and uneven coloring caused by variations in raw materials. Now, thanks to technology jointly developed with Kansai Recycling Systems, the entire process from separation, collection, and sorting of the raw materials to recycling has been optimized. By using Sharp's proprietary recycling technology, it has become possible to mass-produce high-quality white recycled plastic that can be used in the exterior parts of home appliances. This technology makes it possible to expand the scope of application of recycled plastic and is, therefore, expected to further increase the rate of recycled plastics used in products.

Additionally, as a new initiative, Sharp is pursuing the development of recycled high-impact polystyrene (HIPS) made from polystyrene recovered from used home appliances. Polystyrene is one of the main types of plastic used in home appliances, but, because it is susceptible to thermal degradation and the adverse effects of foreign matter, it is difficult to utilize in horizontal recycling via conventional technology. Thus, until now, it has been used for things like everyday items and miscellaneous goods. In fiscal 2024, Sharp completed the basic development of technology needed to separate and recover polystyrene, as well as development of formulation technology to improve the physical properties of polystyrene to the same level as new material. Moving forward, Sharp will work to steadily advance development of durability and mass production technologies, with a goal of achieving practical application by fiscal 2025.

■ Used Plastic Recycling Method



■ Examples of Colored Recycled Polypropylene Use

Used refrigerator parts are crushed into recyclable plastic (pellets)

Recycled into new refrigerators

Environmental Initiatives: Resource Recycling

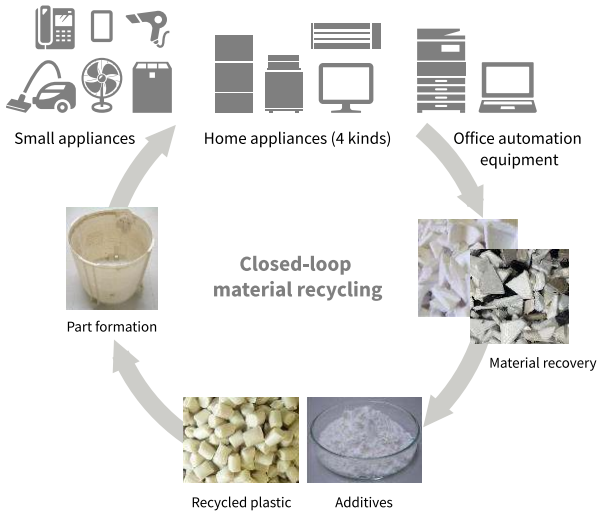
Environmental Technologies That Contribute to a Sustainable, Recycling-Based Society

Establishing a Circular Economy

The use of recycled plastics developed through Sharp's own closed-loop material recycling technology was extended to refrigerators, air conditioners, washing machines, and small appliances released in fiscal 2024. In fiscal 2024, the cumulative total amount used since fiscal 2001 reached 21,000 tons.
In fiscal 2024, Sharp began using recycled PC+ABS from flat-panel TVs for parts in MFPs that require environmental labels*. Sharp will expand this plastic recycling technology, which began with four types of home appliances, to a wider range of other Sharp products in an effort to reduce the environmental impact of its products. Moving forward, Sharp aims to expand closed-loop material recycling to all of its products, not just these four home appliances, to contribute to the realization of a circular economy.

*Labels are given to products and services to certify that they help reduce the environmental impact on the Earth. EPEAT, Blue Angel, Eco Mark, others.

■ Establishing a Circular Economy



Related information: >
Closed-Loop Plastic Material Recycling Technology

■ Examples of Recycled Plastic Use

Washing machine

Refrigerator

Air conditioner

Stick vacuum cleaner

Ceramic fan heater

Air purifier

Car Plasmacluster Ion generator

MFP

Handheld device (Handy Terminal) charger

Product	Part	Recycled Plastic	Source
Washing machine	Washing tub	PP	Washing machine tub
Refrigerator	Duct cover, pump cover		Refrigerator vegetable case
	Shower duct cover, refrigerator divider, other		
	Evaporator cover		Washing machine spin tub, balancer, other
Air conditioner	Condensation cover, motor holder		
Stick vacuum cleaner	Stand, nozzle, other		Air conditioner, refrigerator, and washing machine parts
Ceramic fan heater	Casing	Flame-retardant PP	
Air purifier	Power supply box	Flame-retardant HIPS	Flat-panel TV back cabinet
Car Plasmacluster Ion generator	Internal parts	Flame-retardant PC+ABS	Flat-panel TV back cabinet
MFP	LCD holder, other		
Handheld device (Handy Terminal) charger	Charger		

Environmental Initiatives: Resource Recycling

Expanding the Recycling of Used Products

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Improve conveyance efficiency of washing machine line and reduce burden on workers	■ Conveyance efficiency improved by approx. 29%	★★	■ Improve refrigerator line compressor processing efficiency

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Sharp's Stance on Recycling Used Products

Sharp collects and recycles used products in compliance with the recycling laws and regulations of the respective country or region. Through the effective use of limited resources, Sharp is, in cooperation with consumers and recyclers, contributing to the realization of a sustainable society.

Japan: Recycling 4 Kinds of Home Appliances in Japan (Air Conditioners, TVs, Refrigerators, and Washing Machines)

As a member of the B Group*1 for home appliance recycling, Sharp has constructed—and is operating—a highly efficient recycling system consisting of 19 recycling plants in Japan. In fiscal 2024, Sharp collected 2.297 million units (up 1% over the previous fiscal year) of the four types of appliances covered by the Home Appliance Recycling Act. The processed and recycled weight amounted to approximately 64,000 tons (down 1% over the previous fiscal year). For all four appliance types, Sharp's rate of recycling exceeded the legally stipulated levels.

*1 The B Group consists of Sharp Corporation, Sony Corporation, Hitachi Global Life Solutions, Inc., Fujitsu General Ltd., Mitsubishi Electric Corporation, and other companies.

■ Sharp Corporation's Recycling Results for 4 Home Appliance Types (Fiscal 2024)

Note: All figures are rounded down to the nearest whole number.

	Unit	Air Conditioners	CRT TVs	Flat-Panel TVs	Refrigerators/ Freezers	Washing Machines/ Dryers	Total
Units collected from designated collection sites	1,000 units	360	62	985	442	442	2,297
Processed and recycled units	1,000 units	351	63	989	439	439	2,286
Processed and recycled weight	Tons	14,219	1,349	14,934	25,548	17,933	73,986
Recycled weight	Tons	13,540	1,002	12,944	20,551	16,937	64,976
Recycling rate	%	95	74	86	80	94	–
Legally required recycling rate	%	80	55	74	70	82	–

Toward Making Better Use of Resources

Sharp and Kansai Recycling Systems Co., Ltd.*2 have joined forces to make effective use of resources and to improve recycling efficiency.
In the recycling process, the unloading of containerized washing machines has, up until now, been done manually, but as front-loading washing machines weigh between 60 kg and 80 kg, this was physically demanding for the workers. Therefore, in fiscal 2023, Sharp introduced a tilting device that automatically loads washing machines into the supply work area, and, in fiscal 2024, it introduced a transport conveyor to improve work efficiency and safety. As a result, conveyance efficiency has improved by 29% and work efficiency has improved by 3%.

*2 A consumer electronics recycling company established in Japan with joint investment from Sharp, Mitsubishi Materials Corporation, and four other companies.

Washing machine conveyor line

Tilting device

Environmental Initiatives: Resource Recycling

Expanding the Recycling of Used Products

Recycling Used Products and Communicating with Local Communities

In accordance with the Home Appliance Recycling Act, Kansai Recycling Systems Co., Ltd. recycles four types of used home appliances (air conditioners, TVs, refrigerators, washing machines) in Hirakata, Osaka Prefecture and Iga, Mie Prefecture. Kansai Recycling Systems publicizes its activities by collaborating with the local government and board of education to, for example, give factory tours to elementary and junior high students and lead classes at their schools. As well, the company recently took part for the first time in a careers event*1 for junior and senior high school students. In fiscal 2024 the company welcomed a total of 1,695 visitors from Japan and overseas, bringing the cumulative visitor total to more than 33,000 people. Kansai Recycling Systems also continued to participate in off-site lectures and local events*2. These included a washing machine dismantling demonstration and a participatory washing machine lid dismantling.

*1 School lessons in which people working in various jobs are invited to lead the class and talk about their work, showing students how interesting work can be and widening their opportunities for the future.
*2 At Hirakata Eco Forum 2024 (February 10, 2024), the company demonstrated how a washing machine is dismantled; at Holantotte Hirakata Resource Recycling Symposium (March 9, 2025), participants could try dismantling a washing machine lid.

At local events
Left: Demonstration of dismantling a washing machine
Right: Young participants dismantle a washing machine lid

Design-for-Recycling Training

Sharp is committed to considering the whole life cycle of products it manufactures. Together with Kansai Recycling Systems—where four kinds of Sharp products are recycled—Sharp has been holding design-for-recycling training for product planners and designers. In November 2024, eight people including those in charge of TVs took part, and in April 2025, 25 people in charge of white goods took part in the training.

The training emphasized the importance of designing products with an eye to their eventual recycling, with a focus on plastic material recycling. It also included a tour of the recycling plant. Participants practiced dismantling products, including a fully automatic washing machine in use for over a decade, an air conditioner with automatic filter cleaning, a refrigerator, and an OLED TV, which came under the Home Appliance Recycling Act in fiscal 2024. They saw how the ease of dismantling depends on the fastening method used—for example, whether the product is held together with screws—and learned the importance of separating components into discrete material types. They also learned about material labeling and design considerations in ensuring high-quality recycling and listened to feedback from the workers. Participants gained a better understanding of the recycling process, and expressed a desire to focus on achieving both quality and recyclability in their future designs. We will continue to foster awareness within the company so that we can pursue manufacturing that considers everything from material selection to end-of-life recycling.

Dismantling a TV

At a lecture

Reusing and Recycling Copiers and MFPs in Japan

Sharp is reusing and recycling copiers and MFPs collected both through Sharp distribution channels and through common industry channels. The company is also collecting used toner cartridges and remanufacturing them to the same quality standard of new products, thus assuring that customers will always get the same high quality. Sharp designs its toner cartridges for easy reuse and recycling. This ensures durability and reduces the amount of time needed to reprocess used cartridges.

Environmental Initiatives: Resource Recycling

Expanding the Recycling of Used Products

North America

In 2007, Sharp's American manufacturing and sales base SEC established MRM (Electronic Manufacturers Recycling Management Company, LLC)*1 to manage recycling of AV products. Growing nationwide efforts have seen a total of 2,050 collection points established for used products. MRM operates in accordance with the laws and regulations of each state and recycled a total of 62,000 tons of used products in fiscal 2024.
In addition, since 2008, as part of its efforts to protect the environment and reduce landfill waste, SEC has been working with recycling companies to recycle all Sharp consumables, including toner cartridges, bottles, toner collection containers, and drum units. SEC encourages recycling by covering the materials and costs required to return used products.

*1 MRM is a joint venture with Panasonic Corporation of North America and Toshiba America Consumer Electronics, LLC.

Canada

With the cooperation of its recycling partner, EPRA (Electronic Products Recycling Association), Sharp's Canadian sales base SECL recycled more than 201,405 kg of Sharp products in Ontario in 2024. This includes electronics across all product sectors, including printers, displays, and consumer products.
SECL and EPRA are committed to complying with Ontario regulations, which require more products to be recycled each year. SECL's goal for 2025 is to recycle 236,997 kg of electronic devices, and the company has concluded an agreement with EPRA to achieve this goal.

Sweden

Sharp's sales base in Sweden, SBS-SE, has launched a new partnership program called the Circular Ambassador Program in collaboration with Inrego AB to promote circular business as an ambassador while also expanding partnerships with other businesses in the Nordic region.
SBS-SE achieved 26,501 kg CO_2e*2 in recycled products and received a certificate from Inrego. This is equivalent to the energy needed to run 2,544 refrigerators for a year, to heat 106 apartments for a year, or to drive around the world four times.

*2 CO_2e: CO_2 equivalent

Certificate

Australia

Sharp's Australian sales base SCA is a member of the APCO (Australian Packaging Covenant Organisation) and is a signatory to the Australian Packaging Covenant. Members agree to shared responsibility and joint efforts. SCA works with government and industry to achieve sustainable packaging through material reduction, design, specific recycling rates, landfill waste reduction, alternative materials, and circular economy activities.
SCA also uses Ecycle Solutions to collect e-waste and expanded polystyrene from its work sites and warehouses. Ecycle Solutions is approved and monitored by the local government to ensure minimization of waste to landfills by recycling in the correct manner. In addition, SCA is introducing similar systems at its partner locations.

Environmental Initiatives: Resource Recycling

Minimizing and Recycling Business Activity-Linked Waste

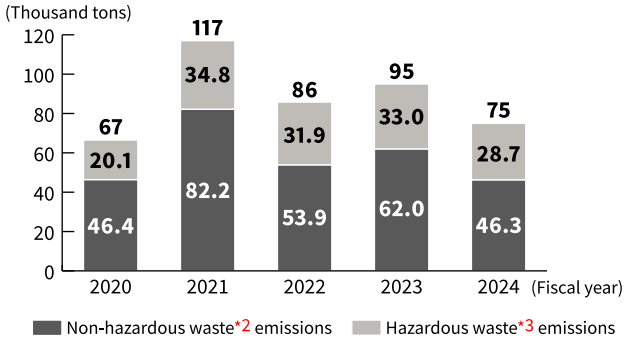
Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Final landfill disposal rate of less than 0.5%	■ Final landfill disposal rate 0.33%	★★	■ Final landfill disposal rate of less than 0.5%

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

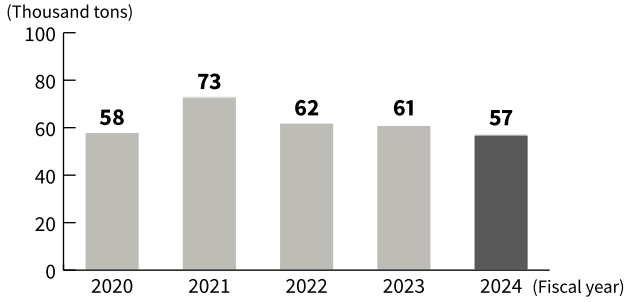
Curbing the Amount of Waste, etc. Generated

Sharp has been working to reduce waste and to recycle as much of it as possible in an effort to contribute to building a circular economy.
In fiscal 2024, the amount of waste, etc. generated by Sharp decreased by 21% compared to the previous fiscal year to 75,000 tons. The amount of recycling was 57,000 tons. Meanwhile, the final landfill disposal rate was 0.33%—low enough to achieve our third year in a row of zero discharge to landfill*1 on a global scale. Sharp will continue to strengthen waste-reduction efforts at overseas bases while maintaining global zero discharge to landfill.

■ Amount of Waste, etc.



■ Amount of Recycling

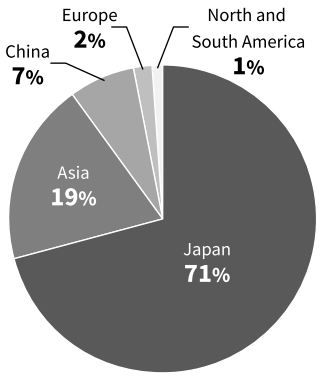


Appropriate Storage and Management of PCB Wastes

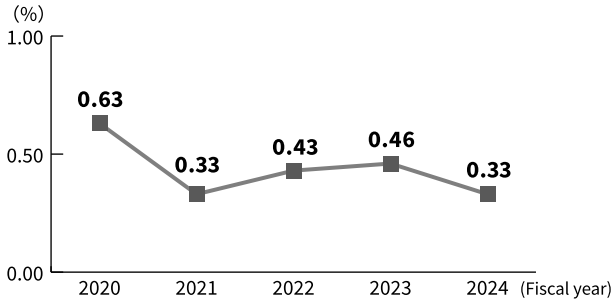
In Japan, Sharp properly stores and manages waste PCB (polychlorinated biphenyls) in accordance with the Act on Special Measures Concerning Promotion of Proper Treatment of PCB Wastes. Sharp has completed processing of all high-concentration waste PCB in fiscal 2022. As for the remaining low-concentration waste PCB, Sharp is on track to finish processing them at the earliest date possible.

*1 Sharp defines "zero discharge to landfill" as a final landfill disposal rate of less than 0.5%. Final landfill disposal rate (%) = Amount of landfill disposal 1 amount of waste, etc. generated 0 100.
*2 Of general waste and industrial waste, waste that contains no hazardous substances.
*3 Waste designated as 'specially controlled industrial waste' in Japan and as 'hazardous' in countries/regions around the world.

■ Waste, etc. by Region (Fiscal 2024)



■ Final Landfill Disposal Rate



Environmental Initiatives: Resource Recycling

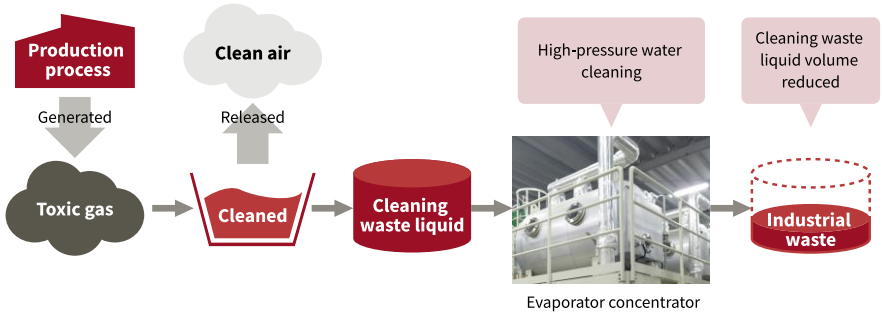
Minimizing and Recycling Business Activity-Linked Waste

Example

Reducing Industrial Waste through Cleaning of Waste Liquid Concentrators

At the Kameyama Plant (Kameyama, Mie Prefecture), we strive to reduce the amount of industrial waste generated in the LCD production process.
The cleaning liquid (sodium fluoride) used to clean the toxic gases generated in the production of LCDs is reduced in volume in evaporator concentrators before being disposed of as industrial waste. The processing ability of the evaporator concentrator, however, decreases when it evaporates the waste liquid and crystals are generated.
In fiscal 2024, we began periodically cleaning the evaporator concentrators with high-pressure water to lessen the deterioration of their processing ability. This helped achieve an annual decrease of 1,320 tons.

■ Flow of Cleaning Waste Liquid Treatment Process



Environmental Initiatives: Resource Recycling

Effectively Using Water Resources

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Improvement rate of water intensity: 10% (baseline year: fiscal 2021)	■ Improvement rate of water intensity: 5% (baseline year: fiscal 2021)	★	■ Improvement rate of water intensity: 10% (baseline year: fiscal 2021)

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Sharp's Stance on Water Resources

Water resource problems are arising on a worldwide scale with the increase in the world's population, the economic growth of developing countries, climate change, and other factors. Sharp is striving to make effective use of water resources in line with the environmental conservation guidelines stipulated in Sharp's Basic Environmental Philosophy, the Sharp Group Charter of Corporate Behavior, and the Sharp Code of Conduct. In particular, Sharp recognizes that securing the water resources necessary for the production of LCDs and other electronic devices is a serious issue that could affect business continuity. That is why Sharp is pursuing the reduced use of new water and an increased use of recycled water.

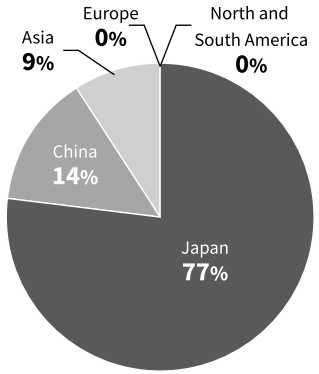
Reducing the Amount of New Water Used and Using More Recycled Water

The volume of new water used by Sharp in fiscal 2024 decreased by 5% compared to the previous fiscal year to 8.8 million m^3. The improvement rate of water intensity was 5%. To minimize the effects on business continuity of the risk of water shortages, Sharp assesses water risk at its plants using the Aqueduct assessment tool developed by the World Resources Institute (WRI). SATL, Sharp's production base in Thailand, is located in an area of highest risk. It is therefore reducing its use of new water by recycling water discharged from the production process and other sources.

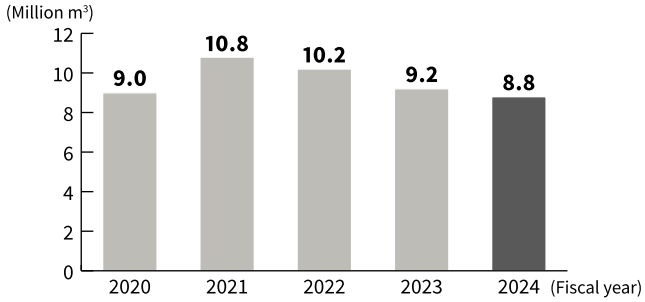
The Kameyama Plant (Kameyama, Mie Prefecture, Japan) and the Mie Plant (Taki District, Mie Prefecture, Japan) require a large amount of water in the production process for LCDs and other products. All of the water discharged from the production process is collected and reused via a closed-loop recycling system adopted at both plants. Through measures such as this, Sharp is maintaining a recycling rate* of at least 60%. Looking ahead, Sharp will pursue further water-use efficiency worldwide and boost production efficiency in accordance with business expansion.
In fiscal 2024, there were no litigation issues, fines, or penalties due to violations of water-related laws and regulations. There were also no serious water-related accidents.

* Recycling rate = Amount recycled 1 (amount of new water + amount recycled).

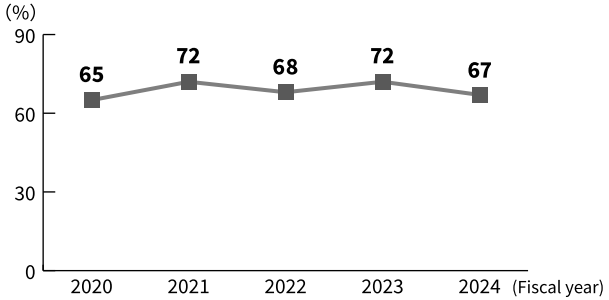
■ New Water Used by Region (Fiscal 2024)



■ Volume of New Water Used



■ Water Recycling Rate



Environmental Initiatives: Resource Recycling

Effectively Using Water Resources

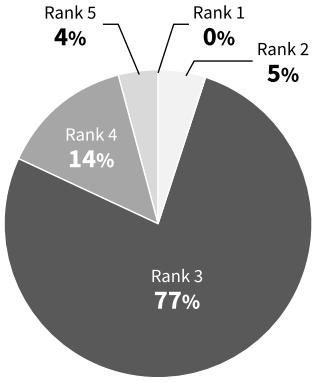
■ Water Used and Drainage by Region (Fiscal 2024)

(m³)

Region	Water withdrawal*1			Effluent					Amount consumed*3	Amount recycled
	Third-party water*2	Groundwater	Total	Surface water	Sewerage	Seawater	Groundwater	Total		
Japan	6,224,211	537,391	6,761,602	3,379,046	308,744	1,456,881	0	5,144,671	1,616,931	17,391,150
Asia	776,679	10,401	787,080	31,454	415,808	0	0	447,262	339,818	211,484
China	1,216,448	0	1,216,448	0	981,229	0	0	981,229	235,219	176,987
North and South America	171	0	171	0	171	0	0	171	0	0
Europe	7,763	0	7,763	0	7,418	0	0	7,418	345	0
Total	8,225,272	547,792	8,773,064	3,410,500	1,713,370	1,456,881	0	6,580,751	2,192,313	17,779,621

*1 Surface water, seawater, and produced water was 0.
*2 Industrial-use water and tap water.
*3 Water consumption = Water withdrawal – Effluent.
*4 Under Aqueduct, each region is assigned a water stress score. There are five levels, from rank 1 (low risk) to rank 5 (high risk).
*5 Areas with an Aqueduct water stress score of rank 4 or higher.

■ Volume of New Water Used by Water Stress Rank*4 (Fiscal 2024)



■ Volume of New Water Used in Water Stressed Regions*5 (Fiscal 2024)

(m³)

Region	Third-party water	Ground-water	Surface water	Seawater	Produced water	Total
Japan	34,685	0	0	0	0	34,685
Asia	729,517	0	0	0	0	729,517
China	835,645	0	0	0	0	835,645
North and South America	0	0	0	0	0	0
Europe	0	0	0	0	0	0
Total	1,599,847	0	0	0	0	1,599,847

Environmental Initiatives: Resource Recycling

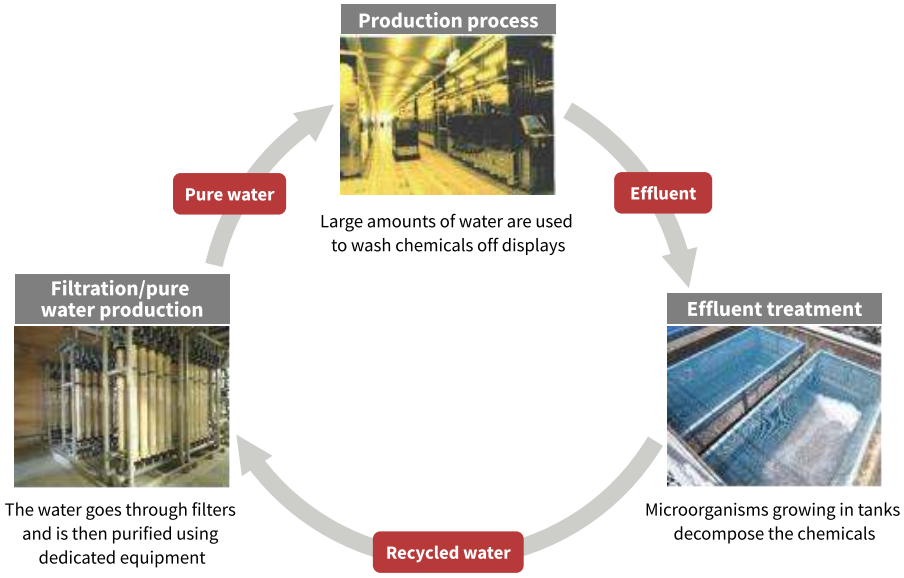
Effectively Using Water Resources

Example

Closed-Loop Water Recycling System

The Mie Plant (Taki District, Mie Prefecture) has adopted a closed-loop water recycling system to repeatedly recycle the large amount of water used for the production of displays. The water discharged from the production process contains chemicals that must not be released from the plant untreated. All of this water is collected and goes through steps such as passing through filters and biofiltration (the natural decomposition of chemicals using microorganisms), before being purified with dedicated equipment. The resulting water is used repeatedly in production.

■ Closed-Loop Water Recycling Flow

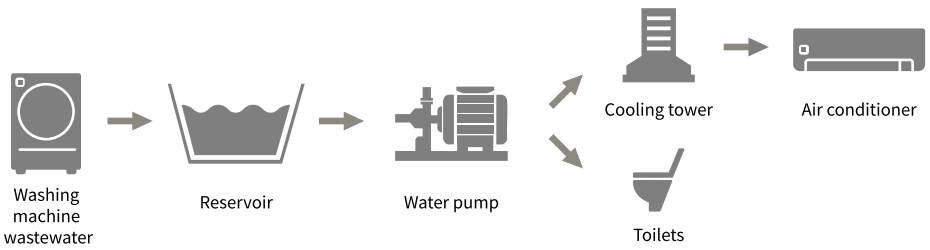


Example

Digital Monitoring of Water Meters and Recycling of Washing Machine Wastewater

SSEC, Sharp's production base in China, improved the efficiency of water resource use through digital monitoring of water meters and recycling of washing machine wastewater. For this, the company was honored as a Shanghai Water-Saving Demonstration Enterprise.
Water meters installed at SSEC connect to a digital monitoring platform. The meter sends water-use data in real time so that it can be confirmed on smartphones and PCs. This system monitors pipes in the entire plant 24-7 and enables immediate detection of water leaks. Furthermore, a proprietary SSEC washing water recycling system also contributes to the company's water savings. In the plant, large volumes of wastewater are generated in trial operation of washing machines. This wastewater is stored, then used as cooling water for air conditioning and as water for flushing toilets.

■ Flow of Washing Machine Wastewater Recycling



Environmental Initiatives: Safety and Security

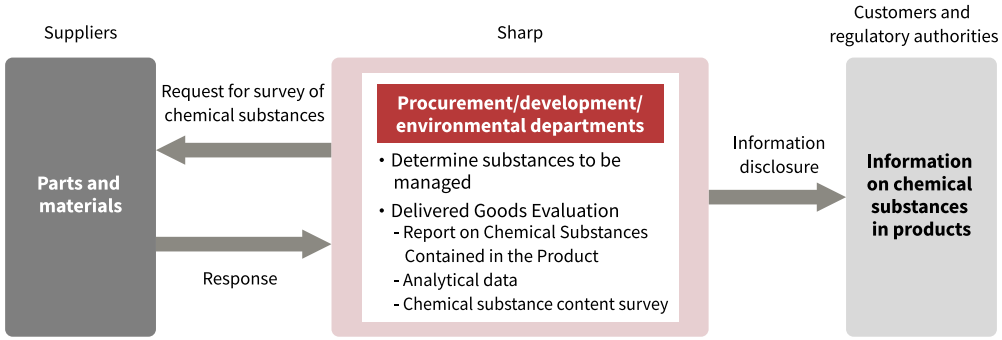
Sharp's Policy on Management of Chemical Substances

Sharp's products are built from a plurality of parts and materials and contain wide-ranging chemical substances. Our production processes at factories also use chemical substances.
Chemical substances are useful for enhancing the performance and quality of products, whereas some of them may have negative effects on the natural environment and human health. Today, regulations to manage chemical substances are implemented in many countries. Some include prohibited or restricted use of specified chemical substances and labeling requirements, and others require the management of information on product content data, reporting of the amounts discharged into the atmosphere and water areas, management of the working environment, and occupational health management.
In accordance with our Basic Environmental Policy of "Creating an Environmentally Conscious Company with Sincerity and Creativity," the Sharp Code of Conduct stipulates the management of chemical substances as follows, on the precondition of compliance with applicable environmental laws, regulations, and regional agreements.

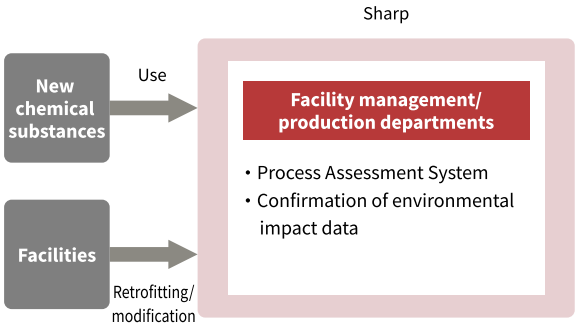
- We will work to compile information related to hazardous substances that might damage the environment or human health, and will not, as a matter of principle, make use of these hazardous substances in our products and services.
- We will ensure proper use and control, and also reduce our consumption of chemical substances in our business activities, including research, development, and manufacturing, at levels meeting or exceeding those stipulated by laws and regulations.

To "properly manage chemicals in order to protect people's health, the natural environment, and ecosystems" is another goal of Sharp. It is a long-term objective set in the SHARP Eco Vision 2050 long-term environmental vision in the safety and security field of action.
As an example of our efforts to manage chemical substances in products, we cooperate with our suppliers to manage information on chemicals contained in components and materials throughout the entire supply chain. For equipment and production at the factory-level, we have a process assessment system in place. This is a preliminary assessment of new chemical substances to be used or equipment retrofitted or modified for handling chemical substances and is performed to check their safety and environmental impact.

■ Chemical Substance Management System in the Product Supply Chain



■ Chemical Substance Management System in Manufacturing



Environmental Initiatives: Safety and Security

Managing Chemical Substances Contained in Products

Target Substances

In order to reduce environmental impacts of its products and to comply with chemical substance regulations in relevant countries, Sharp manages chemical substances contained in its products in accordance with its own management categories that take into account applicable laws and regulations in relevant countries, voluntary standards set by industry groups, and even potential future regulations.

Related information: > Standard Manual for Management of Chemical Substances Contained in Parts and Materials

Report on Chemical Substances Contained in the Product and Analysis Data

In order to ensure compliance with relevant countries' regulations, such as the EU's RoHS Directive*1, which prohibits the use of specific chemical substances in products, Sharp's suppliers submit a Report on Chemical Substances Contained in the Product before delivering new components or materials for the first time. Based on the chemical substance management categories, this report checks the content status of banned substances (both banned substances and substances banned depending on the application) and candidate substances to be banned.

Suppliers must also submit analysis data on the 10 substances*2 regulated under the EU RoHS Directive for confirmation of compliance with the regulatory requirements. Sharp performs annual reviews of these Reports on Chemical Substances Contained in the Product in order to ensure compliance with legal regulations on the prohibition of specific chemical content, which have been increasing in recent years.

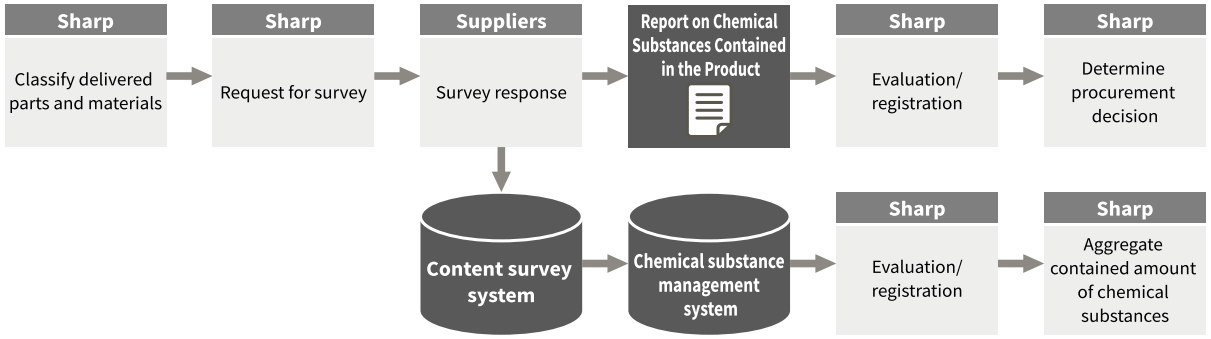
Chemical Substance Content Survey

In order to comply with legal regulations, including the EU REACH regulation*3, that oblige companies to communicate and disclose information on chemical substances contained in their products, Sharp conducts IT system-driven chemical substance content surveys. For information collection, Sharp utilizes chemSHERPA*4, an information sharing scheme compliant with the IEC 62474*5 international standard.

■ Chemical Substance Management Categories

Category	Description	Remarks
Banned substances	Substances that cannot be used for any purpose	● Substances whose inclusion in products is currently regulated or is expected to be regulated in the future under laws and regulations and on environmental labels in Japan or overseas ● Substances that Sharp regulates on its own initiative in advance of global trends because it is widely known that their environmental impact is high and alternative substances exist
Substances banned depending on the application	Substances regarded as banned by Sharp depending on the application (excluded applications)	
Candidate substances to be banned	Substances that are candidates for being banned; substances to be substituted if contained in products	● Substances expected to be banned in the near future under laws and regulations in Japan or overseas ● Substances that Sharp may ban in the future, depending on trends in laws and regulations, but that cannot be categorized as a Sharp banned substance at present because safety thresholds, ban dates, regulated applications (excluded applications), etc. have not been determined under laws and regulations
Managed substances	Substances for which it is necessary to ascertain whether the specified substance is present, the amount contained, and so on	● Substances for which disclosure of information on their usage status in products is required, or is expected to be required in the future, under laws and regulations and on environmental labels in Japan or overseas ● Substances for which customers have requested, or for which there is a possibility of being requested, that their usage status information in products be disclosed

■ Process for Managing Chemical Substances Contained in Products



*1 An EU directive on the restriction of the use of certain hazardous substances in electrical and electronic equipment.
*2 Lead, mercury, cadmium, hexavalent chromium, PBB, PBDE, DEHP, BBP, DBP, and DIBP
*3 A regulation covering the registration, evaluation, authorization, and restriction of chemical substances.
*4 An information sharing scheme developed under the leadership of the Japanese Ministry of Economy, Trade and Industry for the purpose of efficiently communicating information on chemical substances in products over the entire supply chain.
*5 An international standard on the procedures and details of information sharing in the supply chain for products and components in the electrical and electronics industry containing chemical substances.

Environmental Initiatives: Safety and Security

Effective Management of Chemical Substances Used at Factories and Their Risk Management

Sharp strives to minimize the risk of environmental pollution and accidents associated with chemical substances and to properly meet chemical substance regulations. To this end, Sharp controls chemical substances used at, and released from, its production bases by implementing the process assessment system and the monitoring and risk management of chemical substances. To minimize the environmental impact and ensure occupational safety, workers handling chemical substances go through regular education and training. They also receive regular health checks.

Process Assessment System

The process assessment system is Sharp's in-house system for preliminarily assessing the hazards, safety measures, and other factors of chemical substances. This assessment applies when a new chemical substance is to be introduced or when the procedure for handling chemical substances needs to be changed, for example. The system ensures that chemical substances are properly managed at all stages from procurement to disposal and that safety measures are implemented for the equipment handling them. It is designed to review the appropriate disposal of waste chemical substances, the proper treatment of exhaust gas and wastewater, and safety procedures for workers handling chemical substances, and to evaluate and determine the conditions for the safe use of chemical substances.
Chemical substances are grouped into four categories according to their gravity of impact on safety/health, hazard/explosion, and environmental conservation: legally banned substances, sensitive substances, managed substances, and registered substances. An appropriate management level is assigned to each category.

■ Chemical Substance Management Categories under the Process Assessment System

Category	Description
Legally banned substances	Chemical substances that are banned for production, etc. under laws and regulations. Substitutes for them need to be searched for.
Sensitive substances	Chemical substances that are not legally banned but are banned by Sharp for use due to their high levels of toxicity (acute toxicity/carcinogenicity) or hazards (explosiveness/flammability). Substitutes for them need to be searched for.
Managed substances	Chemical substances that have toxicity (corrosiveness/irritancy), hazards (combustibility/spontaneous combustibility), or other concerns but may be used under adequate control.
Registered substances	Chemical substances that have limited toxicity or hazards and thus may be used under specified control.

Monitoring and Risk Management of Chemical Substances

Sharp has established voluntary standards that are stricter than either the regulatory requirements or the levels agreed upon with local communities for chemical substances used at its production bases. These standards ensure the comprehensive monitoring and management of the target chemical substances released and transferred, as well as the concentrations and emissions of air and water pollutants.

Environmental Initiatives: Safety and Security

Release and Transfer of PRTR-Listed Substances

Sharp monitors and reports the release and transfer of chemical substances covered by the Japanese PRTR*1 Act. Of these PRTR chemicals, 24 were handled in Japan and five overseas*2 in quantities of 500 kg or more by one or more plants during fiscal 2024.

*1 PRTR: Pollutant Release and Transfer Register. A system that mandates the collection and dissemination of information, such as the amount of harmful chemicals discharged and transferred.
*2 Sharp defines target substances based on laws in Japan.

■ PRTR Data for Japan (Fiscal 2024)

(kg)

PRTR No.	Chemical	Amount Handled	Amount Discharged			Amount Transferred		Amount Consumed		Amount Removed
			Into Atmosphere	Into Public Water Areas	Into Soil	Into Sewerage	Into Waste, etc.	Contained in Products	Recycled	
1	Zinc compounds (water-soluble)	1,683	0	0	0	0	1,436	0	247	0
20	2-Aminoethanol	979,764	695	0	0	0	30,159	0	845,775	103,135
44	Indium and its compounds	22,272	0	0	0	0	3,873	2,324	16,075	0
80	Xylene	3,840	19	0	0	0	0	0	0	3,821
83	Cumene	560	0	0	0	0	10	0	550	0
135	2-methoxyethyl acetate	104,000	625	0	0	0	0	0	80,790	22,585
232	N, N-dimethylformamide	30,774	0	0	0	0	0	0	0	30,774
272	Copper salts (water-soluble, except complex salts)	57,413	0	0	0	0	44,074	11,024	1,450	865
343	Pyrocatechol (also called catechol)	2,585	0	0	0	0	2,585	0	0	0
374	Hydrogen fluoride and its water-soluble salts	619,677	1,932	0	0	378	356,340	0	35,101	225,926
401	1,2,4-benzenetricarboxylic 1,2-anhydride	1,636	0	0	0	0	495	856	285	0
405	Boron compounds	4,536	21	0	0	0	4,091	73	351	0
412	Manganese and its compounds	20,595	0	0	0	0	442	20,153	0	0
438	Methylnaphthalene	9,868	45	0	0	0	0	9,823	0	0
453	Molybdenum and its compounds	12,190	0	0	0	0	3,274	366	8,550	0
594	Ethylene glycol monobutyl ether	16,910	1,381	0	0	0	4,847	0	86	10,596
627	Diethylene glycol monobutyl ether	1,329,410	1,983	0	0	0	1,909	0	759,495	566,023
665	Cerium and its compounds	977	0	0	0	0	977	0	0	0
674	Tetrahydrofuran	6,075	469	0	0	0	1,506	0	0	4,100
677	Tetramethylammonium hydroxide	1,943,430	202	0	0	0	326,547	0	1,370,031	246,650
691	Trimethylbenzene	23,183	37	0	0	0	269	0	15,554	7,323
746	N-Methyl-2-pyrrolidone	124,198	2,595	0	0	0	8,836	0	85,193	27,574
751	2-(2-Methoxyethoxy)ethanol	4,498,117	923	0	0	0	6,382	0	2,882,296	1,608,516
752	1-Methoxy-2-(2-methoxyethoxy)ethane	14,901	0	0	0	0	11,533	1,828	1,540	0
Total		9,828,594	10,927	0	0	378	809,585	46,447	6,103,369	2,857,888

Environmental Initiatives: Safety and Security

Release and Transfer of PRTR-Listed Substances

■ Overseas PRTR Data (Fiscal 2024)

(kg)

PRTR No.	Chemical	Amount Handled	Amount Discharged			Amount Transferred		Amount Consumed		Amount Removed
			Into Atmosphere	Into Public Water Areas	Into Soil	Into Sewerage	Into Waste, etc.	Contained in Products	Recycled	
82	Silver and its water-soluble compounds	1,057	0	0	0	0	155	902	0	0
300	Toluene	7,933	7,933	0	0	0	0	0	0	0
591	Ethylcyclohexane	585	410	0	0	0	175	0	0	0
392	N-hexane	50,314	50,314	0	0	0	0	0	0	0
448	Methylenebis(4,1-phenylene) diisocyanate	1,488,652	0	0	0	0	28,190	1,460,462	0	0
Total		1,548,541	58,657	0	0	0	28,520	1,461,364	0	0

Environmental Initiatives: Safety and Security

Managing Environmental Load into Air and Water Areas

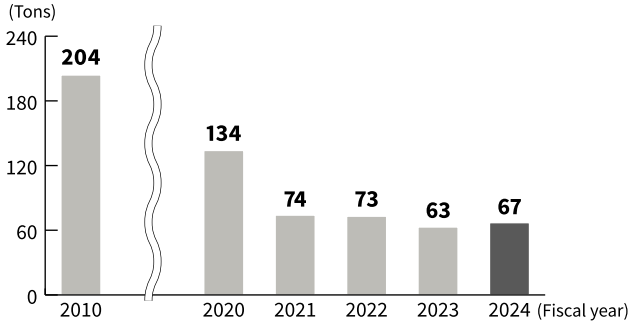
Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ VOC emissions into the atmosphere: 204 tons or less (fiscal 2010 levels)	■ VOC emissions into the atmosphere: 67 tons	★★	■ VOC emissions into the atmosphere: 204 tons or less (fiscal 2010 levels)

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Reducing VOCs

Sharp strives to reduce the volatile organic compounds (VOCs) it emits. It has set a target of keeping VOCs released into the atmosphere to no higher than fiscal 2010 levels (based on a voluntary action plan by the Japanese electrical and electronics industry). Fiscal 2024 VOC emissions were 67 tons, lower than the amount emitted in fiscal 2010 (204 tons), thus achieving the target.
Sharp is reducing VOCs with the installation of highly efficient abatement facilities in LCD production sites, a major source of VOC emissions.

■ VOC Emissions into the Atmosphere

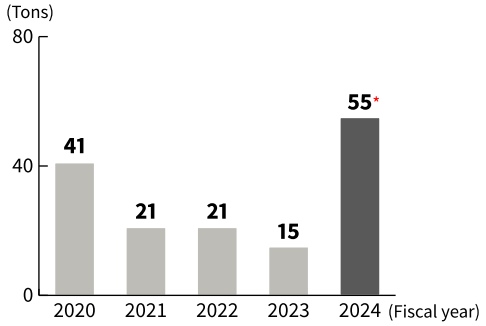


Managing Environmental Load into Air and Water Areas

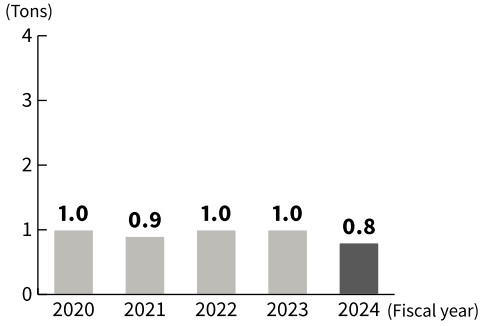
Sharp properly manages pollutants that affect air and water quality by establishing voluntary standards that are stricter than those set forth in laws and regulations and stricter than those agreed upon with local communities. It also actively conducts risk communication with local communities.

Atmospheric Emissions in Japan

■ NOx Emissions



■ SOx Emissions



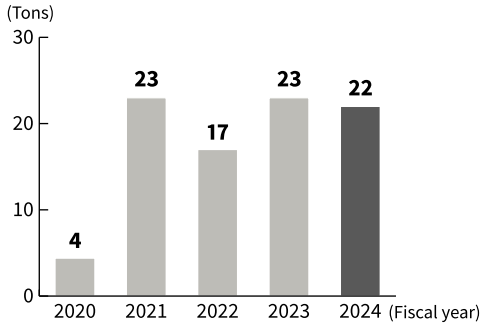
*Although emissions increased at some sites due to a change in the operation of NOx treatment equipment, Sharp still abided by pollution control agreements.

Environmental Initiatives: Safety and Security

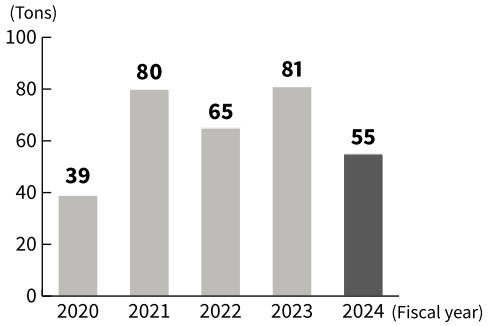
Managing Environmental Load into Air and Water Areas

Emissions into Water Areas in Japan

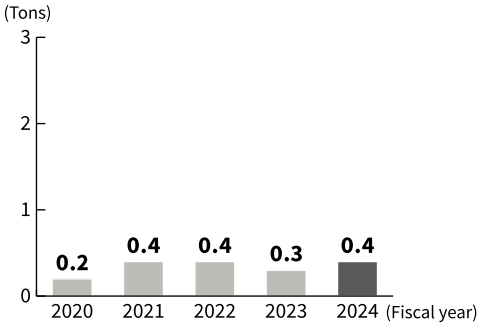
■ COD (Chemical Oxygen Demand)



■ Nitrogen Pollutant Load



■ Phosphorous Pollutant Load



Risk Management of Soil and Groundwater Pollution

Sharp has established and is appropriately applying in-house standards to minimize the risk of environmental pollution and accidents caused by chemical substances. It also strives to prevent such incidents from occurring by taking multi-layered leakage prevention measures at facilities that handle chemical substances. For plants where chlorine solvent contamination was found in the past, Sharp regularly notifies local government authorities and others of the cleanup progress.

Example

Analyzing Plant Wastewater Samples

The Nara Plant in Yamatokoriyama, Nara Prefecture, conducts its own monthly voluntary checks on plant wastewater. It also works with the Yamatokoriyama city government to analyze wastewater four times a year, as part of its risk communication activities. Each party conducts its own analysis, before sharing their results and exchanging insights. This process gives Sharp the opportunity to build strong relationships with everyone involved.

Wastewater sampling and analyses

Environmental Initiatives: Biodiversity Protection

Protecting Biodiversity

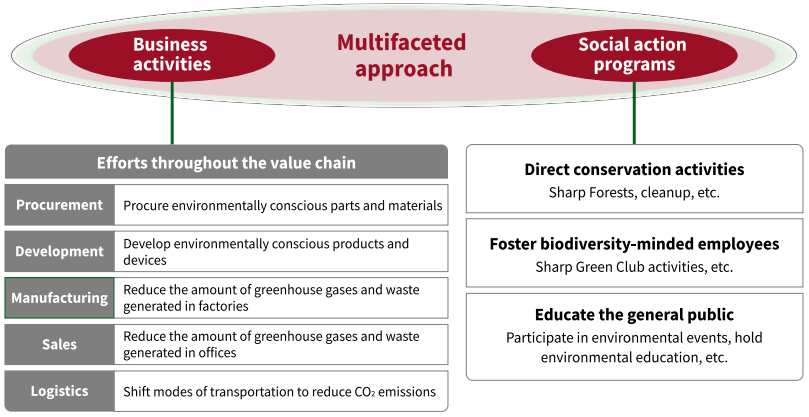
Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Have employees take the lead in carrying out environmental conservation activities together with the local community and, thereby, contribute to achieving 30by30*1	■ Total number of participants in environmental conservation activities: 9,602 (including family members), total number of activities: 733 (in Japan)	★★	■ Actively carry out environmental conservation activities, both in Japan and overseas, with the aim of achieving 30by30 on a global scale

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Biodiversity Protection through Business and Social Action Programs

While Sharp's business activities impact biodiversity, the company also benefits from the resources that biodiversity provides. That is why the Sharp Group is carrying out a multifaceted approach in which it protects biodiversity through business activities and social action programs at worldwide bases.

■ Sharp's Efforts for Protecting Biodiversity



*1 The goal, pledged at the 2021 G7 Summit, is to halt and reverse biodiversity loss ("nature positive") by 2030, aiming to effectively conserve more than 30% of the country's land and marine areas as healthy ecosystems.
*2 JEMA (Japan Electrical Manufacturers' Association), JEITA (Japan Electronics and Information Technology Industries Association), CIAJ (Communications and Information Network Association of Japan), JBMIA (Japan Business Machine and Information System Industries Association)
*3 A location recognized by the Ministry of the Environment as contributing to the conservation of biodiversity.

In its business activities, Sharp aims to be nature positive by 2030, halting and reversing the loss of nature. As part of this, since fiscal 2024, Sharp has participated in the Taskforce on Nature-related Financial Disclosures (TNFD) Forum and is preparing to disclose information based on the TNFD framework. Sharp also participates in the Biodiversity Working Group of the Environmental Strategy Liaison Committee created by Japan's four major electrical and electronic industry associations*2. Sharp is using the "Map of the Relationship between Electrical and Electronics Business and Biodiversity Ver. 3.0," created by the working group, to implement the LEAP approach (an assessment step for disclosure recommended by the TNFD) at its business sites. Going forward, Sharp will expand the scope of the LEAP approach to its supply chain, clarify the significant dependencies and impacts of its business activities, and consider specific actions to achieve nature-positive sustainability.

As part of its social action programs, Sharp has established branches of the Sharp Green Club (SGC), a joint labor–management volunteer organization, at its major business locations in Japan. SGC works to conserve *satoyama* (areas between foothills and arable land), Ramsar Convention wetlands, and the environment surrounding Sharp business sites. In fiscal 2024, 733 such activities took place. These involved 9,602 volunteers, including Sharp executives, employees, and their family members.

Also, the Tenri Kofun Sharp Forest at the Tenri Plant (Nara Prefecture) and the SGC Asuka Forest at the Katsuragi Plant (Nara Prefecture) are undergoing review for registration as nationally certified sustainably managed natural sites*3, which is the next step following Sharp's participation in June 2024 in the 30by30*1 Alliance for Biodiversity headed up by Japan's Ministry of the Environment.

Overseas, too, Sharp held tree-planting and other such activities as part of a corporate social responsibility program. This way, the entire Sharp Group is making efforts to preserve the world's ecosystems.

Environmental Initiatives: Biodiversity Protection

Protecting Biodiversity

Example

Toward Registration as Ministry of the Environment-Certified Sustainably Managed Natural Sites

Since 2003, Sharp has established the Sharp Green Club (SGC), a joint labor–management volunteer organization, at its major business locations in Japan, as part of its efforts to preserve ecosystems where diverse flora and fauna coexist. SGC not only cleans and greens the areas around Sharp factories and offices but also takes part in activities organized by local governments and other organizations.

Through the Sharp Forest project, SGC groups work to protect *satoyama*. This involves afforestation efforts conducted by volunteers in five locations*1 around Japan that seeks to use forest cultivation as a means of fostering an understanding of the relationship, as well as deepening the connection, between forests, wildlife, and humanity and to foster greater global environmental mindedness.

In addition to these long-standing activities, and in response to the recent rise in international expectations for biodiversity conservation, Sharp, along with five affiliated companies*2, has joined the 30by30 Alliance for Biodiversity*3, led by the Ministry of the Environment. To facilitate the achievement of 30by30, Sharp has established a Biodiversity Subcommittee under its Sustainability Committee*4. This subcommittee works with members involved in the Sharp Forest activities mentioned above for the goal of getting these forest sites registered as sustainably managed natural sites*5 certified by the Ministry of the Environment. As of August 2025, the Tenri Kofun Sharp Forest*6 at the Tenri Plant and the SGC Asuka Forest*7 at the Katsuragi Plant are undergoing review by the Environmental Restoration and Conservation Agency. Additionally, Sharp is aiming to have the Taki Sharp Forest*8 at the Mie Plant and the Sharp Green Club Kameyama Biotope*9 at the Kameyama Plant certified around March 2026.

Collecting fallen leaves for compost at the SGC Asuka Forest

Bamboo lilies of Tenri Kofun Sharp Forest

*1 Tenri Plant (Nara Prefecture), Katsuragi Plant (Nara Prefecture), Hiroshima Plant (Higashihiroshima City), Mie Plant (Taki District, Mie Prefecture), Kameyama Plant (Mie Prefecture)
*2 Sharp Energy Solutions Corporation, Sharp Jusda Logistics Corporation, Sharp Display Manufacturing Corporation, Sharp Tokusen Industry Co., Ltd., Sharp Electronics Sales Okinawa Corporation
*3 See page 013.
*4 See page 011.
*5 See page 068.
*6 Based on the concept of environmental conservation at historical heritage sites, cultivation and conservation of rare, wild bamboo lilies is being undertaken on the ancient burial mounds within this forest.
*7 With the goal of preserving the landscape and forest, the area is divided between fruit tree areas, forest areas, and bamboo grove areas. Efforts are being made to restore historical landscapes, such as former rice terraces.
*8 Based on the concept of forest conservation and landscape improvement, a section of the Fureai no Mori forest in Taki Town is being maintained.
*9 A place for employees to relax and a breeding ground for the endangered yaritanago fish (*Tanakia lanceolata*).

Environmental Initiatives: Biodiversity Protection

Protecting Biodiversity

Example

Planting Rice with Local Volunteers to Help Preserve Farmland

In the Kurumagawa district of Taki Town, the growing abandonment of farmland has become a serious concern. Since 2012, the Mie Plant has been working to prevent this land from becoming degraded. As part of these efforts, the Sharp Green Club Mie is partnering with the Kurumagawa Satoyama Fanclub—a group of local volunteers—to help preserve and revitalize the area.

In May 2024, 15 Sharp employees and their family members participated in rice planting. Later, 17 of them took part in weeding in June and harvesting in September.

Planting rice by hand

Using cage wheels to remove weeds

Harvesting rice by hand

Example

Earth Day Community Cleanup

In recognition of Earth Day 2024*, SECL—Sharp's Canadian subsidiary—hosted a community park cleanup in Mississauga, Ontario, where the company is based. As part of our ongoing commitment to environmental stewardship and community engagement, more than 30 employees volunteered their time to help preserve the park's natural ecosystem. This initiative not only supported local conservation efforts but also reflected our dedication to fostering stronger connections with the communities in which we operate.

SECL team members volunteering at the Earth Day park cleanup

SECL employees with collected waste during the Earth Day park cleanup

* Earth Day was proposed in 1970 by U.S. Senator Gaylord Nelson. He declared April 22 as "Earth Day" to raise awareness about the importance of clean air and water resources. Every year on April 22, people around the world take part in events to show their concern for the planet and support environmental protection.

Environmental Initiatives: Biodiversity Protection

Protecting Biodiversity

Example

Participating in a School Greening Program

Sharp's Indonesian production and sales base, SEID, and production base, SSI, participate in the School Go Green project. This is a CSR initiative involving 36 companies in the Karawang International Industrial City (KIIC)*.

In November 2024, the Yapercik KIIC Vocational School received a donation of 221 saplings of a protected species and a rare fruit species. This supported conservation efforts in Teragadesa (Tegallalang Village), Bali, while aiding the Karawang Regency government in West Java.

In a commemorative tree-planting event, SEID planted *Jati Belanda* (known as "teak" in Japan), a large deciduous tree, while SSI planted *Matoa* (known as "banryugan" in Japan), a large evergreen tree.

Sharp also ran workshops on composting. Participants learned how to make solid and liquid compost from food waste and fallen leaves, and they explored the role of microorganisms in the process.

*KIIC is Indonesia's largest industrial estate, located in Karawang Regency in central West Java Province.

SEID's sapling donation

SEID staff members plant a *Jati Belanda*

SSI's donation of a sapling

An SSI employee plants a *Matoa*

Environmental Initiatives: Overview of Environmental Impact

Material Balance

Sharp gathers data to gain an overview of the burden its business activities place on the environment. Measured items include the consumption of energy and materials in business activities, the emissions of greenhouse gases, and the generation of waste. Sharp then uses these values to reduce its environmental burden.
Coverage: Sharp Corporation production sites and production subsidiaries in Japan and overseas

Input

Item				Unit	Fiscal Year 2024
Procurement, R&D, product manufacture	Energy			TJ*1	15,740
		Electricity		Million kWh	1,490
		Renewable energy*2		Million kWh	367
		City gas		Million m³	51
		LPG, LNG		Tons	3,587
		Heavy oil, kerosene, gas oil, gasoline		Kl	1,650
		Hot water, cold water, steam		TJ	422
	PFCs purchased			Tons	1,085
	Water resources			Million m³	26.5
		Water withdrawal		Million m³	8.7
			Third-party water*3	Million m³	8.2
			Groundwater	Million m³	0.5
		Water reused		Million m³	17.8
	Chemical substances handled (PRTR-listed)			Tons	11,377
	Chemical substances handled (VOCs)			Tons	2,316
	Materials consumed*4			Thousand tons	531
Logistics	Energy consumed (vehicle fuel)*5			TJ	140
Product use	Energy consumed (electricity)*6			Million kWh	3,540

Greenhouse gases | Water | Chemicals | Resources

Output

Item					Unit	Fiscal Year 2024
Procurement, R&D, product manufacture	Greenhouse gases				Thousand tons CO_2	820
		CO_2			Thousand tons CO_2	682
		Gases other than CO_2 (converted into amounts of CO_2)			Thousand tons CO_2	138
			HFC		Thousand tons CO_2	4
			PFC		Thousand tons CO_2	67
			SF_6		Thousand tons CO_2	57
			NF_3		Thousand tons CO_2	11
	Effluent				Million m³	6.6
		Public water areas			Million m³	4.9
		Sewerage			Million m³	1.7
	Chemical substances released and handled (PRTR-listed)				t	908
	Chemical substances released and handled (VOCs)				t	67
	Atmosphere*5	NOx emissions			t	55
		SOx emissions			t	1
	Water areas*5	COD (chemical oxygen demand)			t	22
		Nitrogen pollutant load			t	55
		Phosphorous pollutant load			t	0.4
	Waste, etc.				Thousand tons	75
		Final landfill disposal			Thousand tons	0.2
Logistics	CO_2 emissions*5				Thousand tons CO_2	10
Product use	CO_2 emissions*6				Thousand tons CO_2	19,337

Recycle

Item		Unit	Fiscal Year 2024
Amount recycled*5	Home appliances (4 kinds)	Thousand tons	69
	Copiers/MFPs	Thousand tons	1.8
	PCs	Tons	5
Disposal after recycling*5		Thousand tons	10

*1 TJ (terajoule) = 10^{12}J.
*2 Amount of solar power generated; amount of green power certificates purchased.
*3 Industrial-use water and tap water.
*4 Total weight of product shipments and waste, etc. (estimate).
*5 In Japan.
*6 Annual energy used and amount of CO_2 emitted by major products sold in the reporting year (estimate).

Environmental Initiatives: Overview of Environmental Impact

Calculation Standards for Environmental Performance Data

The environmental performance data are calculated based on the following calculation standards.

Input

Environmental Performance Indicators		Calculation Method
Procurement, R&D, product manufacture	Energy consumed	Calculated based on the Act on Rationalizing Energy Use and the Japanese Ministry of the Environment's Greenhouse Gas Emission Calculation and Reporting Manual
	PFCs purchased	HFCs, PFCs, sulfur hexafluoride (SF_6), and nitrogen trifluoride (NF_3) purchased annually
	Water resources consumed	Consumption and recycled use of water purchased from third parties (industrial-use water, tap water) and groundwater
	Chemical substances handled (PRTR-listed)	Among the substances covered under the PRTR Law, the total amount of substances handled annually at each plant in quantities of 500 kg or more
	Chemical substances handled (VOCs)	Among the 20 types of volatile organic compounds (VOCs) specified by Japan's four major electrical and electronic industry associations, the total amount of substances handled annually at each plant in quantities of 1 metric ton or more
	Materials consumed	Total weight of major products* sold in the reporting year (estimate), plus waste, etc. generated
Logistics	Energy consumed	Revised ton-km method
Product use	Energy consumed	Estimate of annual energy used by major products* sold in the reporting year. Calculation based on each product's annual energy consumption rate (using a heat input per unit of 8.64 MJ/kWh).

* Flat-panel TVs, air conditioners, refrigerators/freezers, washing machines/dryers, air purifiers, Plasmacluster Ion generators, microwave ovens, copiers/MFPs, solar cells.

Output

Environmental Performance Indicators		Calculation Method
Procurement, R&D, product manufacture	Greenhouse gas emissions	● CO_2 emissions from purchased electricity Japan: Using CO_2 emission coefficient by electric power company (adjusted) published by Japan's Ministry of the Environment and the Ministry of Economy, Trade, and Industry Overseas: Using emission coefficients published in the environmental reports, etc. of electric power companies, or emission coefficients published in the IEA Emissions Factors ● CO_2 emissions from consumed fuel Using emission coefficient published in the Ministry of the Environment's Greenhouse Gas Emission Calculation and Reporting Manual ● Greenhouse gases other than CO_2 Using global warming potential published in the 5th Assessment Report by the Intergovernmental Panel on Climate Change (IPCC)
	Drainage	Annual drainage into public water areas and sewer system
	Chemical substances released and transferred (PRTR-listed)	Among the substances covered under the PRTR Law, the total amount of substances (handled annually at one or more plant in quantities of 500 kg or more) that were released and transferred
	Chemical substances released (VOCs)	Among the 20 types of volatile organic compounds (VOCs) specified by Japan's four major electrical and electronic industry associations, the total amount of substances (handled annually at each plant in quantities of 1 metric ton or more) that were released and transferred
	NOx emissions	Annual emissions
	SOx emissions	Annual emissions
	COD (chemical oxygen demand)	Drainage into public water areas
	Nitrogen pollutant load	Drainage into public water areas
	Phosphorous pollutant load	Drainage into public water areas
	Waste, etc.	Industrial waste + general office waste + valuable resources recovered
	Final landfill disposal	Final landfill disposal of industrial waste + final landfill disposal of general office waste
Logistics	CO_2 emissions	Revised ton-km method
Product use	CO_2 emissions	Amount of CO_2 emitted by major products* sold in the reporting year, based on their energy consumption (estimate)

Environmental Initiatives: Overview of Environmental Impact

Calculation Standards for Environmental Performance Data

Recycle

Environmental Performance Indicators		Calculation Method
Disposal, recycling	Home appliances (4 kinds)*	Amount of used home appliances (4 kinds) recycled
	Copiers/MFPs	Amount of recycled copiers and MFPs
	PCs	Amount of recycled PCs
	Disposal after recycling	[Weight of 4 kinds of home appliances, PCs, and copiers/MFPs collected] – [Weight recycled into new products or materials, or reused]

* TVs (CRT TVs, flat-panel TVs), air conditioners, refrigerators/freezers, washing machines/dryers.

Social Initiatives

Human Resources 076

Efforts Related to Human Rights 097

Promoting Supply Chain CSR 099

Quality 108

Customer Satisfaction 116

Communication with Shareholders and Investors 121

For Local Communities 123

2,489 people

Total number of participants in career education for people with disabilities (fiscal 2024)

2.45%

Percentage of disabled employees in Japan (as of June 2025)

Social Initiatives: Human Resources

HR Strategy

HR Strategy

With regard to its approach to human resources, the Sharp Group clearly states in its business philosophy that, "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." In order to put this philosophy into practice, the Medium-Term Management Plan (FY2025–2027) establishes that Sharp will expand investment in "people" as a growth platform that will support continuous business expansion.

■ Medium-Term Management Plan (excerpt): Expanding Investment in "People"

Specifically, Sharp will focus on "cultivating and acquiring human resources to facilitate the growth," including an AI- and digitally savvy workforce and global talent, and will also expand training for all employees to enhance organizational capability. Furthermore, Sharp will strive to improve employee engagement by working to "build an environment that enables diverse talent to thrive," including work styles, work environments, and employee benefits.
Through these initiatives, Sharp will strongly support employee skill development and promote challenges to maximize the potential of each individual, thereby helping to establish a sustainable profit structure and making Sharp a company that contributes to society.

■ Cultivating and Acquiring Human Resources to Facilitate the Growth

The Sharp Group believes that, in order for it to pursue its business in a way that achieves sustained growth, it is necessary to secure talented human resources in technology and management-related fields. In line with this, Sharp hires new graduates as a means of acquiring new talent. It also hires people with work experience in order to secure core talent capable of pursuing new business.

As part of its efforts to improve overall corporate strength, Sharp prepares and provides various human resource development programs to its employees. Through these programs aimed at enhancing the quality and breadth of employee skills, we are advancing various talent-development initiatives, including the cultivation of young employees and the development of next-generation leaders.

Note: Page 077 (Human Resource Development)
Page 080 (Personnel System Conducive to Talent Development and Motivation Boosting, Human Resource Development)

■ Building an Environment That Enables Diverse Talent to Thrive

The Sharp Group aims to "build an environment that enables diverse talent to thrive" and, towards that end, works to foster a culture that challenges its employees and encourages their individuality. Sharp will build an environment that capitalizes on the diversity and skills of its employees and will be an organization where everyone can perform to their full potential. It also emphasizes creating safe and healthy workplaces by focusing on more robust employee health promotion and enhancing employee benefits.
By creating such an environment, Sharp will improve employee engagement and, thus, help ensure corporate growth and competitive advantage.

Note: Page 081 (Developing DEI-Focused Management)
Page 085 (Activities to Support Work-Life Balance)
Page 087 (Promoting Occupational Safety and Health)
Page 093 (Creating a Safe Working Environment)
Page 093 (Increasing Employee Engagement)

Social Initiatives: Human Resources

Human Resource Development

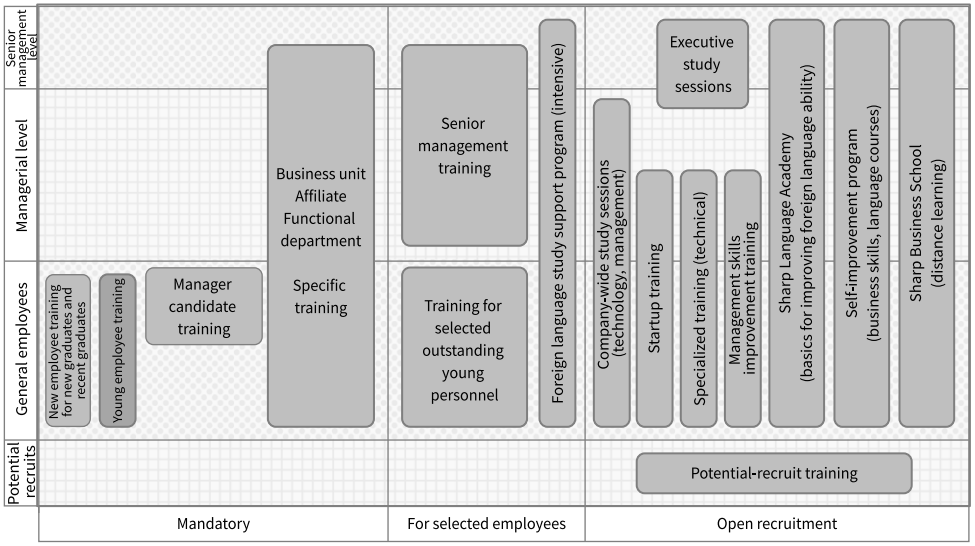
Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Expand education and training system aimed at developing the next generation of human resources ■ Encourage an employee mindset to come up with new business ideas	■ Expanded human resource development programs Began training for select, outstanding young talent (Sharp Leadership Program) Developed profile of what the next generation of senior managers should look like ■ Continued with new business proposal activities ■ Held new business proposal meetings, opened startup training	★★	■ Build an AI- and digitally savvy workforce ■ Expand education and training system aimed at developing the next generation of human resources

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Variety of Human Resource Development Programs

Sharp's range of development programs is one way the company is boosting its comprehensive strength. We have many kinds of development programs aimed at improving the quality and scope of employees' capabilities. These train young employees, cultivate the next generation of leaders, and strengthen individual skills

■ Human Resource Development Programs (in Japan)



Job-Level-Specific Human Resource Development

In job-level-specific training, young employees acquire the knowledge, skills, and mindset essential to each stage of their careers. Towards that end, young people receive training starting from when they are first selected to join Sharp, training upon joining the company, and training in their first few years at the company. Moving forward, Sharp will continue to expand its job-level-specific training programs, focusing particularly on middle management and young talent. By implementing training at each level, Sharp aims to encourage career independence and to support employees' independent growth, thereby strengthening both management and young talent.

Strengthening Development of the Next Generation of Senior Managers (Sharp Leadership Program)

With an eye to continuous growth, Sharp is implementing training for selected employees that will strengthen the development of the next generation of senior management personnel. The aim is to create a process for systematically developing the next generation of senior managers who will lead Sharp into a future phase of dramatic growth, based on a clearly defined profile of the ideal candidate.
In terms of training measures, Sharp is actively working to create effective and ongoing learning opportunities, such as implementing a blended learning approach that combines e-learning and group training, or cultivating Sharp alumni, to impart the mindset and skills necessary for leadership.

Social Initiatives: Human Resources

Human Resource Development

Building an AI- and Digitally Savvy Workforce

In order to strengthen its business competitiveness, the Sharp Group has positioned the development and acquisition of an AI- and digitally savvy workforce as an urgent priority and is focused on expanding this talent pool.
Specifically, Sharp will be introducing a reskilling program for engineers, identifying technical fields that need strengthening, and providing lectures and e-learning to the targeted engineers. In addition, to raise employees' AI skill and knowledge level, Sharp will start by teaching them the basics of generative AI and then promote gradual improvement through e-learning and other means. Furthermore, Sharp is pursuing competitive and flexible employee compensation packages to attract highly specialized personnel.

	FY2024 results	Target
Number of AI/digital engineers*	1,600 people	3,200 people by FY2027

* Total number of qualified digital technology-related personnel at Sharp Corporation and its domestic affiliates.

Fostering Global Human Resources

The Sharp Group believes that securing human resources who can function successfully in a global environment is essential to strengthening its overseas business. To this end, the Group effectively utilizes training, rotation, and OJT (overseas assignments, overseas business trips, etc.) for suitable personnel in order to develop them into professionals who can contribute to Sharp's overseas expansion. The Group also actively hires people with extensive experience in overseas business.
To improve employees' foreign language abilities towards expanding Sharp's global business, we provide foreign language study of two types: the basics, open to all employees; and intensive, for selected employees. In the basics, we meet individuals' particular study needs with learning that can be done anytime and anywhere, in addition to counseling on language learning.

Fostering a New-Business-Creation Mindset

As part of efforts to build a culture conducive to earnestly creating new business and innovating, we carry out new business proposal activities. At our new business proposal meetings we foster idea creation and encourage proposals. Proposals are then gathered from the all of Sharp and the best ones compete at a company-wide competition. Teams that make it to the company-wide competition are given training in how to best present their proposals to the judges.

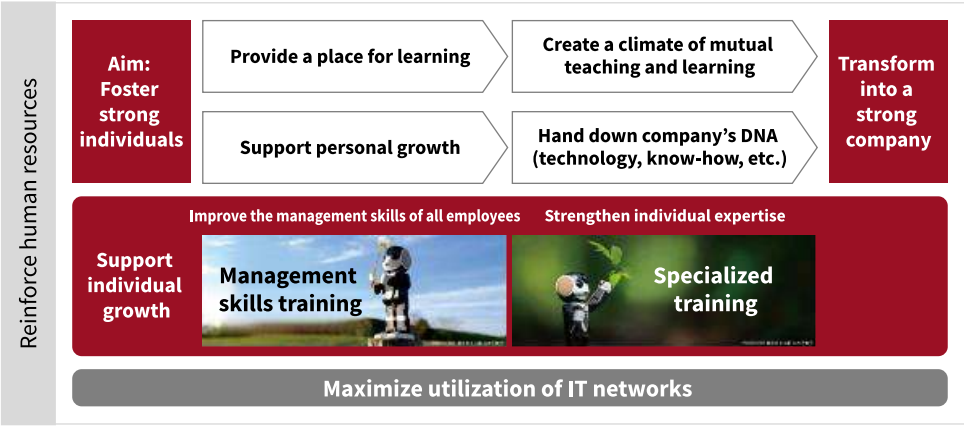
Social Initiatives: Human Resources

Human Resource Development

Personnel, Education, and Training System for Fostering Strong Individuals (Learning for Self-Development)

In line with its thinking focused on the development of strong individuals, the Sharp Group is working to create an environment where employees can learn the basic business knowledge and expertise that they need as professionals. By enabling individuals to pursue learning independently, anytime, anywhere, Sharp is facilitating the development of professionals who are well-versed in business. Sharp has created an e-learning environment that allows employees to easily study these topics anytime, anywhere, using their home computers or smartphones, and it actively supports employees in improving their skills through self-development. Through the ongoing provision of these various education and training initiatives, Sharp is fostering a corporate culture of employee-driven mutual learning and instruction in which it cultivates personnel capable of delivering the sorts of innovation that strengthen the company.

■ Creating a Learning-Friendly Environment



Company-Wide Study Sessions (Technology, Management)

Sharp holds two varieties of study session with the aim of sharing knowledge across the company.
Technology-related study sessions are intended to share information on key technology areas, providing explanations of technological trends and company-wide initiatives. Management-related study sessions include explanations of business skills intended to impart a range of different managerial skills. All sessions are held during working hours and recordings are available for viewing, creating an environment conducive to easy learning.

Specialized Technical Training and Management Skills Improvement Training

Through specialized technical training, Sharp pursues a variety of initiatives aimed at helping employees improve and deepen their expertise (technical competency). The courses we offer include a basic skills-building seminar (e-learning), in which primarily younger engineers learn the basics of technology, and technical workshops, which incorporate a practical program that is directly linked to job skills in specific technical fields. There are also engineer exchange meetings. Sharp's education and training initiatives are aimed at strengthening technical expertise company-wide, going beyond the limited framework of specific business and products to share technical know-how across internal functions and to develop younger employees by passing existing skills and techniques on to them. In management skills improvement training, there are self-study courses for all employees to learn and acquire the basic knowledge and skills of business.

■ Fiscal 2024 Learning for Self-Development Participation
(Full-time employees at Sharp Corporation and consolidated subsidiaries in Japan)

Item	Number of Participants and Hours
Eligible number of people	15,761 people
Number of participants (head count)	1,801 people (11.4% attendance rate)
Total number of participants	9,299 people
Total learning hours	28,918 hours

Scope: Company-wide study sessions, management skills improvement training, specialized training, Sharp Language Academy

Social Initiatives: Human Resources

Personnel System Conducive to Talent Development and Motivation Boosting

Grade System

We have introduced a grade system that determines position rank and compensation according to job content, role size, and level of responsibility. The system is designed to enable speedy promotion based on roles and performance, and it is used to select and promote outstanding human resources.

Employee Evaluations

We use a bonus/pay raise system that is tied to company performance and employee evaluation in order to reward those employees who have produced good results.
To ensure fair evaluations, all employees have an interview with their managers at the beginning, middle, and end of each evaluation term, at which time both sides confirm how well the employee is doing in terms of progress towards targets, contribution to the company, and job results. Evaluation results are given to employees every half year along with explanations of the evaluations with the aim of contributing to employees' growth.

In-House Recruitment System

Our in-house recruitment system allows current employees to apply for jobs such as the launch of a new business. Besides effectively leveraging existing human resources, the system also helps our employees advance their careers.

Personnel Declaration System

All employees submit a career development plan along with a self-assessment of their job aptitude. Sharp then stores this information—along with records of interviews with supervisors—in a personnel database. This provides an overview of how employees are progressing with respect to their career goals, and it allows Sharp to effectively develop human resources.

Step-Up Campaign (Qualification Acquisition Encouragement Plan)

To support employee self-development, Sharp offers monetary rewards to employees who have acquired qualifications, with the amount depending on the difficulty of acquiring the qualification. This plan covers about 200 qualifications, including some for field-specific techniques and skills, some directly related to daily duties, and some for language skills.

Social Initiatives: Human Resources

Developing DEI-Focused Management

DEI Declaration

The Sharp Group focuses on what makes it unique—our spirit of creating value from fresh perspectives and not just following what other companies do. Our approach is powered by the individuality of every employee.
We build an environment where people can do their best work. By combining everyone's diverse contributions, we drive long-term growth. Our goal is to develop innovative technologies and offer services that are uniquely Sharp.

DEI Objectives

Sharp's business philosophy was established in 1973. It states: "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." Guided by this belief, we've launched initiatives to support women's participation in the workplace, help employees balance work with childcare and elder care, and increase employment opportunities for people with disabilities.

Related information: > Sharp Group DEI Policy

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■Promote action plan in line with the Act on the Promotion of Women's Active Engagement in Professional Life ■Maintain 2.5% employment rate for the disabled	■Implemented action plan in line with the Act on the Promotion of Women's Active Engagement in Professional Life Percentage of female managers: 4.4% as of March 31, 2025 ■Maintained employment rate for the disabled: 2.45% as of June 1, 2025	★	■Promote action plan in line with the Act on the Promotion of Women's Active Engagement in Professional Life ■Raise employment rate for the disabled to 2.5% or higher

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Promoting Activities of Female Employees

Sharp formulated an action plan based on Japan's Act on the Promotion of Women's Active Engagement in Professional Life, which came into effect in April 2016. In line with this action plan, Sharp is working to raise the percentage of women in all job categories and increase the number of women in managerial positions. This will enable it to achieve further diversity in its workforce and contribute to society through better products and services. To this end, Sharp has set the following goals and is actively pursuing further engagement of its female employees.

■ Sharp Corporation's Action Plan Based on the Act on the Promotion of Women's Active Engagement in Professional Life

Goal	Deadline
• Have at least 15% of new graduates hired for engineering jobs and 50% of new graduates hired for non-engineering jobs be women • Have at least 7.5% of managers be women • Have at least 95% of female employees having returned to work after taking childcare leave stay at Sharp beyond 12 months after their reinstatement	By the end of fiscal 2029

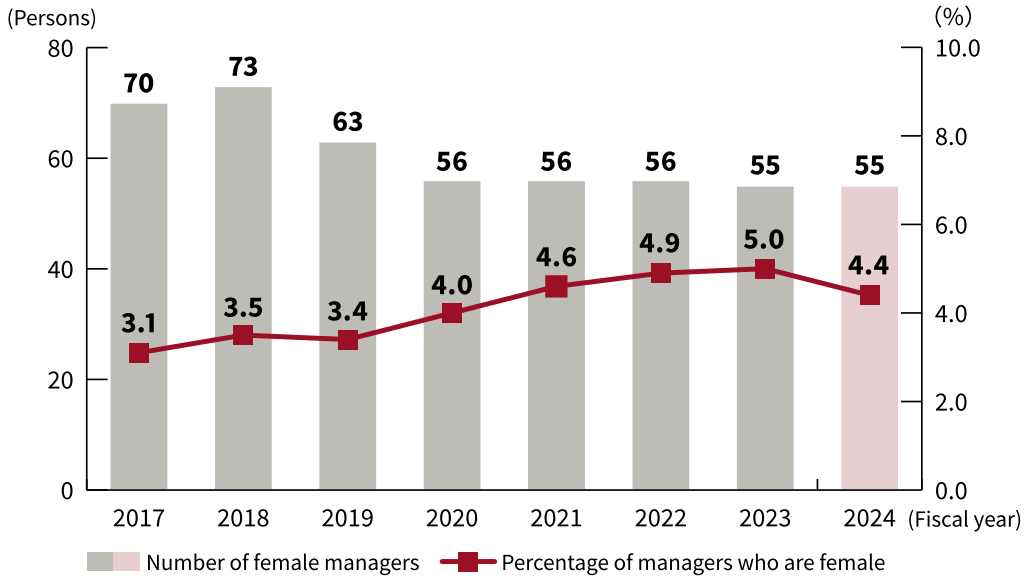
Social Initiatives: Human Resources

Developing DEI-Focused Management

Promoting Female Employees to Managers

Sharp is committed to providing fair opportunities and strong support to help more women take on leadership roles in business and organizational operations. As of the end of fiscal 2024, the percentage of managers who are female was 4.4%. Sharp is promoting diversity with the goal of raising this percentage to at least 7.5% by the end of fiscal 2029.

■ Number of Female Managers at Sharp Corporation

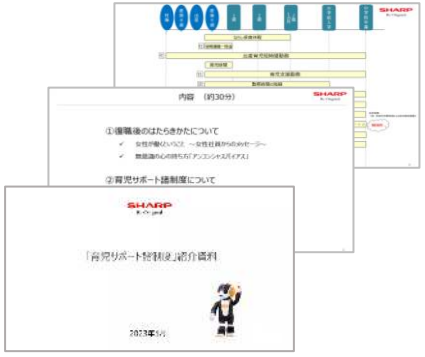


Supporting Employees Returning from Maternity or Childcare Leave

Sharp has held reinstatement support seminars every year since fiscal 2014. These seminars involve an explanation of the company's current circumstances and the various support systems related to childbirth and nursing. As well, employees who have returned to work after taking childcare leave share their experiences and provide advice on how to balance work and child rearing. Attendees are also given the opportunity to build networks with other working mothers. These seminars help to resolve anxiety during time off from work and foster a positive mindset about returning to work.

Starting in fiscal 2020, the classroom-style seminar was changed to an online seminar to make it easier for participants to join from home while looking after children. This change was the result of feedback expressed during reinstatement support-related interviews with employees. With more male employees helping raise children in recent years, the number of seminar participants has been growing. To build a stronger support system encompassing the returning employee's family and the workplace, the online seminars now have videos for returning employees, their spouses, and bosses, and messages of encouragement from colleagues. Sharp will continue to listen to employees and incorporate their feedback as it works to become an even better and more attractive place to work.

Sharp also has two systems in place to support employees who are eager to advance their careers after returning to work from childcare leave. One is for giving one-off payments to employees making an early return from childcare leave and the other is for subsidizing the fees for non-registered daycare facilities for employees with children at age two or younger, who fall outside the scope of the government program for free early childhood education and care.



Screen shots of the reinstatement support videos

Social Initiatives: Human Resources

Developing DEI-Focused Management

Expanding Opportunities for Non-Japanese Employees in Japan

With the globalization of business, Sharp is working globally to secure and systematically train human resources who can meet the needs of each workplace. In recent years, Sharp has promoted greater employment of international students and people of other nationalities residing in Japan. As of April 2025, Sharp has approximately 170 non-Japanese employees working in various departments and job categories. To avoid illegally employing undocumented workers, Sharp checks the residence status of all foreign nationals before hiring them. This follows the advice of the Immigration Services Agency of Japan's Ministry of Justice. (Sharp uses an Agency website to validate residence card numbers.) In addition, Sharp does not keep passports or other identification documents from individuals.

Reemployment of Retirees

In 2001, Sharp introduced a professional employee system that reemploys employees who have reached the mandatory retirement age of 60. This stems from the company's stance on promoting the utilization of senior employees who have a strong work ethic. It also takes into consideration employees who wish to give back and contribute to society through the skills and knowledge they have accumulated over many years.
At present, employees who have reached the mandatory retirement age of 60 (and who wish to continue working until the age of 65) are redeployed with the company. In response to the Act on Stabilization of Employment of Elderly Persons—which came into effect in April 2021—Sharp is considering offering guaranteed employment up to the age of 70.

Promoting Employment of the Disabled

Ever since Sharp founder Tokuji Hayakawa established the "accumulation of community service" as one of the "Five Accumulations of Competency*1," Sharp has been actively involved in social service and welfare. The entire Sharp Group makes efforts to promote the employment of the disabled and to create a better work environment for these employees.
Specifically, Sharp launched a recruitment website addressing the employment of disabled people. This website contains information on initiatives to hire such individuals to work in the Sharp Group. Sharp is also striving to make the working environment more accessible for disabled employees. For example, during training sessions attended by hearing-impaired participants, there are support measures such as voice recognition software and PC note-taking (a method for conveying audio information by entering it into the keyboard of a PC) so that voice communication is converted into text for participants to read and understand.

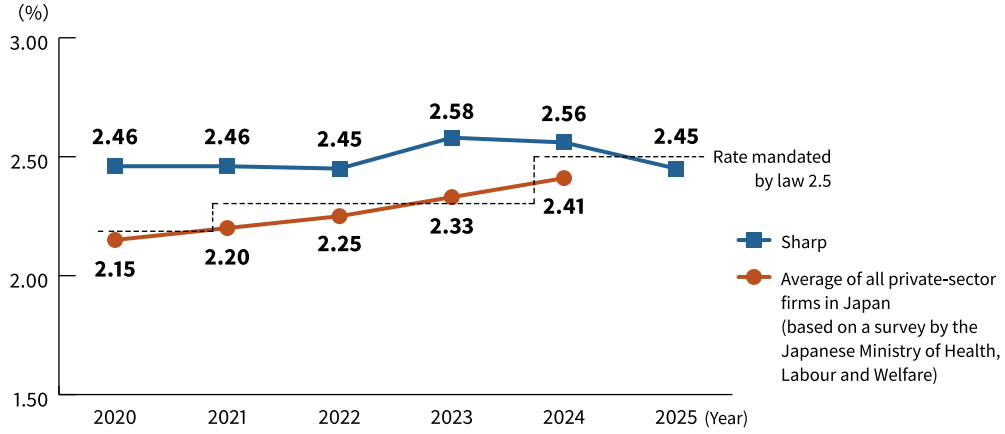
*1 Accumulation of trust, accumulation of capital, accumulation of community service, accumulation of human resources, and accumulation of trading partners.

Employment Rate of the Disabled in Japan

As of June 1, 2025, Sharp Corporation, a Sharp special subsidiary*2, and group companies*3 employed approximately 290 disabled persons. The percentage of disabled employees among all employees was 2.45%.

*2 A subsidiary that a company establishes and that gives special consideration in employing the disabled, in order to provide them with more employment opportunities and greater job security.
*3 In calculating the employment rate of the disabled, these are Sharp Group subsidiaries, other than special subsidiaries, that are certified by the head of a public employment security office.

■ Employment Rate of the Disabled in Japan



Social Initiatives: Human Resources

Developing DEI-Focused Management

Creating an Accommodating Work Environment for LGBTQ+ Employees

Sharp strives to create a workplace where LGBTQ+ employees can work with pride and peace of mind. To achieve this, we are committed to fostering a deep understanding of LGBTQ+ issues throughout the company.
Specifically, Sharp conducts e-learning and study sessions for employees to deepen their understanding of sexual diversity and has set up a consultation desk. Additionally, under the company's internal personnel and labor-related systems, same-sex partners and their families are treated in the same way as opposite-sex spouses and their families. These efforts were recognized, and in 2024 Sharp was awarded a Bronze rating in the Pride Index, an evaluation index for initiatives for sexual minorities such as LGBTQ+, conducted by the Work with Pride Association.

work with Pride
Bronze
2024

Social Initiatives: Human Resources

Activities to Support Work-Life Balance

Basic Concept

To foster a culture and environment that births innovation, the Sharp Group endeavors to create a workplace where employees with diverse personalities, including those of different genders, generations, and values, feel motivated to perform their best. We hold the position that, by giving employees more flexibility in deciding where and when they work, and by supporting them in developing proactive and well-balanced work styles suited to their individual job and stage in life, this will improve the quality of both their work and life.

Flexible Work Styles

With regard to the telework system that was introduced as an emergency response to prevent the spread of Covid-19, starting in 2023 after the disease's shift to Class 5 classification, the requirements for the reasons for application to work from home were abolished on the premise that productivity can be maintained and improved, the weekly limit on use was expanded, and the system was officially introduced as a standard system. Additionally, by expanding the range of flexible work hours under Sharp's flextime system, employees now have greater flexibility in choosing where and when they work.

Work Styles That Are Both Efficient and Satisfying

By implementing measures aimed at preventing long working hours and excessive periods of continuous work while also encouraging employees to take annual paid leave, Sharp is creating a workplace where employees are able to efficiently perform at a high level.
Since fiscal 2024, employees have been able to take multipurpose leave in hourly units. By creating an environment where employees can take advantage of their vacation time and work flexibly, they can tailor their work to suit their personal circumstances and lifestyles, such as childcare, elderly care, and healthcare.
We believe that, by working with focus and efficiency when it's time to work and resting when it's time to rest, both the work and personal lives of employees are enriched, and they can perform to the best of their ability.

■ Main Initiatives Aimed at Establishing a Well-Balanced Work Style

Item	Description
Upper limits on overtime work	• For all employees, including managers and supervisors, work hour management standards are established that are stricter than those set by law
No-overtime days	• Two no-overtime days are set per week
Rules to secure rest time	• Seven consecutive workdays are prohibited • At least 10 hours of rest time should be secured between the end of one work period and the start of the next
Encouragement to take scheduled annual paid leave	• Employees are encouraged to schedule and take their annual paid leave • A joint labor-management campaign to promote taking annual paid leave

Social Initiatives: Human Resources

Activities to Support Work-Life Balance

Support for Balancing Work with Childcare, Nursing Care, and Medical Treatment

■ Pregnancy and Childcare

Sharp is working to establish a support system along with an environment that will help employees in balancing their work with their childcare responsibilities. Employees who have provided notification of their pregnancy or childbirth are given a guidebook along with information about the individual programs available in order to encourage them to take advantage of these programs. In particular, against a backdrop of declining birthrates, diversifying work styles and lifestyles, and an increase in dual-income households, Sharp has enhanced the programs for male employees to support them in raising children, and many male employees are now taking advantage of these programs, such as those for childcare leave.

FY2024 Usage Rate at Sharp Corporation	Men	Women	Total
Leave for purposes related to childcare*	103.0%	106.3%	103.7%

*The usage rate calculation includes parental leave and paternity leave, in accordance with the standards of the Act on Childcare Leave and Caregiver Leave.

Sharp Corporation has been recognized by the Minister of Health, Labour and Welfare as a company supportive of childrearing based on the Act on Advancement of Measures to Support Raising Next-Generation Children and has received the "Kurumin" mark of certification. Sharp will continue to support its employees' active participation in childcare and in family life with their children.

■ Nursing Care

As the population ages, Sharp has established a support system for employees who require greater flexibility in their working arrangements to accommodate their nursing care circumstances. It is promoting use of individual programs by providing information to employees in the form of a guidebook. In particular, to prevent employees from leaving their jobs to care for family members without being able to fully utilize the support systems for balancing work and family care, Sharp provides information about the nursing care systems to employees who turn 40 each year, as an early step before they are faced with the need to care for family members. Additionally, Sharp has set up nursing care consultation desks both inside and outside the company to provide more comprehensive nursing care information and has established a support system for employees who face nursing care challenges.

■ Medical Treatment

Sharp has established a support system for balancing work with medical treatment. Employees undergoing medical treatment are able to work comfortably without being pressed by time. An employee's health and capacity for work are the key considerations in determining their work schedule and obligations.

■ Main Programs to Support Work-Life Balance

	Pregnancy and Childcare	Nursing Care	Medical Treatment
Leave	● Maternity leave (8 weeks before and 9 weeks after childbirth) ● Childcare leave (until the child turns 2 years old; can be divided up) ● Parental leave (up to 4 weeks during the first 8 weeks after the child is born; can be divided up) ● Paternity leave (up to 5 days) ● Daycare adaption leave (up to 1 month until the child turns 2 years and 1 month old) ● Multipurpose leave (8 days a year; can be taken for childcare and nursing) ● Child nursing leave (5 days a year)	● Nursing care leave (for a total of 2 years; can be divided up) ● Multipurpose leave (8 days a year; can be taken for nursing care) ● Nursing care leave (5 days a year)	● Sick/injury leave (can be taken for fertility treatment) ● Multipurpose leave (8 days a year; can be taken for medical or fertility treatment)
Work system	● Staggered commuting hours during pregnancy ● Reduced-hours employment during childbearing/childcare (until March 31 after the child has reached the 6th year of elementary school) ● Childcare support work program (until March 31 after the child has reached the 6th year of elementary school)	● Reduced-hours employment for nursing care (until there is no longer the need for nursing care) ● Nursing care support work program (6 months) ● Reduced weekly working days for nursing care	● Reduced-hours employment after returning from sick/injury leave ● Support work program after returning from sick/injury leave ● Reduced weekly working days for medical treatment
Others	● Home helper expense subsidies ● One-off payments for employees making an early return from leave ● Subsidy for fees of non-registered daycare facilities ● Subsidy for fees for sick children daycare and extended daycare ● Guaranteed reemployment after childbearing/childcare	● Home helper expense subsidies ● Support for unmarried employees with family nursing care obligations (commuting costs and other relevant expenses) ● Reemployment after nursing care	

Social Initiatives: Human Resources

Promoting Occupational Safety and Health

Sharp Group Basic Policies on Safety and Health

Basic Philosophy

The Sharp Group regards protecting the safety, security, and health of employees all over the world as indispensable to its business activities, and is dedicating appropriate management resources in a spirit of Sincerity and Creativity, in order to achieve a safe and pleasant working environment.

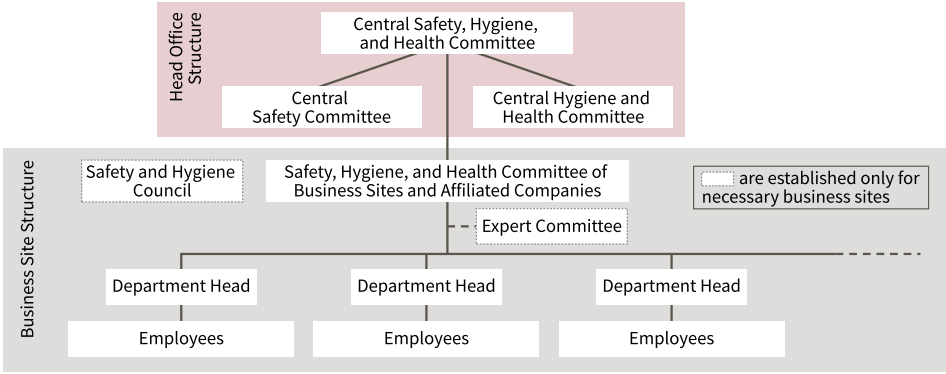
Basic Policy

1. Legislative Compliance
   In addition to strict compliance with legislation related to safety and health in each country and region, all Group companies must comply with in-house standards established in line with the standard Group policy.
2. Establishment of Management Organization
   The Sharp Group has established a management organization to deal with safety and health, with clearly delineated roles, authority, and responsibilities, and is promoting activities at the structural level.
3. Establishment and Operation of Management System
   The Sharp Group has established an occupational safety and health management system, and is engaged in continuous evaluation and improvement of its activities, with a view to eliminating potential hazards and risks to safety and health in the workplace.
4. Implementation of Education and Training
   The Sharp Group is endeavoring to raise awareness of safety and health and to promote voluntary activities by implementing for all employees the education and training required to improve safety and health.
5. Setting Targets and Full Employee Participation in Practical Activities
   The Sharp Group sets targets for preventing accidents and improving employees' health, and is striving to meet these targets by means of practical activities in which all employees participate.

Organization Promoting Safety, Hygiene, and Health

The Sharp Group works to ensure the safety and to maintain and improve the health of all of its employees, as well as further the creation of a pleasant working environment. Towards that end, it has developed a clear administrative responsibility system for preventing workplace accidents and improving occupational safety and health levels. Also, in order to show Sharp's commitment to maintaining and improving health, it calls the names of its organizations and activities "safety, hygiene, and health" instead of "safety and health" and has established the following organizational system for promoting safety, hygiene, and health.
In order to ensure that activities for the maintenance and improvement of safety, hygiene, and health go smoothly, Sharp holds Central Safety, Hygiene, and Health Committee meetings that bring the management and the labor union together to discuss and decide basic policies for the entire company. The Committee establishes annual company-wide policies, objectives, and priority action items related to safety, hygiene, and health and rolls them out to business sites and affiliated companies.
At each business site or affiliated company, the Safety, Hygiene, and Health Committee consisting of labor and management representatives, as well as chemical, electrical, and gas subcommittees, meets every month to report, discuss, and review safety, hygiene, and health activities. The discussion and decision outcomes are communicated to all employees through the various departments.
In addition, in order to establish comprehensive safety, hygiene, and health management on company premises, every month at each business site a Safety and Hygiene Council meeting is convened, which includes subcontractors permanently stationed on-site. This committee discusses safety, hygiene, and health-related policy, targets, and planning, shares updates about safety, hygiene, and health initiatives, and works to prevent industrial accidents.

■ Organization Promoting Safety, Hygiene, and Health



Social Initiatives: Human Resources

Promoting Occupational Safety and Health

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2024
■ Eliminate severe accidents, reduce workplace accidents Workplace accidents: Reduce by 10% (to 52 cases or less) compared with the number of workplace accidents in FY2023 Lost-time accidents: Reduce to 25% or less (13 cases or less) of the FY2024 workplace accident prevention target ■ Implement company-wide Healthy Sharp initiative ■ Prevent health problems caused by overwork	■ Number of workplace accidents ‣ Worked to eradicate unsafe practices and cultivate a culture of safety by following procedural rules. Zero severe accidents and 59 workplace accidents, of which 17 resulted in lost work time ■ Implemented company-wide Healthy Sharp initiative ‣ The percentage of people who cleared 4 of the 5 lifestyle-related indicators ((1) diet, (2) exercise, (3) sleep, (4) smoking, (5) alcohol) was 45.7% (0.8 points lower than the target) ■ Strengthened measures against long work hours for employees ‣ Average monthly overtime per person was 16.9 hours ‣ Had all employees working long hours interviewed and guided by a physician	★	■ Eliminate severe accidents, reduce workplace accidents Workplace accidents: Reduce by 10% (to 52 cases or less) compared with the number of workplace accidents in FY2024 Lost-time accidents: Reduce to 25% or less (13 cases or less) of the FY2025 workplace accident prevention target ■ Implement company-wide Healthy Sharp initiative ■ Prevent health problems caused by overwork

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Occupational Safety and Health Management System

Sharp has established an occupational safety and health management system and is promoting measures to ensure the further penetration and establishment of "proactive safety," an initiative under which potential workplace accident risks are identified in advance through risk assessments and eliminated or reduced.
Four of Sharp's major business sites in Japan have received certification for ISO 45001, an international standard for management systems of occupational safety and health. Sharp has also established and is promoting occupational safety and health management systems at other workplaces and affiliated companies to promote systematic, organized, and continuous safety and health management and raise the level thereof.

Initiatives to Reduce Workplace Accidents

The Sharp Group implements continuous safety management at its work sites in compliance with safety-related laws and company rules as well as provides ongoing safety education to employees. When workplace accidents do occur, Sharp analyzes their causes, implements effective countermeasures, and then rolls these out at each workplace to prevent reoccurrence. In addition, Sharp is making stronger efforts to foster a safety culture within the company by repeatedly stressing the importance of putting safety first, such as by providing easy intranet access to accident case studies, company policies, regulations and rules, and safety tools that summarize the actions that each employee should take to prevent unsafe behavior, which is the most common cause of workplace accidents.
As a result of these efforts, in the Sharp Group in Japan in fiscal 2024, there were no workplace accidents resulting in death (a record that has continued since fiscal 2013), and our workplace accident rate (frequency rate of lost-worktime workplace accidents*) was 0.48, which continued to be lower than the national average for all industries (2.10), the manufacturing industry (1.30), and the electrical machinery, equipment, and supplies manufacturing industry (0.67).

* Indicator that represents the incidence of workplace accidents per million work hours (one day or more of suspended operations).

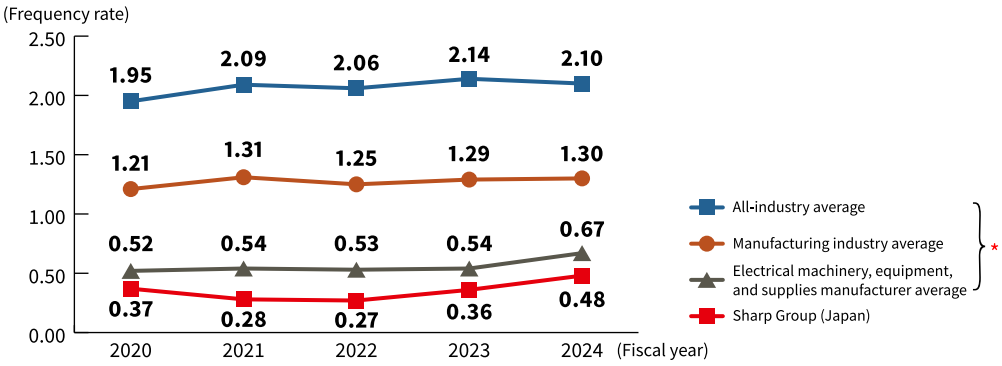
Social Initiatives: Human Resources

Promoting Occupational Safety and Health

■ Activities to Reduce Workplace Accidents

Item	Description
Safety measures at production sites	• Compliance with work rules • Thorough inspection of equipment and facilities • Safety patrols
Safety e-learning	• Reinforcing safety rule compliance and a safety-first mindset among all employees
Sharp Group workplace safety website	• Safety tools that summarize actions employees should take in the workplace; examples of accidents in the company; company policies, regulations, rules, etc. posted on the intranet
Displaying company-wide safety awareness posters	• Displaying notices at dangerous locations in the workplace
Raising awareness of dangers	• Making potential hazards more visible, conducting training in near-miss accidents and danger prediction

■ Annual Industrial Accident Rates (Frequency Rate of Lost-Worktime Industrial Accidents)



* National averages for all industries, the manufacturing industry, and manufacturers of electrical machinery, equipment, and supplies are based on a 2024 survey by the Japanese Ministry of Health, Labor, and Welfare.

Strengthening Health and Productivity Management

Because employee health is directly linked with company performance, the Sharp Group places importance on employee health and aims to improve productivity and business performance by carrying out health and productivity management.
Specifically, Sharp works to prevent illness and improve the lifestyles of its employees through health checkups and mental health measures. It actively promotes the health of employees by setting goals for five lifestyle-related items (diet, sleep, exercise, smoking, and alcohol). Through these efforts, Sharp aims to be certified, by fiscal 2027, as a White 500 enterprise under the Kenko Investment for Health program organized by the Ministry of Economy, Trade and Industry.

Company-Wide Health Initiatives

The Sharp Group's business philosophy states that "It is the intention of our corporation to grow hand-in-hand with our employees." To this end, the Sharp Group has been working together with the Sharp Workers Union and the Sharp Health Insurance Association to support the health of employees through Healthy Sharp 23, a company-wide initiative conducted since fiscal 2014. Starting in fiscal 2023, this initiative was relaunched as Healthy Sharp and has a focus on cancer, cerebrovascular disease and heart disease prevention, as well as prevention of lifestyle diseases like arteriosclerosis, diabetes,
hypertension, and dyslipidemia, which are risk factors for cerebrovascular disease and heart disease. Since the onset of these diseases is closely related to daily lifestyle habits, Healthy Sharp focuses on five lifestyle-related factors ((1) diet, (2) exercise, (3) sleep, (4) smoking and (5) alcohol), along with (6) prevention of mental health disorders, as its target management factors. The aim is to check whether the answers given to questions asked during health checkups satisfy the healthy lifestyle habit indicators and then to increase the percentage of people who satisfy each.

Mr. Get, the mascot for Healthy Sharp

Social Initiatives: Human Resources

Promoting Occupational Safety and Health

■ Healthy Sharp-Five Lifestyle Habit-Related Target Management

Target management factors	Regular health checkup questionnaire (medical examination items)	Desired answer
(1) Diet	Eats faster than other people	No
	Eats dinner within two hours before bedtime three or more times a week	No
	Eats snacks or other food in addition to three meals every day or sometimes	No
	Skips breakfast three or more times per week	No
(2) Exercise	At least two days per week, performs exercise that lasts for at least 30 minutes per session and produces a light sweat	Yes
	Performs physical activity equivalent to walking for at least one hour per day	Yes
	Walks faster than others of the same age and sex	Yes
(3) Sleep	Gets sufficient rest from sleep	Yes
(4) Smoking	Is not a habitual smoker Used to smoke but hasn't in the last month	No Yes
(5) Alcohol	Drinks alcohol every day and drinks two or more standard drinks (180 ml x 2) per day, or three or more standard drinks (180 ml x 3) five to six days per week, three to four days per week, one to three days per week, or one to three days per month	No

Making Employees Healthier

Sharp reviews the lifestyle habits of all its employees based on the regular health checkup questionnaire (medical examination items) and uses the Healthy Sharp initiative as a way of fostering improvement of those habits. The main approaches used include health education and information provision to employees, consultations and health guidance from industrial physicians and public health nurses based on the results of regular health checkups, and various health promotion measures that support improvement of lifestyle habits. Sharp also has ongoing, focused activities to follow up on employees' health. For example, employees who are at risk of brain or heart diseases are encouraged to undergo health checkups.

■ Main Activities

	Target factors for management				
	(1) Diet	(2) Exercise habits	(3) Sleep	(4) Smoking	(5) Alcohol
Education/ information dissemination	・E-learning (all employees) ・Monthly dissemination via the intranet of information relating to the five lifestyle habits ・Training on Healthy Sharp and regular, healthy lifestyle habits (for new employees, online/group training) ・Health education on the five lifestyle habits (online/group training)				
	・Education on metabolic syndrome and lifestyle disease prevention for people in their 30s (online/group training)				
Consultation	• Improving employee health literacy and providing guidance on lifestyle habit improvement • Individual consultations for those with high-risk health check results • Specific health guidance (including guidance on improving sleep and responsible drinking)				
	• Dietary guidance	• Guidance on developing exercise habits	• Health checkups for employees working long hours • Guidance on improving sleep	• Smoking cessation guidance during five-year dental checkups	• Guidance on responsible drinking
Other measures	• Providing healthy menus in company cafeterias	• Company-wide team walking competitions using a smartphone app • Measures to establish regular walking habits • Sporting events • Information about fitness club membership campaigns • Promotion of morning radio exercises	• Reducing overtime work	• Subsidies for smoking cessation outpatient services and smoking cessation medication • Requesting family members to help with quitting smoking • Sharp No Smoking Day and No Smoking Week • Prohibiting smoking inside buildings	

Social Initiatives: Human Resources

Promoting Occupational Safety and Health

Example

Encouraging Bicycle Commuting

European device sales base SDE, located in Germany, has teamed up with Deutsche Dienstrad to offer employees a bicycle leasing program. The aim is to keep employees healthy and support a sustainable society.
Many German cities have excellent bike lane networks, and cycling is a common way to get around. Riding a bike produces no emissions, helps fight climate change, reduces stress, and improves fitness.
To make cycling more affordable, SDE enables employees to make use of the state tax benefit and pays a small part of the leasing cost. In fiscal 2024, 15 employees joined the program.

An employee using the bicycle lease program

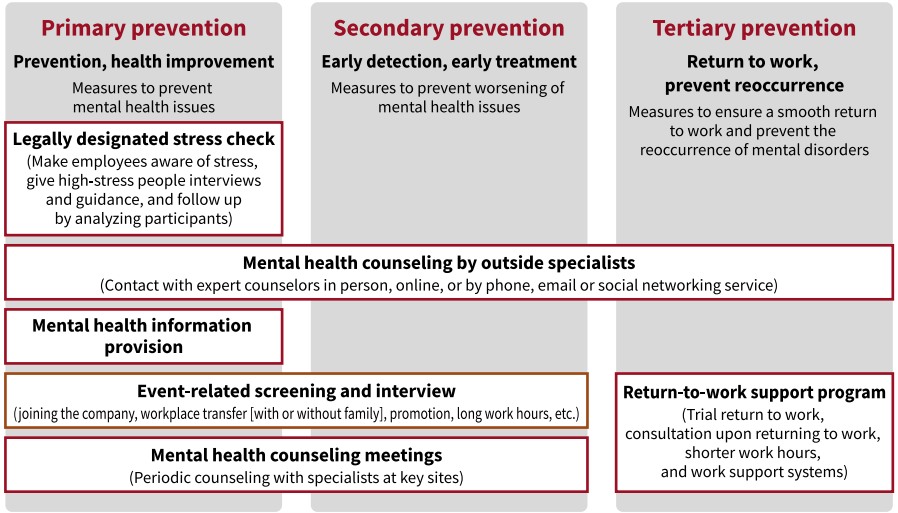
Social Initiatives: Human Resources

Promoting Occupational Safety and Health

Enhancing Mental Health Care

Sharp is promoting better mental health by making the prevention of mental health disorders one of its company-wide Healthy Sharp health initiative target management factors.
Sharp is working proactively to increase the rate of participation in the legally mandated stress check system, thereby contributing to the prevention of mental health problems by helping employees become aware of their own stress levels, and implementing early detection and treatment for highly stressed individuals through one-on-one guidance. Sharp is also implementing work environment improvement initiatives in departments with a high proportion of highly stressed individuals and in departments with a high overall health risk based on the results of analysis for each organization.
Sharp also offers comprehensive mental health services to employees, including consultations for new employees and employees working long hours, counseling with mental health doctors and workplace counselors and counseling at outside specialized institutions. Mental health information is also made available to employees on the intranet.
Our return-to-work support program also demonstrates our commitment to supporting reinstatement after absence and prevention of a recurrence of mental health issues. Employees returning to work will have a preliminary talk with the workplace physician and their department, and they can choose to return to work on a trial basis or work shorter hours.

■ Initiatives to Improve Employees' Mental Health



Preventing Health Problems Caused by Overwork

The Sharp Group strives to prevent health problems caused by overwork, such as by curbing long working hours, so that all employees can work in full physical and mental health.

Sharp Code of Conduct (excerpt)

> We will actively make efforts to create a safety-first workplace environment and to manage proper working time and the like by placing maximum priority on human life, and by complying with global standards, the laws and regulations and internal company rules relating to work conditions and occupational health and safety.

Specifically, in order to limit the amount of overtime work, Sharp has set upper limits on working long hours and has designated days on which no overtime is allowed. Other measures which Sharp utilizes are securing break times between the end of working hours and the start of the next and mandating physician consultation and guidance for employees working long hours.
A new attendance management system was introduced in fiscal 2024. As this is an in-house developed system, it is designed to be optimized for the work styles of Sharp Group employees and goes beyond recording the number of hours worked to visualize each employee's daily work style. This allows supervisors and admin departments to have a more detailed understanding of employees' situations and, thus, help prevent health problems caused by excessive work.

■ Measures Related to Work Hours

Item	Description
Upper limits on overtime work	• For all employees, including managers and supervisors, work hour management standards are established that are stricter than those set by law
No overtime days	• Two no-overtime days are set per week
Rules to secure rest time	• Seven consecutive workdays are prohibited • At least 10 hours of rest time should be secured between the end of one work period and the start of the next
Encouragement to take scheduled annual paid leave	• Employees are encouraged to schedule and take their annual paid leave • A joint labor-management campaign to promote taking annual paid leave
Criteria for mandatory physician consultation and guidance	• All employees whose overtime above the weekly limit of 40 hours has exceeded 80 hours in the given month must receive physician consultation and guidance

Social Initiatives: Human Resources

Creating a Safe Work Environment

Remuneration System and Bonuses

In order to acquire and secure the talented personnel necessary for improving the company's performance and achieving continuous growth, Sharp reviews the salary levels of its employees and the starting salaries of new graduates as appropriate, taking into consideration the company's competitiveness in the labor market.

Expanding Employee Benefits

The Sharp Group strives to provide a comprehensive employee benefits package to create an environment in which employees can work with peace of mind. Specifically, Sharp provides housing support, such as dormitories for single employees and company housing for transferees; medical examination subsidy (e.g., for comprehensive medical screenings); group health insurance plan that employees and their families can join at a discount; and support for asset building through property accumulation savings and employee stock ownership plans.

■ Sharp Group Employee Benefits (Japan)

Housing support	Sharp provides dormitories for single employees and company housing for transferees, thereby helping to reduce the financial burden on employees.
Corporate pension	In addition to the public pension system, Sharp has introduced its own corporate pension system (defined benefit corporate pension) to help support employees after their retirement. As of March 31, 2025, permanent employees under the age of 60 at 21 participating Sharp Group business sites in Japan are members of the Sharp Corporate Pension Fund.
Health insurance association	The health insurance association provides specific supplemental benefits above and beyond those mandated by law when sick or injured. A variety of health promotion services are also provided to those enrolled in the health insurance association. As of March 31, 2025, employees and their dependents from 28 applicable Sharp Group business sites in Japan are members of the Sharp Health Insurance Association.
Congratulations and condolences	Employees can receive various congratulatory and condolence-related payments and leave for occasions such as marriages, births, and funerals.
Other employee benefits and welfare systems	Property accumulation savings, employee stock ownership plan, Group health insurance plan, medical examination subsidy (e.g., for comprehensive medical screenings), special incentive leave (an extra 5 days of paid leave for every 5 years of continued employment).

Increasing Employee Engagement

Increasing Employee Engagement

Sharp regularly communicates the company vision and management's thoughts to employees of its group companies, in the form of a "message from the president & CEO," in order to share Sharp's corporate philosophy and values. Furthermore, Sharp collects employees' opinions through questionnaires and surveys and carries out efforts to enhance internal branding, which leads to improved employee engagement. Sharp also discloses information, such as about its personnel and compensation systems, to increase employee satisfaction. Furthermore, Sharp is strengthening management education to enhance their role in handling increasingly complex communication, to promote information sharing and delegation of authority, and to create an environment where employees can take initiative, thereby encouraging employee ownership (a sense of ownership and initiative). In addition, Sharp is working to improve its infrastructure, including systems governing evaluation and salary structures and the IT environment, in order to create a psychologically safe workplace where employees can work without stress and with peace of mind.
Starting in fiscal 2024, Sharp began conducting engagement surveys twice a year in place of employee satisfaction surveys. The survey results help management to understand employee expectations and satisfaction levels and then to use these to make improvements, leading to further improvements in engagement.

	FY2024 Result	Target
Engagement score*	B	FY2027: A (up 3 ranks)

* Sharp utilizes Motivation Cloud Engagement provided by Link and Motivation Inc. This visualizes the state of engagement within an organization using a unique survey method that compiles employee expectations and satisfaction regarding the company, managers, and workplace. B is the Japan national average level, and A is the top 20% level. This survey is targeted at employees in Sharp Corporation and its domestic consolidated subsidiaries.

Social Initiatives: Human Resources

Human Resources Data

■ Employees

By Region, Consolidated

Item	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Number of employees*1	Sharp consolidated	-	43,445	40,123	Persons
	Japan	-	17,209	15,761	
	Americas	-	1,935	1,910	
	Europe, Middle East	-	3,254	3,336	
	China, Asia, Oceania	-	21,047	19,116	

*1 Permanent employees

Sharp Corporation

Item	Scope		Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Directors, audit and supervisory committee members	Sharp Corporation		7	7	9	Persons
		Men	7	7	8	
		Women	0	0	1	
Number of employees*2	Sharp Corporation		5,321	5,029	5,636	
		Men	4,576	4,290	4,791	
		Women	745	739	845	
	Executive officers		4	8	6	
		Men	4	8	6	
		Women	0	0	0	
	Managers		1,134	1,086	1,244	
		Men	1,078	1,031	1,189	
		Women	56	55	55	
	General staff		4,183	3,935	4,386	
		Men	3,494	3,251	3,596	
		Women	689	684	790	
Average age*2	Sharp Corporation		45.6	45.5	45.3	Age
		Men	45.9	45.9	45.7	
		Women	43.4	43.3	42.9	
Average years of service*2	Sharp Corporation		22.4	21.6	21.1	Years
		Men	22.7	21.9	21.5	
		Women	20.7	19.6	18.9	

*2 Permanent employees

■ Hiring and Turnover

Item	Scope		Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Number of hires*3	Consolidated subsidiaries in Japan		-	617	793	Persons
		Men	-	471	602	
		Women	-	146	191	
	Sharp Corporation*4		-	191	305	
		Men	-	138	232	
		Women	-	53	73	
Turnover*3*5	Consolidated subsidiaries in Japan		-	4.7	5.3	%
		Men	-	4.5	5.2	
		Women	-	6.0	5.8	
	Sharp Corporation		-	4.6	4.3	
		Men	-	4.4	4.2	
		Women	-	6.2	5.0	

*3 Permanent employees.
*4 Does not include persons hired as employees of Sharp Corporation and transferred to affiliated companies on the same day of employment.
*5 Number of employees who voluntarily left the company during the fiscal year to the number of employees as of March 31 of each year.

■ Diversity

Personnel, Consolidated Subsidiaries in Japan

Item	Scope			Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Personnel composition ratio, by gender*6	Consolidated subsidiaries in Japan		Men	88.9	88.5	87.2	%
			Women	11.1	11.5	12.8	
		Managers	Men	-	96.4	96.4	
			Women	-	3.6	3.6	
		General staff	Men	-	87.0	85.3	
			Women	-	13.0	14.7	
	Sharp Corporation		Men	86.0	85.3	85.0	
			Women	14.0	14.7	15.0	
		Managers	Men	95.1	95.0	95.6	
			Women	4.9	5.0	4.4	
		General staff	Men	83.5	82.6	82.0	
			Women	16.5	17.4	18.0	
Personnel composition ratio, by age*6	Consolidated subsidiaries in Japan	Under 30 years old		-	11.8	13.2	%
		30 to 49 years old		-	38.6	36.4	
		50 years and older		-	49.6	50.4	
	Sharp Corporation	Under 30 years old		-	12.9	14.2	
		30 to 49 years old		-	38.0	37.8	
		50 years and older		-	49.1	48.0	

*6 Permanent employees

Social Initiatives: Human Resources

Human Resources Data

Diversity

Personnel Composition at Major Overseas Subsidiaries

Item	Scope			Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Personnel composition ratio, by gender	SEC (US) Sales, production		Men	68.9	68.8	68.3	%
			Women	31.1	31.2	31.7	
		Directors, managers	Men	79.2	78.3	74.9	
			Women	20.8	21.7	25.1	
		Non-managers*1	Men	68.0	67.8	67.6	
			Women	32.0	32.2	32.4	
	SEE (UK) Sales, production		Men	74.1	74.7	73.9	%
			Women	25.9	25.3	26.1	
		Directors, managers	Men	77.6	73.7	78.3	
			Women	22.4	26.3	21.7	
		Non-managers*1	Men	73.3	74.9	72.8	
			Women	26.7	25.1	27.2	
	SEID (Indonesia) Sales, production		Men	71.5	71.9	71.7	%
			Women	28.5	28.1	28.3	
		Directors, managers	Men	83.3	83.5	83.9	
			Women	16.7	16.5	16.1	
		Non-managers*1	Men	70.8	71.1	70.9	
			Women	29.2	28.9	29.1	
	SATL (Thailand) Production		Men	32.4	33.3	34.4	%
			Women	67.6	66.7	65.6	
		Directors, managers	Men	63.3	60.6	58.1	
			Women	36.7	39.4	41.9	
		Non-managers*1	Men	31.8	32.6	33.9	
			Women	68.2	67.4	66.1	
	SOCC (China) Production		Men	31.0	31.5	33.2	%
			Women	69.0	68.5	66.8	
		Directors, managers	Men	84.8	85.2	84.5	
			Women	15.2	14.8	15.5	
		Non-managers*1	Men	25.0	25.5	26.9	
			Women	75.0	74.5	73.1	

Personnel Composition at Major Overseas Subsidiaries

Item	Scope			Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Personnel composition ratio, by gender	NSEC (China) Production		Men	64.5	64.4	65.0	%
			Women	35.5	35.6	35.0	
		Directors, managers	Men	64.6	66.1	67.8	
			Women	35.4	33.9	32.2	
		Non-managers*1	Men	64.5	64.2	64.6	
			Women	35.5	35.8	35.4	
	WSEC (China) Production		Men	47.1	46.3	45.4	%
			Women	52.9	53.7	54.6	
		Directors, managers	Men	60.1	60.5	61.5	
			Women	39.9	39.5	38.5	
		Non-managers*1	Men	46.0	44.9	43.7	
			Women	54.0	55.1	56.3	

*1 Permanent employees

Annual Average Wage Ratio, by Gender

Item	Scope			Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Annual average wage ratio, by gender	Sharp Corporation		Men	100	100	100	%
			Women	80.0	79.6	79.9	
		Permanent employees	Men	100	100	100	
			Women	79.6	78.8	78.9	
		Part-time and fixed-term workers	Men	100	100	100	
			Women	71.7	72.5	74.3	

Sharp Corporation has no gender-based differences in its personnel and compensation systems. It is working to increase the number of women in leadership positions, and it believes these efforts will help eliminate the gender wage gap.

Employment of People with Disabilities

Item	Scope	June 2023	June 2024	June 2025	Unit
Employment rate of people with disabilities*2	Sharp Corporation, special subsidiary, applicable group companies	2.58	2.56	2.45	%

*2 Based on Japan's Act to Facilitate the Employment of Persons with Disabilities

Social Initiatives: Human Resources

Human Resources Data

Work-Life Balance

Item	Scope		Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Annual paid leave	Sharp Group in Japan	Usage rate*1	74.0	75.8	74.2	%
Overtime		Average hours per person/month*1	15.5	15.3	16.9	Hours

*1 Permanent employees

Item	Scope			Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Leave for purposes related to childcare*2	Sharp Corporation	Number of users		107	67	85	Persons
			Men	88	53	68	
			Women	19	14	17	
		Usage rate*3		97.2	88.1	103.7	%
			Men	95.6	84.1	103.0	
			Women	105.5	107.6	106.3	
Childcare leave, parental leave	Sharp Corporation	Return to work rate	Men	100.0	100.0	100.0	
			Women	90.0	94.7	100.0	
		Retention rate*4	Men	88.6	96.9	92.3	
			Women	94.1	96.4	89.5	
Reduced-hours employment during childbearing/childcare	Sharp Corporation	Number of users		5	5	7	Persons
Childcare support work program				230	205	222	
Nursing care leave	Sharp Corporation	Number of users		5	6	3	
Nursing care support work program				14	14	16	

*2 Childcare leave, parental leave, paternity leave.
*3 The usage rate for childcare leave and other leaves for purposes related to childcare, calculated in accordance with the standards of the Act on Childcare Leave and Caregiver Leave. In fiscal 2024, the standards were revised to round off published figures to the first decimal place. For this reason, figures for fiscal 2022 and 2023 have been revised.
*4 Percentage of employees still working 12 months after returning to work.

Human Resource Development

Item	Scope		Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
In-house programs for self-development*5	Consolidated subsidiaries in Japan	Total number of participants	5,310	9,044	9,299	Persons
		Total learning hours	9,557	26,219	28,918	Hours

*5 Includes management skills improvement training, specialized training, and (from fiscal 2023) study sessions and Sharp Language Academy (for permanent employees).

Occupational Safety and Health

Item	Scope		Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Industrial accidents	Consolidated subsidiaries in Japan	Number of work accidents	62	62	59	Incidents
		Frequency rate	0.27	0.36	0.48	-
		Number of fatalities	0	0	0	Persons

Employee Engagement

Item	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Engagement score*6	Consolidated subsidiaries in Japan	-	-	B	-

*6 Sharp utilizes Motivation Cloud Engagement provided by Link and Motivation Inc. This visualizes the state of engagement within an organization using a unique survey method that compiles employee expectations and satisfaction regarding the company, managers, and workplace.

Annual Total Pay Ratio

Item	Scope	Fiscal 2022	Fiscal 2023	Fiscal 2024	Unit
Annual total pay ratio*7	Sharp Corporation	-	-	7.41	-

*7 The ratio of the total annual compensation of the company's highest-paid individual to the median total annual compensation of all employees (those working at the company as of the end of the fiscal year).

Social Initiatives: Efforts Related to Human Rights

Efforts Related to Human Rights

Guiding Principles on Human Rights

As a participant in the United Nations Global Compact, the Sharp Group promotes initiatives that conform to international principles about human rights and labor standards, such as those advocated in International Labour Organization (ILO) conventions.
The Sharp Group's fundamental policies with regard to human rights are embodied in the Sharp Group Charter of Corporate Behavior and the Sharp Code of Conduct. These stipulate that the Sharp Group respects fundamental human rights and individuality by eschewing practices that are discriminatory or which infringe upon human rights, such as child labor or forced labor, and every effort is made to ensure that all Sharp employees are aware of and adhere to these policies.
The Sharp Group Human Rights Policy has been established as a document outlining the Sharp Group's basic principles and commitment regarding respect for human rights, with the aim of ensuring equal and fair treatment of all stakeholders and of realizing a sustainable society free of human rights violations.

Related information: >
Sharp Group Human Rights Policy

Human Rights Education and Training

In Japan, new employees and mid-career hires of the Sharp Group learn about Sharp's philosophy on human rights by studying the Sharp Group Charter of Corporate Behavior and the Sharp Code of Conduct. Each site carries out ongoing human rights awareness activities, including annual human rights training. In fiscal 2024, Sharp held online training and e-learning on preventing all forms of harassment, as well as on other important topics. A total of 17 sessions were provided to 14,995 employees.

Sharp Group Charter of Corporate Behavior (excerpt)

The Sharp Group respects fundamental human rights and does not engage in discriminatory actions or human rights violations in any of our business activities. The Sharp Group does not sanction child labor or forced labor.

Sharp Code of Conduct (excerpt)

1. We respect the fundamental human rights and the dignity of individuals in all business activities, and will not be complicit in human rights violations. In case business activities, products and services are found to adversely affect human rights, we will take all appropriate measures.
2. We will not sanction child labor or any form of forced labor, and we will support its effective abolition.
3. In any corporate activities, including employment practices such as hiring, payment, promotion, opportunities for training and the like, we do not take any action that constitutes discrimination based on nationality, race, ethnic group, color, sex, physical health, pregnancy, sexual orientation, age, marital status, religion, creed, social status, birth, property, bodily feature, physical or mental disability, political opinion, and the like.
4. We do not engage in acts and speech that constitute inhumane acts, such as abusive behavior, expressions of contempt, verbal abuse, sexual harassment, power harassment and the like, in our offices and other work places.
5. Based on global standards and applicable laws and regulations, we will respect and consider the rights of employees, such as freedom to associate, freedom to join a trade union, freedom to take industrial action, freedom to join a worker's council and the like without revenge, threats, and/or harassments to employees.

In fiscal 2024, compliance-related training based on the Sharp Code of Conduct was also provided to all Sharp Group employees in Japan. In this training, employees learned about prohibition of forced labor, eliminating discrimination and harassment, working hours, young workers, wages and benefits, and freedom of association, key themes in the human rights and labor field. This training was open to 17,938 employees, including those at Sharp Corporation and subsidiaries in Japan, with 17,352 taking part (96.7% participation rate). Human rights-related initiatives in line with the Sharp Group Charter of Corporate Behavior, the Sharp Code of Conduct, the Sharp Group Human Rights Policy, local laws and regulations, and other requirements are also being promoted at Sharp's overseas bases.
Additionally, as part of human rights due diligence, Sharp carries out ongoing human rights compliance checks at its production sites via self-assessment surveys and audits* based on the RBA Code of Conduct, which conforms to international principles, such as those advocated in ILO conventions.
In the UK, we have disclosed a statement to prevent forced labor and human trafficking based on the UK Modern Slavery Act 2015. In Australia, we have submitted reports as required under the Modern Slavery Act.

* See page 017.

Related information: > Modern Slavery Act Transparency Statement

Social Initiatives: Efforts Related to Human Rights

Labor–Management Relationship

Good Labor-Management Relationship That Prioritizes Dialogue and Respect for Employee Rights

Sharp respects employees' right to organize and the right of collective bargaining based on the laws of each country or region, and it works to strengthen its trusting relationships with labor unions.
At Sharp Corporation, for example, labor agreements between the company and the union give the union the right to organize, the right to bargain collectively, and the right to take collective action.
Under labor agreements, Sharp provides periodic opportunities for labor-management meetings, such as the Central Labor-Management Council, which involves top executives from both sides, and labor-management meetings at each production site and affiliate. In addition, labor and management periodically meet to exchange opinions and information regarding the company's financial condition and issues in the work environment. When there are issues that will have an impact on the working conditions of union members, both sides meet for discussion before action is taken.
With regard to wages and working conditions, in order to maintain a standard of living for employees and their families, Sharp respects international human rights norms, such as those of the ILO, and complies with domestic laws such as the Minimum Wage Act and the Labor Standards Act. In addition, Sharp sets wages and working conditions in good faith with the Sharp Workers Union and its parent organization, the Japanese Electrical, Electronic & Information Union, based on the policies sought by those organizations. Additionally, the Sharp Group in Japan has introduced various employee benefit programs to help employees and their families live with peace of mind.
As of March 31, 2025, the union participation rate* of employees of Sharp Corporation and domestic consolidated subsidiaries was approximately 77%.
In Europe, Sharp holds European Works Council meetings every year to review the financial condition and managerial issues throughout Europe. In China, companies are obligated to hold meetings with employee representative assemblies to decide on issues such as employee working conditions. In line with relevant local laws, Sharp strives to build cooperative labor management relationships.

* The ratio of union members who belong to the Sharp Group Federation of Labor Unions to employees, including non-union managers (the Sharp Workers Union is a member of the Sharp Group Federation of Labor Unions).

Preventing Workplace Harassment

Basic Concept

Workplace harassment is socially unacceptable behavior damaging to human dignity. It prevents employees from being effectively empowered, hinders workplace cohesion and operations, and negatively affects the company's image in society. Harassment-related consultations are handled swiftly and fairly, and disciplinary action is taken in accordance with the rules of employment if any prohibited behavior considered to be harassment is identified.

Prohibited behavior considered to be harassment

- Sexual harassment
- Harassment relating to pregnancy, childbirth, childcare, caregiving, etc.
- Power harassment (workplace bullying)

Harassment Prevention Measures and Harassment Consultation Services

In Japan, in order to help prevent harassment and to deal with it should it occur, Sharp provides all employees, including managers, with e-learning and other harassment-related training. There were 13,359 participants in fiscal 2024.
Sharp has also set up a harassment consultation service for all of its bases in Japan in order to handle harassment-related reporting and consultations, thereby helping to ensure that, in the event that harassment occurs, a system is in place to immediately deal with it. In addition, Sharp has established the Crystal Hotline as a general consultation service for all workplace-related concerns, particularly those related to compliance.
Consultation services are available to Sharp employees, temporary staff, employees of business partners, and other relevant parties.
Sharp has developed harassment response guidelines, which stipulate the appropriate way to handle harassment reports, such as how to ensure those making the reports do not suffer any negative repercussions or have any personally identifiable information leaked or disclosed without their consent.

Social Initiatives: Promoting Supply Chain CSR

Determining Procurement from the Standpoint of Providing Equal Opportunity and Fair Evaluation

Sharp's business philosophy states, "Our future prosperity is directly linked to the prosperity of our customers, dealers and shareholders." In line with this, Sharp works with suppliers and all other stakeholders to provide solutions to social issues through business and to mitigate impacts on society and the environment as it pursues sustainable growth and mutual prosperity.
To these ends, Sharp emphasizes impartiality and fairness in all purchasing activities and chooses who it will procure parts, materials, and equipment from by providing Japanese and overseas suppliers with an equal opportunity to do business with Sharp. This opportunity includes a fair evaluation of whether a supplier meets Sharp's requirements in such areas as quality, standards, and performance.

Basic Purchasing Principles

To ensure sustainable growth and mutual prosperity with its suppliers, Sharp is going beyond initiatives related to the quality, price, and delivery of parts and materials. Sharp is also seeking to fulfill its social responsibilities over a wide range of areas across the entire supply chain. These areas include product safety, environmental protection, human rights and labor, and health and safety.
Sharp's basic concept, concrete policies, and requests to suppliers pertaining to procurement activities are set out in the Basic Purchasing Principles. In its Basic Purchasing Principles Requests to Suppliers, Sharp makes clear that it expects suppliers to actively work to ensure that, in addition to complying with all relevant laws, they also protect the environment and are in compliance with social norms, such as those regarding the arrangement of a proper labor environment, the prohibition of child and forced labor, the prohibition of discrimination, and the prohibition of bribery and unfair acts.
To deepen the understanding between Sharp and its business partners about sustainable procurement, Sharp communicates actively with supplier sales representatives on a daily basis.

Related information: > Basic Purchasing Principles

Basic Procurement Concept

1. Sharp's procurement activities are conducted in an open and impartial manner, with a fair evaluation given to suppliers in and outside Japan.
2. Sharp will comply with all laws and regulations, and achieve mutual prosperity with suppliers.
3. Sharp will fulfill social responsibility such as the conservation of the environment through its procurement activities.
4. Sharp pursues optimal quality and cost to the fullest.

Basic Purchasing Principles Requests to Suppliers

1. Compliance with laws and social standards that are applicable in countries and regions where suppliers do business
2. Promotion of sound business operations
3. Consideration for the environment
4. Securing optimal quality and cost
5. Stable supply of parts and materials
6. Leading technology
7. No disclosing of confidential information

- Compliance with laws related to the manufacture and distribution of parts and materials
- Compliance with laws related to labor
- Compliance with laws related to health and safety and arrangement of proper labor environment
- Prohibition of child and forced labor
- Prohibition of discrimination based on race and sex and respect for the dignity of each employee
- Compliance with environmental laws
- Prohibition of bribery and unfair acts

Social Initiatives: Promoting Supply Chain CSR

Determining Procurement from the Standpoint of Providing Equal Opportunity and Fair Evaluation

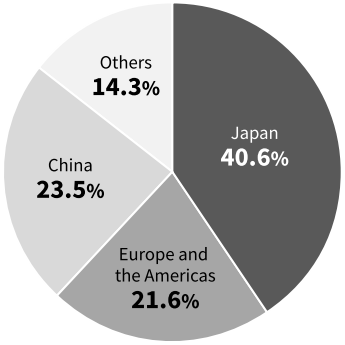
Overview of the Global Supply Chain

Sharp has 21 consolidated subsidiaries in Japan and 97 overseas (as of March 31, 2025). In line with the globalization of its business, 59.4% of sales are from overseas business; similarly, 62.2% of materials procurement, in terms of monetary amount, is by overseas production bases.

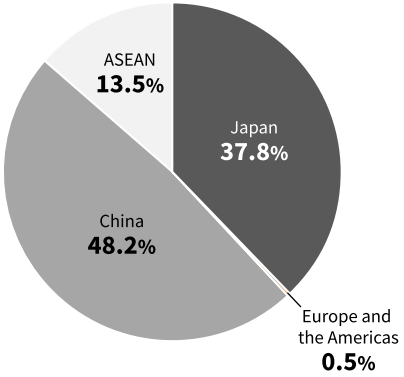
Sharp has established an international procurement office (IPO) in Hong Kong and South Korea to further procurement activities such as increased procurement of materials locally and more streamlined distribution.

Through increased procurement of local parts and materials, Sharp contributes to mutual prosperity with suppliers and advancement of regional economies.

■ Sales by Region (Fiscal 2024)



■ Procurement Amount Composition Ratio by Production Base (Fiscal 2024)



Social Initiatives: Promoting Supply Chain CSR

Promoting CSR across the Entire Supply Chain

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Continue CSR/Green procurement survey in fiscal 2024	■ Carried out FY2024 CSR/Green procurement survey (April 2025)	★★	■ 100% response rate for FY2025 CSR/Green procurement survey ■ Provide ESG education for procurement staff with 100% participation rate (March 2026)

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Supply Chain CSR Policies and Systems

The Sharp Group's fundamental policies with regard to CSR are established in the Sharp Group Charter of Corporate Behavior and the Sharp Code of Conduct. Every effort is made to ensure that all Sharp employees are aware of and adhere to these policies.
The Corporate Procurement Group, which promotes supply chain CSR, has been organizationally strengthened as a business unit directly under the president & CEO from June 2024. It coordinates with each business unit and subsidiary's procurement department to pursue Group-wide implementation of sustainable procurement activities.
In addition, the Sustainability Committee*, which is chaired by the CEO, has set supply chain ESG risk reduction as a key initiative. At committee meetings, members from relevant head office departments, along with business units and subsidiaries, share their policies and measures. The committee also monitors and manages progress on supply chain CSR-related measures.

*See page 011.

Sharp Supply-Chain CSR Deployment Guidebook

To help suppliers understand and put into action CSR philosophy as stated in Sharp's Basic Purchasing Principles, in fiscal 2007 the company formulated and distributed its own Sharp Supply-Chain CSR Deployment Guidebook in Japanese, English, and Chinese. The Basic Products Purchase Agreement also includes articles on CSR initiatives, based on the guidebook, that suppliers are requested to follow. In addition, Sharp asks its business partners' suppliers to also support and implement the guidelines in this guidebook.
In fiscal 2015, Sharp fully revised the content of its guidebook to conform to the RBA Code of Conduct. Since then, it has revised the guidebook as needed in line with revisions to the RBA Code of Conduct. In this way, Sharp strives to comply with the increasingly sophisticated international standards for CSR.

Participation in Industry Standard Initiatives

In December 2021, Sharp joined the RBA (Responsible Business Alliance), an alliance of companies that pursue social responsibility across the global supply chain. The RBA's vision and mission are shared throughout the entire Sharp Group in order to promote sustainable procurement.
Sharp also actively participates in the activities of groups such as the Japan Electronics and Information Technology Industries Association (JEITA), through which it contributes to the promotion of industry-wide sustainable procurement.

Content of Sharp Supply-Chain CSR Deployment Guidebook, 4th Edition (revised January 2025)
A. Labor 1) Prohibition of Forced Labor 2) Young Workers 3) Working Hours 4) Wages and Benefits 5)Non-Discrimination/Non-Harassment/Humane Treatment 6)Freedom of Association and Collective Bargaining B. Health and Safety Occupational Health and Safety 2) Emergency Preparedness 3) Occupational Injury and Illness 4) Industrial Hygiene 5) Physically Demanding Work 6) Machine Safeguarding 7) Sanitation, Food, and Housing 8) Health and Safety Communication C. Environment 1) Environmental Permits and Reporting 2) Pollution Prevention and Resource Conservation 3) Hazardous Substances 4) Solid Waste 5) Air Emissions 6) Materials Restrictions 7) Water Management 8) Energy Consumption and Greenhouse Gas Emissions D. Ethics 1) Business Integrity 2) No Improper Advantage 3) Disclosure of Information 4) Intellectual Property 5) Fair Business, Advertising and Competition 6) Protection of Identity and Non-Retaliation 7) Responsible Sourcing of Minerals 8) Privacy E. Management Systems 1) Company Commitment 2) Management Accountability and Responsibility 3) Legal and Customer Requirements 4) Risk Assessment and Risk Management 5) Improvement Objectives 6) Training 7) Communication 8) Workers/Stakeholders Engagement and Access To Remedy 9) Audits and Assessments 10) Corrective Action Process 11) Documentation and Records 12) Supplier Responsibility

Related information: > Sharp Supply-Chain CSR Deployment Guidebook

Social Initiatives: Promoting Supply Chain CSR

Promoting CSR across the Entire Supply Chain

Promoting CSR Awareness and Conducting Risk Assessment at Suppliers

There has been increasing concern around the world in recent years about issues such as slave labor and forced labor. Europe and North America have led the way in enacting, enforcing, or discussing laws promoting due diligence of human rights in the supply chain. Examples include the Uyghur Forced Labor Prevention Act and the EU Corporate Sustainability Due Diligence Directive (CSDDD). Companies today are expected to be stricter than ever in implementing CSR in the supply chain.

Sharp periodically carries out CSR/Green procurement surveys to confirm how well suppliers are carrying out CSR based on the RBA Code of Conduct-compliant Sharp Supply-Chain CSR Deployment Guidebook and to identify, assess, and reduce CSR risk in the supply chain.

On the survey form, there are areas that conform to the RBA self-assessment questionnaire—labor, health and safety, environment, and ethics—as well as a wide range of items particular to Sharp, including biodiversity/chemical substances management, BCP (business continuity planning), and information security.

To help suppliers understand things like the purpose and background of the survey, Sharp adds its own explanations to major questions. This helps make the survey a medium that prompts suppliers to further their understanding of international CSR standards.

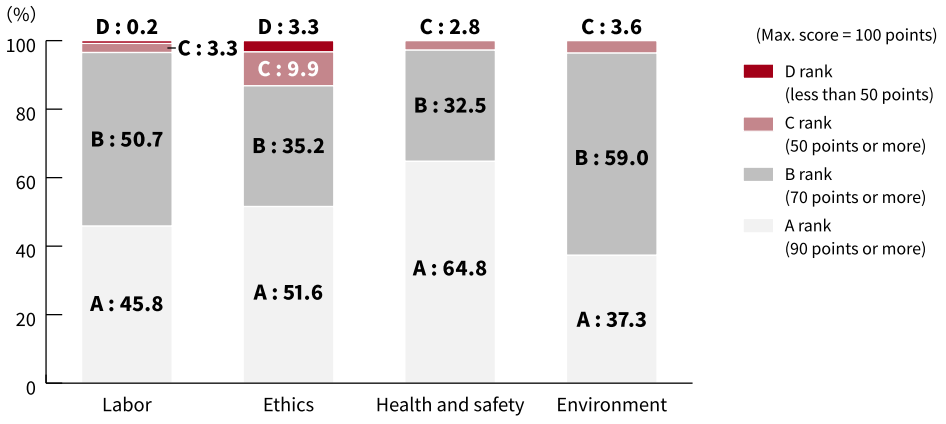
The survey is carried out separately at each factory of suppliers, or secondary manufacturers and downward on the supply chain, that makes products for Sharp. Survey scorecards are shared with them, and those with low-scoring areas are asked to submit corrective action plans. Through such post-survey communication with suppliers, Sharp is continuously working to improve CSR across the supply chain.

In fiscal 2024, Sharp surveyed 960 business sites of 470 companies, which account for the top 80% of Sharp's domestic and overseas suppliers in terms of procurement value, and received responses from 713 business sites of 363 companies (a response rate of 74.2%). Of these, 35 sites received low ratings and were asked to implement corrective action plans. No serious issues, such as forced labor or child labor, were identified in the supply chain.

If, through our continuing due diligence, it was determined that a human rights violation did occur, we would immediately enter into discussions with the supplier in question based on the supplier contract, and take the necessary corrective and relief measures. If no remediation is expected, Sharp will take strict measures, such as suspending transactions, while prioritizing relief measures for victims.

Sharp will continue to step up its efforts in response to trends in international human rights due diligence as it fulfills its corporate social responsibility in every facet of the supply chain.

■ Assessment Distribution of CSR/Green procurement survey (All Production Sites in Japan and Overseas)



■ Fiscal 2024 CSR/Green procurement survey: Examples of Issues and Solutions

Area	Supplier Issues	Supplier Improvements
Labor	• No written labor policies have been created	• Specify labor policies in the company rules of employment
Ethics	• No ethical management guidelines have been created • No risk assessment or management review has been carried out	• Formulate ethical management guidelines • Conduct risk assessments and management reviews of corrective action plans
BCP	• BCP is not regularly reviewed • Not able to check status of secondary suppliers' BCP • No target time for resuming business has been set	• Organize a BCP response team and conduct regular evaluations and reviews • Check the status of BCP creation by secondary suppliers • Set a target time for resuming business
Information security	• Implementation status of policies and rules cannot be confirmed	• Confirm the implementation status

Social Initiatives: Promoting Supply Chain CSR

Promoting CSR across the Entire Supply Chain

Education for Procurement Personnel

To help all those in procurement positions company-wide improve their understanding and implementation of CSR, a thorough explanation of the Basic Purchasing Principles, along with a curriculum relating to supply chain CSR, is included in training materials for new employees, transferred employees, and management skills improvement.
Additionally, all Sharp Group employees in Japan take compliance-related training based on the Sharp Code of Conduct*1 in order to foster respect for human rights, and ESG-related training*2 in order to gain basic knowledge about sustainable procurement. This is done to ensure that all procurement personnel within the company have undergone training on sustainable procurement.
In fiscal 2025, the plan is to implement sustainability-related learning for 100% of employees engaged in procurement work across the entire Sharp Group, including overseas bases.
Moving forward, Sharp will continue to expand and implement these educational programs in order to promote greater understanding of sustainable procurement among procurement personnel, both in Japan and overseas.

Procurement BCP

In order to enable the continuation and rapid recovery of business with its business partners in the event of large-scale disasters, such as earthquakes and typhoons, or epidemics of infectious diseases, Sharp uses the Rules of Business Risk Management*3 to create and periodically revise business continuity plans (BCPs).
To ensure that corporate procurement departments secure a stable supply of parts and materials at fair prices, Sharp continuously strengthens partnerships with suppliers regarding long-term supply contracts and other matters, as well as purchases from multiple suppliers. Sharp also requires suppliers to periodically check and update the factories that produce items delivered to Sharp. It also carries out CSR/Green procurement surveys to confirm how well suppliers are making and maintaining BCPs.

*1 See page 134.
*2 See page 010.
*3 See page 133.

Social Initiatives: Promoting Supply Chain CSR

Promoting CSR across the Entire Supply Chain

Strengthening the Hotline and Consultation System for Suppliers

Sharp Corporation and its affiliated companies in Japan have set up the Crystal Hotline to handle organizational and individual legal and ethical violations. The hotline accepts reports and consultation requests from suppliers.*1
Additionally, in order to develop a grievance mechanism as required of companies by the United Nations Guiding Principles on Business and Human Rights (UNGP), Sharp became an inaugural member (regular member) of the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER) in 2020.
A broad range of stakeholders, including employees of suppliers in global supply chains (including second-tier and lower suppliers) and the labor unions and NGOs that support them, have been able to make use of JaCER's Engagement and Remedy Platform, available in 34 languages, to submit reports of human rights-related grievances.

*1 See page 135.

Related information: > Japan Center for Engagement and Remedy on Business and Human Rights (JaCER)

Encouraging Business Partners to Conduct Sustainable Procurement

To help suppliers deepen their understanding of sustainable procurement, Sharp held the Sharp Supplier Summit in Japan in September 2024, where it explained its sustainable procurement policy to 261 people from 130 major supplier companies.
As a member of the CSR Committee and the Responsible Minerals Trade Working Group*2 of the Japan Electronics and Information Technology Industries Association (JEITA), Sharp actively supports the promotion of understanding and capacity building among its suppliers, such as through its involvement in educational and awareness-raising activities on sustainable procurement, including planning and running lectures for suppliers and disseminating the latest information.

*2 See page 106.

Audits and Education to Ensure Full Compliance with the Subcontract Act

In Japan, Sharp Corporation and its affiliated companies implement compliance checks and in-house education on an ongoing basis to comply with the Subcontract Act (Act Against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors), a law aimed at protecting the earnings of subcontractors.

The compliance checks are self-audits conducted every year by business units, procurement departments, head office departments, and domestic affiliated companies to ensure thorough compliance with the Subcontract Act. To further raise awareness of complying with the Subcontract Act and ensure all employees related to procurement are knowledgeable in matters such as government policy on dealing with subcontractors, Sharp held in-house study sessions at each of its domestic affiliates, e-learning for approximately 12,000 employees group-wide (76.1% of all Sharp Group employees in Japan), and had employees take outside seminars.

An in-house Subcontract Act study session
(relayed live to all Sharp bases in Japan)

Social Initiatives: Promoting Supply Chain CSR

Responsible Minerals Procurement

Policies and Systems for Responsible Minerals Procurement

In recent years, a series of laws and regulations have been enacted that obligate companies to carry out due diligence in human rights and the environment, such as the EU's Battery Regulation and Corporate Sustainability Due Diligence Directive, in addition to the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act and the EU's Conflict Minerals Regulation. This has meant that companies have had to take a broader range of increasingly complex efforts regarding the minerals, regions, and risks involved in the responsible procurement of minerals.
Sharp has a basic policy in place to ensure that it is not complicit in human rights abuses and environmental destruction in the supply chain for procuring minerals contained in the materials and components procured by the Group, and to take appropriate measures to avoid inhibiting sound, legitimate business activities in the local area. This involves conducting due diligence activities based on the OECD*1 Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (OECD Guidance).
Based on this basic policy and the Sustainability Committee*2, which is chaired by the president & CEO of Sharp, Sharp has made responsible minerals procurement one of its key themes. A responsible minerals sourcing system has been created in major business units and production subsidiaries, and Sharp is constantly checking on the progress of relevant measures under this system.

Cooperation with Industry

To ensure that responsible minerals procurement is carried out efficiently and effectively, Sharp believes in the importance of collaborating with industries in Japan and other countries and acting based on widespread consensus. Since fiscal 2012, Sharp has been a member of the Responsible Minerals Trade Working Group of the Japan Electronics and Information Technology Industries Association (JEITA). Furthermore, since December 2021, Sharp has been a member of the RMI*3, working to deepen our global collaboration and due diligence initiatives while ensuring we stay abreast of the latest international developments relating to responsible minerals procurement.

Related information:> Responsible Minerals Procurement

Minerals Procurement Due Diligence in Accordance with International Standards

Sharp uses the RMI's international reporting templates (CMRT*4 and EMRT*5) to conduct surveys on 3TG (tantalum, tin, tungsten, and gold) and, if requested by customers, cobalt and natural mica, as well as copper, nickel, lithium, natural graphite, and other minerals, which were added to the EMRT in April 2025.
In the surveys, primary suppliers are urged to procure minerals from RMAP*6-conformant smelters or refiners. And, based on examination of the CMRT and EMRT returned by survey participants, Sharp identifies and evaluates risks based on the OECD Guidance.
In fiscal 2024, as a result of about 400 surveys carried out at major business units and production subsidiaries, 280 smelters and refiners were identified and the RMAP conformance rate was about 80%*7.
For smelters and refiners that are not yet conformant with RMAP and those with high risk levels, we urge their participation in RMAP through the supply chain. If any smelters or refiners have been found to be dealing with militant forces or complicit in serious human rights abuses, this information is shared with suppliers, with whom we discuss measures such as switching to RMAP-conformant smelters or refiners.

■ RMAP Conformance Rates for Designated Smelters and Refiners

	FY2022	FY2023	FY2024
RMAP conformance rate	63%	79%	80%

*1 Organisation for Economic Co-operation and Development.
*2 See page 010.
*3 RMI: Responsible Minerals Initiative.
*4 CMRT (Conflict Minerals Reporting Template) is a free, standardized reporting template developed by the RMI.
*5 EMRT (Extended Minerals Reporting Template) is a free, standardized reporting template developed by the RMI. It covers the cobalt and mica supply chains.
*6 RMAP (Responsible Minerals Assurance Process) is an RMI program for validating conformance of RMI-listed smelters or refiners.
*7 As of March 2025 .

Social Initiatives: Promoting Supply Chain CSR

Responsible Minerals Procurement

Education and Awareness Raising on Responsible Minerals Procurement

To deepen employees' understanding of responsible minerals procurement, as a rule we hold monthly meetings with those in charge of surveys at major business units and production subsidiaries, where participants share information on the latest international developments and discuss practical survey issues and how to improve the survey system.

Procurement personnel and new employees take part in periodic supply chain CSR training, which covers responsible minerals procurement. Another way we further employees' understanding on responsible minerals procurement is by uploading new and relevant material to the management skills improvement training page on the Sharp intranet.

Furthermore, for the supply chain, we are also active participants in JEITA's Responsible Minerals Sourcing Inquiry Briefings from the planning phase onward, such as by creating documents and running the sessions, as part of our efforts to spread understanding of responsible minerals procurement in the industry supply chain and boosting the capabilities of downstream companies. We periodically send outreach letters to smelters or refiners that are not yet participants of the RMAP (created and operated by the RMI) urging them to undergo audits. These efforts are part of our contribution to effectively stamping out human rights abuses and other problems in the global procurement of minerals.

At a JEITA Responsible Minerals Sourcing Inquiry Briefing

Social Initiatives: Promoting Supply Chain CSR

Responsible Minerals Procurement

Due Diligence Efforts in Line with OECD Guidance

To carry out responsible minerals procurement, Sharp integrates into its management a five-step framework for risk-based due diligence recommended in the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (OECD Guidance).

OECD Five-Step Framework	What Sharp is Doing
Step 1: Establish strong company management systems	• Formulate and make public a basic policy for responsible minerals procurement, and convey this throughout the company and industry. • Make responsible minerals procurement a key theme under the Sustainability Committee, and constantly check on the progress of relevant measures. • Put articles, including responsible minerals procurement requirements, of the Sharp Supply-Chain CSR Deployment Guidebook into basic parts purchase agreements. • Take part in JEITA's Responsible Minerals Sourcing Inquiry Briefings and promote capacity building through supplier mobilization.
Step 2: Identify and assess risk in the supply chain	• Conduct supplier surveys using CMRT and EMRT. • Use a proprietary survey system to check CMRT/EMRT returned by suppliers and assess risk. (Detect and identify risks according to Annex II of the OECD Guidance.)
Step 3: Design and implement a strategy to respond to identified risks	• Provide suppliers with information on high-risk smelters/refiners and urge them to stop using such smelters/refiners.
Step 4: Carry out independent third-party audit of supply chain due diligence at identified points in the supply chain	• Periodically confirm and verify RMAP audit results on the RMI website. • Work with industry in sending outreach letters to smelters/refiners that are not yet participants of RMAP urging them to participate.
Step 5: Report on supply chain due diligence	• Disclose the state of due diligence in the Sharp Sustainability Report.

Social Initiatives: Quality

Ensuring Quality and Safety

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Ensure reliability and strengthen efforts to raise product/brand value to achieve quality that customers around the world will acknowledge (ongoing)	■ Strengthened cross-departmental collaboration on analysis techniques and built a system for fostering analysis personnel and effectively utilizing assets ■ Began efforts to step up accessibility, including holding workshops with disabled persons	★★	■ To achieve quality that customers around the world will acknowledge, ensure reliability and strengthen efforts to raise repair service quality and brand value including NPS

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Quality Philosophy

To respond to society's needs and make products that satisfy our customers, we keep the slogan "Quality First" in mind at all times.

Quality Slogan

Quality First in Heart and Mind

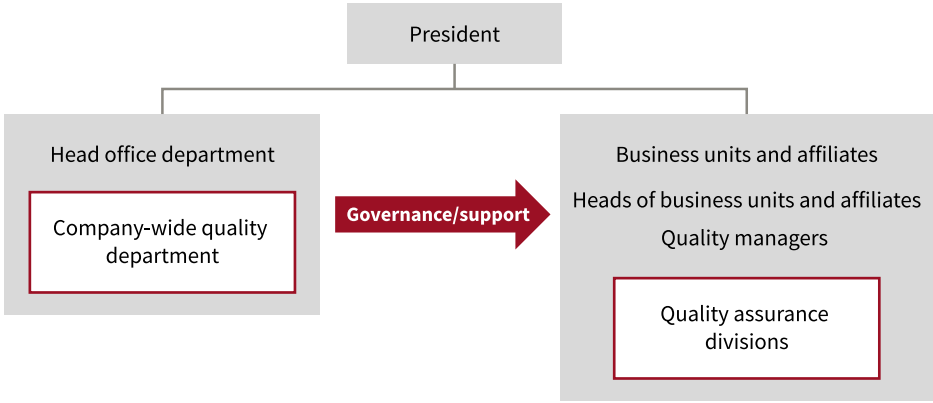
Basic Stance and Vision on Quality

To gain customer trust and improve customer satisfaction, based on its Quality Philosophy and Quality Slogan, the Sharp Group constantly strives to respond to customer needs and demands by providing products and services that are safe, high quality, and reliable.

Quality Assurance System

Under the supervision of the president, the company-wide quality department leads governance and supports related efforts for the entire Sharp Group, with each business unit and affiliate taking responsibility for their respective products. Company-wide functional divisions and business departments collaborate to continuously improve product quality.

■ Sharp Group's Quality Assurance System



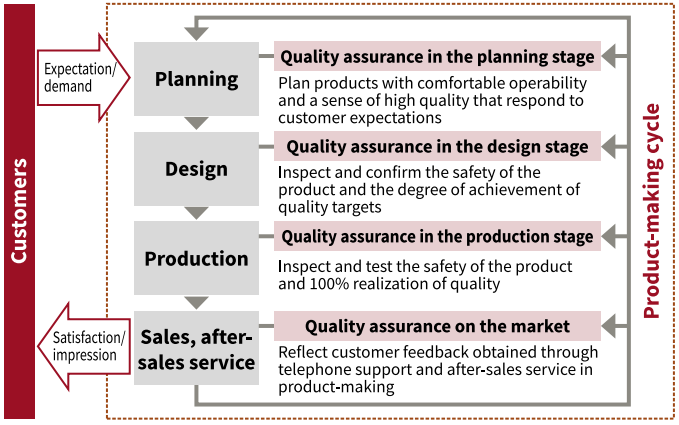
Social Initiatives: Quality

Ensuring Quality and Safety

Quality Management System

To enable it to conduct a variety of quality assurance activities in all stages of the manufacturing cycle, including planning, design, procurement, production, assessment, and after-sales, the Sharp Group established the Sharp Corporation Standard based on the ISO 9001 international quality management standard. Stipulating systems and methods necessary for quality assurance, the Sharp Corporation Standard is strictly adhered to by all Sharp sites in Japan and other countries, and by consolidated subsidiaries carrying out design, production, and sales.
Through ongoing revision and implementation of the standard, all employees—in product planning, design, production, sales, and after-sales service—know exactly the level of quality they should be guaranteeing customers in Sharp's continuous efforts to improve quality.
As of April 30, 2025, 37 of 39 sites are certified for quality management systems*1. The certification rate is 94.9%.

■ **Quality Assurance Activities in the Product-Making Cycle**



Quality Policy

In line with the Quality Policy stipulated in Sharp Corporation's company rules (Quality Assurance Basic Rules), the Sharp Group sets semiannual quality targets and makes plans to achieve these, implementing these plans by using the PDCA cycle towards achieving the targets.

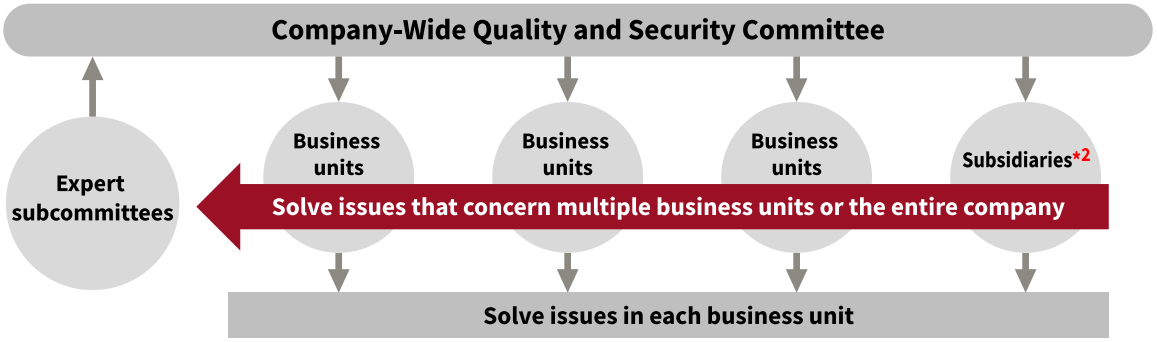
Quality Policy

Provide high quality and attractive products that customers can continuously use them with safety and satisfactory.
(1) Observe laws and regulations and place top priority on safety and reliability.
(2) Pursue convenience and comfort from usability.
(3) Squarely face with voice of the customer and reflect it in products.

Efforts to Improve Quality

As a way to advance quality technologies, the Sharp Group has established the Company-Wide Quality and Security Committee, which is chaired by the president and includes the general managers of each business unit and the presidents of affiliated companies. The committee members work together to formulate annual quality-related targets, check progress on quality KPIs (key performance indicators) that have been set, and confirm activities towards achieving these targets. They also review product security and infrastructure/web security, all in an effort to boost quality and security company-wide.
In addition, a Quality Strategy Promotion Committee comprising quality managers from the various business units is convened under the auspices of the Company-Wide Quality Committee to serve as a forum for discussing specific quality measures. Issues that span the entire Sharp Group or multiple business units are taken up by topic-specific expert subcommittees, made up of experts from the various business units, which work to find prompt solutions.

■ Company-Wide Quality and Security Committee System



*1 ISO 9001, IATF 16949 (automotive quality management system), ISO 13485 (medical devices quality management system), etc.
*2 Subsidiaries of Sharp business unit status.

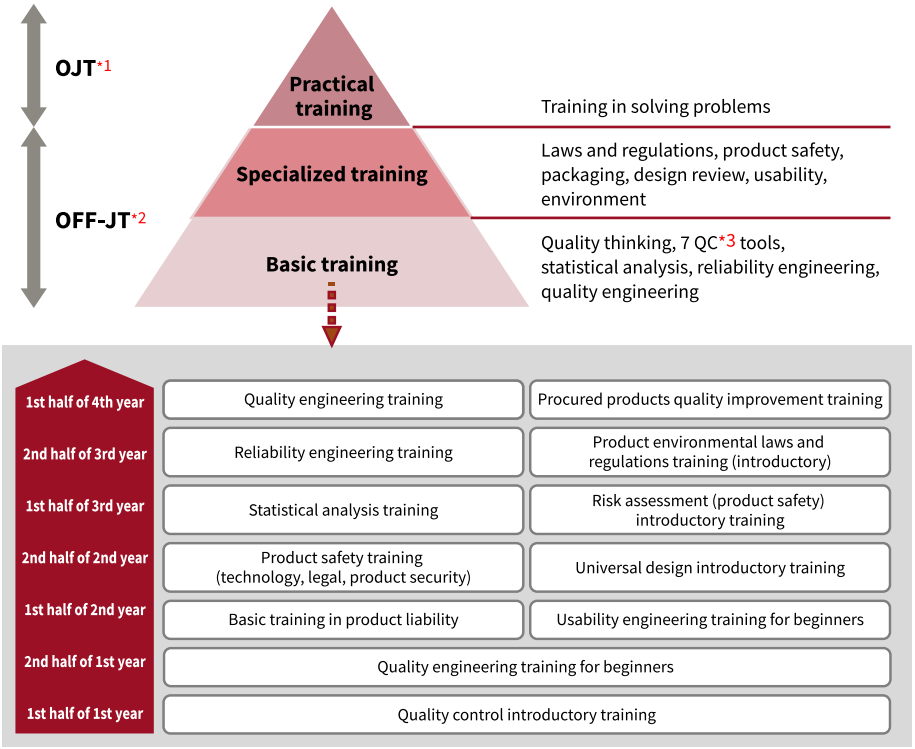
Social Initiatives: Quality

Fostering Quality Experts

Fostering Quality Experts

Based on its Quality Philosophy, Sharp works to foster quality thinking and boost quality-related techniques by carrying out systematic quality-related education with the aim of making products that customers can use with safety and peace of mind. In particular, the company is stepping up basic training through programs that allow young employees (in their first four years with the company) to gradually acquire quality-related techniques.

■ QC Practical Training System



Sharp implements training in a variety of formats adapted for different educational objectives. There are e-learning programs, which are used to help maximize learning efficiency. There are also group training courses to improve practical skills. In fiscal 2024, there were 37 courses in quality training, with a total of 16,631 participants.

■ Fiscal 2024 Training Courses and Number of Participants

Training form	No. of courses	No. of participants
E-learning	25	16,018
Group training	12	613
Total	37	16,631

*1 OJT: On the job training.
*2 OFF-JT: Off the job training.
*3 QC: Quality control.

Social Initiatives: Quality

Ensuring Product Safety

Sharp Voluntary Product Safety Action Policy

Keenly aware that product safety assurance is the most important aspect of a company's business and one of its social responsibilities, Sharp strives to provide customers with safety and peace of mind. It does this by prioritizing the safety of the products it manufactures and sells and by making safety-related information public. To this end, the company has formulated voluntary action guidelines on product safety in efforts to earn an even higher level of trust from society.

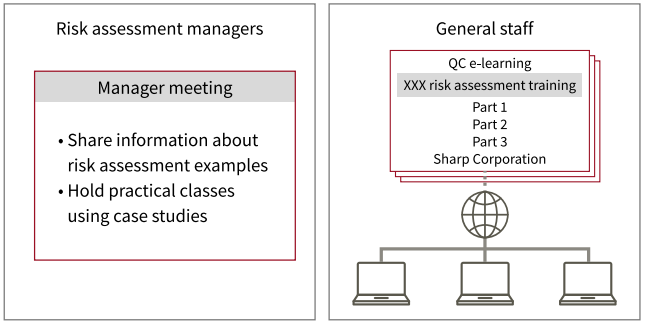
Efforts to Ensure Product Safety

Sharp strives to ensure its products are safe and to constantly raise levels of safety. Besides abiding by laws and regulations of countries and obtaining safety certifications through activities such as factory audits by third parties, the company utilizes its own risk-assessment-based safety standards. To ensure safety even in cases where unforeseen defects arise, these in-house safety standards stipulate items like flame-retardant construction and testing for abnormal conditions. These standards are revised as needed and are taught to all relevant employees in design, quality, and other divisions so that they are understood and followed thoroughly.

Since fiscal 2020, Sharp has been striving to expand the practice of risk assessment related to product safety. Besides providing skills improvement courses via e-learning, we have been strengthening our risk assessment system by appointing a risk assessment manager in each business unit with the goal of developing increasingly safer products.

Sharp will continue to step up efforts to promptly respond to social changes and legal revisions regarding product safety so that customers can use Sharp products with peace of mind.

■ Initiatives to Strengthen Risk Assessment

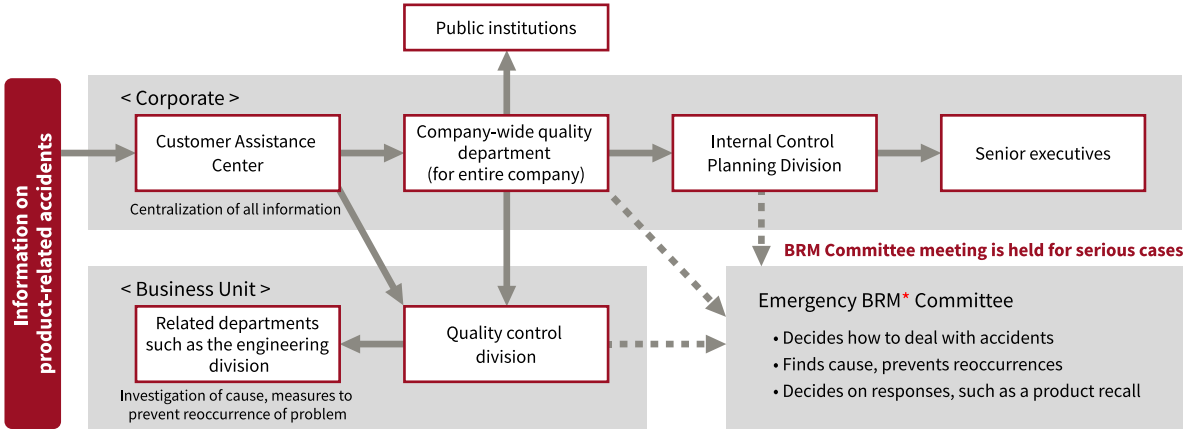


Information Disclosure and Response When Problems Occur

If an accident caused by a Sharp product occurs on the market, the company immediately gathers information on the accident and analyzes it to determine the cause. If it is determined that there is a risk of harm or damage to the customer, information is promptly disclosed via media such as newspapers and the Sharp website, and all appropriate measures are taken to ensure the safety of customers.

For major product-related accidents stipulated in the Consumer Product Safety Act, the Sharp website, in line with the Sharp voluntary product safety action policy, has information on major product-related accidents for which the cause is thought to be the product itself.

■ Flow for Dealing with Product-Related Accidents



* BRM: Business risk management

Social Initiatives: Quality

Ensuring Product Safety

Product Security Policy and Efforts

Products connected to networks are exposed to growing risks as information technology advances and the value of information they handle increases. They are at a risk of cyber-attack taking advantage of their vulnerabilities, which can result in information leakage or a hijacking of the device being hacked. Security measures once considered adequate are now seen as insufficient, owing to technological advances and other factors. Many countries around the world are urgently making legislation on product security.

Such a situation has been prompting us to act to ensure that customers can use our products without worries. We have established teams and reporting lines dedicated to enhancing product security, along with the rules to be followed at the stages of planning, developing, operating, and maintaining products. We are expecting a future in which standalone systems are interconnected with one another, perhaps creating added vulnerabilities. To prepare for such a future, the Sharp Group has adopted security by design, a concept that intends to build in security from early stages before design.

Based on a vulnerability information disclosure policy, we gather information on vulnerabilities and work to minimize their risk. We've also established a website to provide timely and appropriate information on the security of Sharp products, which customers can easily access. In addition, we have introduced an e-learning program into employee education in efforts to boost their knowledge and skills in product security as we continuously strive to ensure that customers can feel safe and secure using Sharp products.

Efforts like these are part of our ongoing aim of improving product security and providing products that customers can use with peace of mind.

Related information: > Global Basic Policy on Information Security

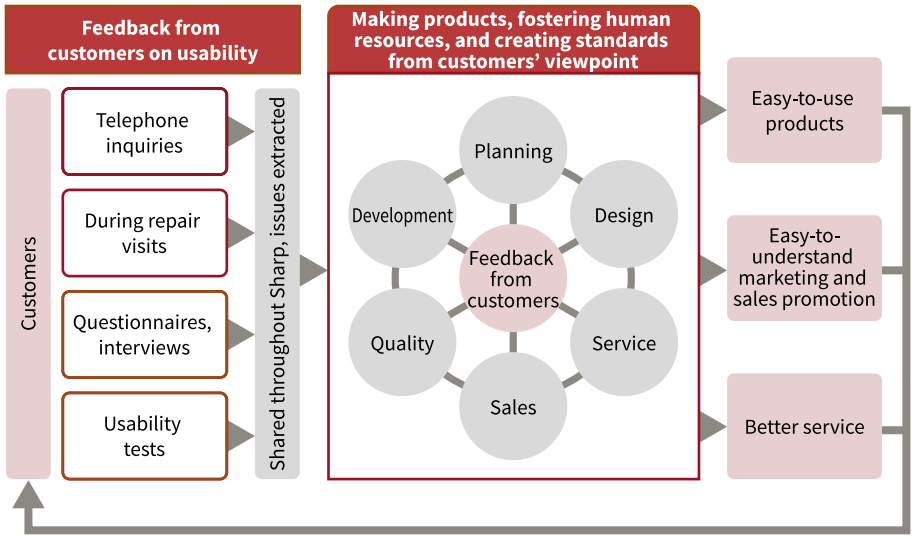
Social Initiatives: Quality

Making Easier-to-Use Products

Practicing User-Centered Design

Sharp practices user-centered design (UCD) in order to provide products that customers find easier to use.
The aim of UCD is to provide products and services that satisfy customers by seeing things from their perspective. Sharp studies exactly what makes products easier to use and incorporates this into product design. The UCD concept is outlined in the international ISO 9241-210 standard. Sharp has its own UCD Basic Policy and the Eight Principles of UCD based on this concept and shares them across the Sharp Group.
Sharp investigates customers' latent dissatisfaction and needs as part of its product development process and reflects those findings in the specifications and design of its products. By repeatedly going through evaluations and improvements, Sharp is bringing forth products and services that customers find easy to use and attractive.

■ Flow of Customer-Oriented Manufacturing



Customer-Oriented Manufacturing

In user-centered design (UCD), Sharp collects customer feedback on ease of use through various methods and applies it to product design.
Through usability tests*, questionnaires, interviews, and opinions gathered from customers during Customer Assistance Center phone calls and repair visits, anonymous information from customers is compiled and shared among Sharp development personnel, who put it to use in new product design.
In support of these activities, Sharp has established a usability engineering training program (beginners to advanced levels) to raise employees' awareness of the importance of product usability and provide a practical, specialized curriculum that ensures they continue to maintain and improve their skills and motivation.

* Tests that involve observing how people use Sharp products and services.

Usability test for a vacuum cleaner

The observation room of a usability test

Voice

Comments from Participants in Usability Tests

- Because the usability test was conducted at the early stage of development, we were able to share the test results with everyone involved and proceed with the development of the next product model. (Sharp product planning staff member)
- We were able to identify a variety of issues that we were not aware of during our usual planning and development. By repeating a cycle of tests and improvements, we hope to create even better services. (Sharp product planning staff member)

Social Initiatives: Quality

Making Easier-to-Use Products

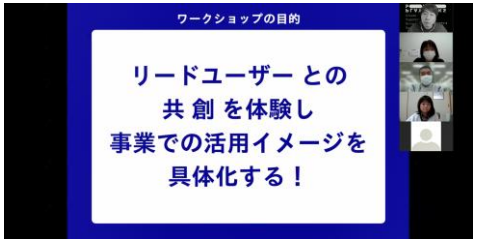
Efforts in Accessibility and Universal Design

In line with the UCD Basic Policy, Sharp also pursues accessibility and universal design (UD). These efforts are rooted in a philosophy of building products, information, and environments so that they can be used by many more customers—regardless of things like nationality, age, gender, or disability. Sharp strives to develop products and services that can be used comfortably by as many people as possible by conducting evaluations and surveys of mainly home appliances and digital multifunction printers (MFPs).
As of May 2025, Sharp's efforts have produced 18 categories of Sharp home appliance products that support the UD considerations listed on the website of the Association for Electric Home Appliances in Japan.

An elderly person and a vision-impaired person testing usability

Evaluating accessibility for the vision-impaired and wheelchair users

To continue the aforementioned activities company-wide, Sharp works to foster human resources through training. The training focuses on accessibility and universal design, and is conducted within a usability training system providing specialized education. Introduction to universal design (e-learning), which is mainly aimed at imparting understanding and acquisition of basic UD knowledge, has been completed by a cumulative total of approximately 6,500 employees (as of April 2025).
As well, to deepen understanding of the needs of disabled users, there is UD experience learning where employees see firsthand what it's like to be physically disabled so that they can know how to make products more accessible, workshops where employees and disabled users discuss and brainstorm product accessibility ideas, and events on accessibility.



Screenshot from an online workshop

Participants in an online workshop with disabled persons

Voice

Comments from Participants in Workshops

- By communicating directly with people with disabilities, I was able to grasp in concrete terms issues that I had previously understood only vaguely. It was an invaluable learning experience. (Sharp engineering staff member)
- Visually impaired people are experts in their own world: that of the unseen. This makes me realize that by listening to the opinions of the vision-impaired, we can improve products not just for them but for everyone. (Sharp software development staff member)

Social Initiatives: Quality

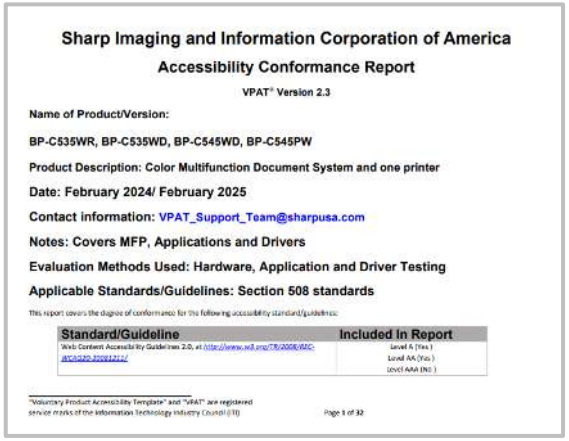
Making Easier-to-Use Products

Efforts to Ensure Accessibility

Accessibility is the concept of making products and services so that they can easily be used by people who are in some way limited in their physical functions; for example, senior citizens and the physically disabled.
Under U.S. federal law*1, federal agencies purchasing equipment and services are obligated to choose those that are accessible to everyone, regardless of restrictions. For Sharp digital MFPs and other products, assessment results of accessibility standards stipulated by federal law are compiled on a product evaluation sheet (VPAT*2), which is disclosed on the website of Sharp Electronics Corporation (SEC), Sharp's U.S. sales company.

Related information: > Sharp Electronics Corporation website

*1 Section 508 of the Rehabilitation Act.
*2 VPAT: Voluntary Product Accessibility Template. A table containing information regarding how a particular product or service conforms with Section 508 of the U.S. Rehabilitation Act.



Sharp Imaging and Information Corporation of America

Accessibility Conformance Report

VPAT® Version 2.3

Name of Product/Version:

BP-C535WR, BP-C535WD, BP-C545WD, BP-C545PW

Product Description: Color Multifunction Document System and one printer

Date: February 2024/ February 2025

Contact information: VPAT_Support_Team@sharpusa.com

Notes: Covers MFP, Applications and Drivers

Evaluation Methods Used: Hardware, Application and Driver Testing

Applicable Standards/Guidelines: Section 508 standards

This report covers the degree of conformance for the following accessibility standard/guidelines:

Standard/Guideline	Included In Report
Web Content Accessibility Guidelines 2.0, at http://www.w3.org/TR/2008/REC-WCAG20-20081211/	Level A (Yes) Level AA (Yes) Level AAA (No)

"Voluntary Product Accessibility Template" and "VPAT" are registered service marks of the Information Technology Industry Council (ITI)

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Example of VPAT for a digital MFP

Honors from Third Parties

Sharp Corporation Wins Gold Prizes in 2024–2025 Kaden Awards (Japan)

A number of Sharp products were given a gold prize in the 2024–2025 Kaden ("home appliances") Awards. The PK-18S01 Plasmacluster circulator won in the fan/circulator category, the CV-SH150 Plasmacluster clothing dehumidifier won in the dehumidifier category, and the HV-T75 Plasmacluster humidifier won in the humidifier/heater category.
In addition, four other products won a silver prize and two other products won a bronze prize, exceeding the results from last year.
In the Kaden Awards, now in their 10th year, winners are chosen from home appliances released that year based solely on votes by readers of the GetNavi and the Kaden Watch media outlets. Winners are recognized as "the best of the best" based on the high praise they garner from customers. For the Sharp products, readers gave high marks for things such as superb performance, ease of use, and ease of maintenance.

From left: PK-18S01 Plasmacluster circulator, gold prize, fan/circulator category;
CV-SH150 Plasmacluster clothing dehumidifier, gold prize, dehumidifier category;
HV-T75 Plasmacluster humidifier, gold prize, humidifier/heater category

Related information: > Sharp's Plasmacluster Circulator, Plasmacluster Clothing Dehumidifier and Plasmacluster Humidifier Win Gold Awards in "Home Appliance Awards 2024-2025," a Joint Award Held by GetNavi and KADEN Watch

Social Initiatives: Customer Satisfaction

Enhancing Customer Satisfaction

Aiming for Customer-Oriented Services

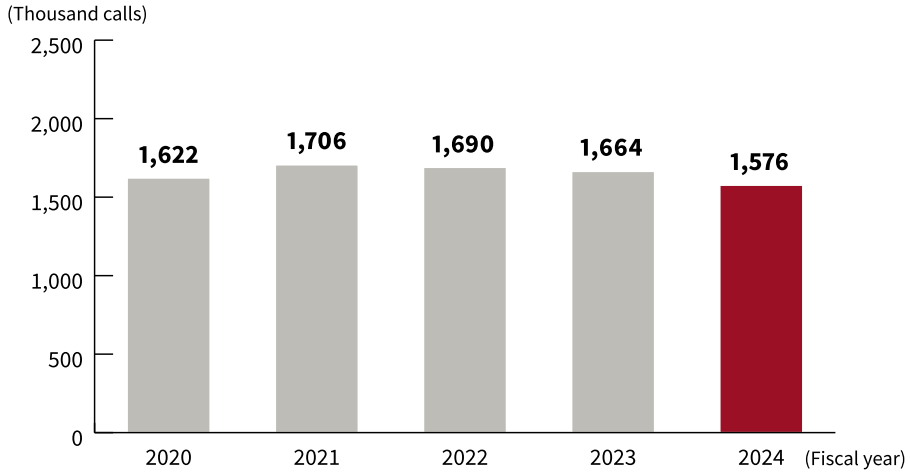
The Customer Assistance Center responds to a wide range of product-related inquiries from customers—approximately 1.58 million annually—so that Sharp can provide customer-oriented support. To this end, the center meets periodically with product development departments to give them feedback in the form of customer inquiries, which leads to the development of improved and new products.
We are also enhancing the customer support website to make it more user-friendly in line with the spread of smartphones. In October 2018, we started providing chatbot-based automated responses. In November 2020, we started an operator chat service for customers who were unable to resolve their issues using the chatbot. In this way, we have been responding to diversifying customer needs.
To further boost customer satisfaction, we will use AI on our support website to make the user experience more convenient.

Reasonable Accommodations

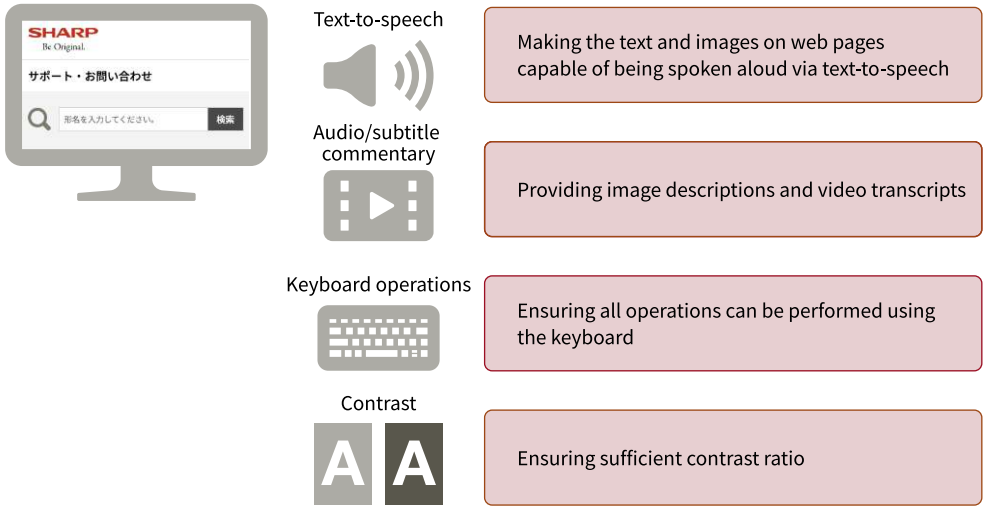
Since April 1, 2024, in accordance with the revised Act for Eliminating Discrimination against Persons with Disabilities, we are gradually working to improve web accessibility so that all customers can use the support site operated by our Customer Assistance Center.
We also take part in seminars on the telecommunications relay service*, which is used by people with hearing or speech difficulties, to deepen our understanding of issues such as how to make phone usage easier for people with hearing or speech impairments. We are committed to operating a people-friendly Customer Assistance Center so that no customer who needs support is left behind.

* A service that allows people with hearing or speech impairments to communicate by phone with people who are not hearing impaired by using an interpreter operator to translate the conversation between them via sign language, text, and voice.

■ Number of Calls Received from Customers in Japan



■ Main Examples of Web Accessibility Support



Social Initiatives: Customer Satisfaction

Enhancing Customer Satisfaction

Reliable Operation

The Customer Assistance Center must be able to provide customer support even in challenging times, such as during natural disasters such as earthquakes and typhoons. Our business continuity plan (BCP) ensures the continued operation of our customer support services even in emergency situations. Our support offices are distributed across multiple locations and are connected through a system that makes them ready to complement one another.

Improving Response to Customers

As the face of Sharp, customer consultants study products and learn how to interact properly with customers before they start their jobs. Even after they have begun their jobs, consultants periodically undergo training and study sessions to boost their skills. The department that runs the Customer Assistance Center improves person-to-person dealings with customers by having consultants take periodic qualification upgrading tests to brush up their customer service and quality control skills. It also uses text messaging to conduct questionnaires that will help better respond to customer wishes and improve the support site.

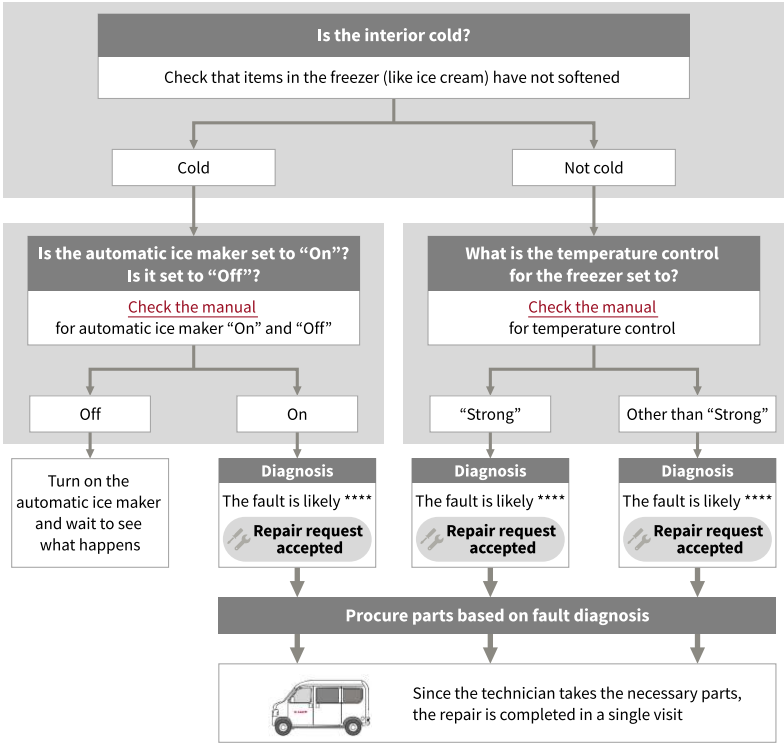
■ Skills Training and Qualification Upgrading

Personnel		Implementation
Customer consultants	Trainees	Acquire basics in manners, product knowledge, and consumer-related laws and regulations
		Test ability to serve as customer consultants
	After starting their jobs	Improve customer consultant skills through periodic training and study sessions
		Determine how well customer consultants have acquired skills by having them periodically take qualification upgrading tests
Supervisors		Ensure person is fit to be a supervisor
		Improve supervisor skills through periodic training and study sessions
		Determine how well supervisors have acquired skills by having them periodically take qualification upgrading tests

Improving Accuracy in Accepting Repair Requests

When a customer has an issue with a product he or she purchased, the details taken down by the Customer Assistance Center when accepting the repair request will have a significant impact on the subsequent repairs performed.
Our consultants use a knowledge system to diagnose product faults, and this diagnosis is used to procure the necessary product parts. The repair technician takes these parts to the customer's location so that repairs can be completed in a single visit.

■ Fault Diagnosis Example (Refrigerator's Automatic Ice Maker Not Working)



Social Initiatives: Customer Satisfaction

Enhancing Customer Satisfaction through After-Sales Service

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Increase customer satisfaction Customer satisfaction rate 90.0% or higher	■ Improved service quality By improving employees' CS awareness and repair skills: Customer satisfaction rate was 96.8%	★★★	■ Increase customer satisfaction Customer satisfaction rate 90.0% or higher

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Basic Stance on Customer Satisfaction

Providing Products and Services That Offer Peace of Mind and Satisfaction

Sharp always thinks from the customer's point of view and, as a rule, develops and provides products and services with the customer in mind. To ensure that customers can continue to use Sharp products for many years with peace of mind, Sharp strives to improve its products and its sales and after-sales services by reflecting the opinions of customers.
Sharp will continue to pursue customer satisfaction (CS) so that customers choose Sharp now, next time, and every time.

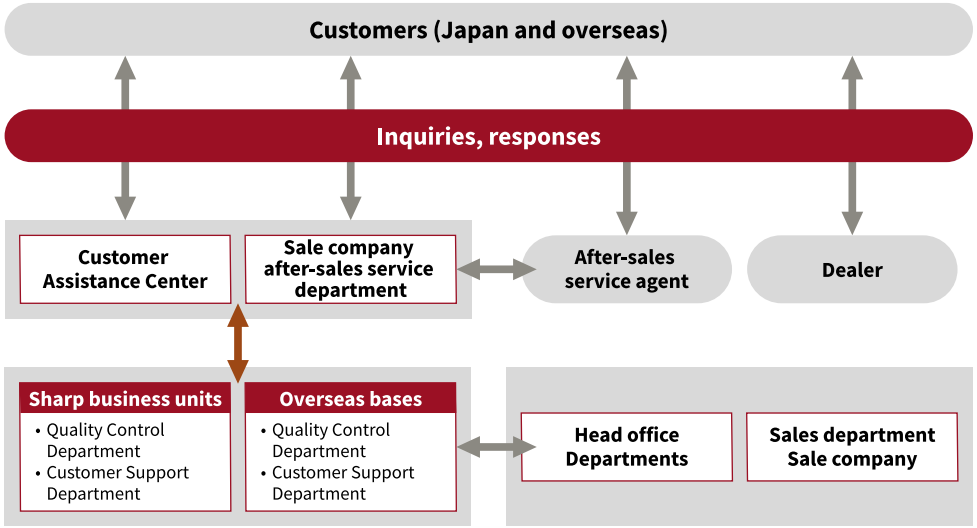
Related information: > Sharp Group Charter of Corporate Behavior

CS Slogan
Building a relationship of trust through quality and service so that customers choose Sharp now, next time, and every time

After-Sales Service System

Sharp has an after-sales service system that can handle all kinds of customer inquiries, whether it's instructing them how to use products or repairing products that are not working properly.
Centered on Sharp Corporation's Customer Assistance Center and after-sales service departments at Sharp sales companies, the entire Sharp Group worldwide collaborates to provide high-quality, fast, accurate, and friendly service that truly satisfies customers.

■ Flowchart



Social Initiatives: Customer Satisfaction

Enhancing Customer Satisfaction through After-Sales Service

Repair and Servicing System (in Japan)

Repair of Sharp products in Japan is carried out by Sharp One Stop Service Corporation. Service engineers, who work out of more than 90 service bases*1 all over Japan and are familiar with local customers, provide repair service that truly satisfies customers. The entire company works together with a user-oriented mindset to satisfy customers and realize its slogan: “A customer’s smile makes my job worthwhile.” Service inquiries are accepted every day of the year*2. The company puts special effort into prompt response to problems with home appliances that are indispensable to daily life, such as washing machines, refrigerators, and air conditioners.

*1 As of May 2025.
*2 Business days vary from region to region.

Slogan

Customer’s smile is our pleasure

Voice

After-Sales Service Is a Never-Ending Job

We value highly the interpersonal relations we have with customers. We also make sure that customer opinions are reflected in improving the quality of our after-sales service and products. Seeing customers continue to purchase Sharp products makes us happier than anything and spurs us on to continue growing. Home appliances are an indispensable part of today’s lifestyles. We respond promptly to product problems so that customers can get back to enjoying their daily life as soon as possible. We listen intently to their concerns on repair visits and handle their products with the utmost care.
We strive to provide customers with service that is prompt, exacting, and that brings them peace of mind.

M.Y.
Kyoto Service Center, Sharp One Stop Service Corporation

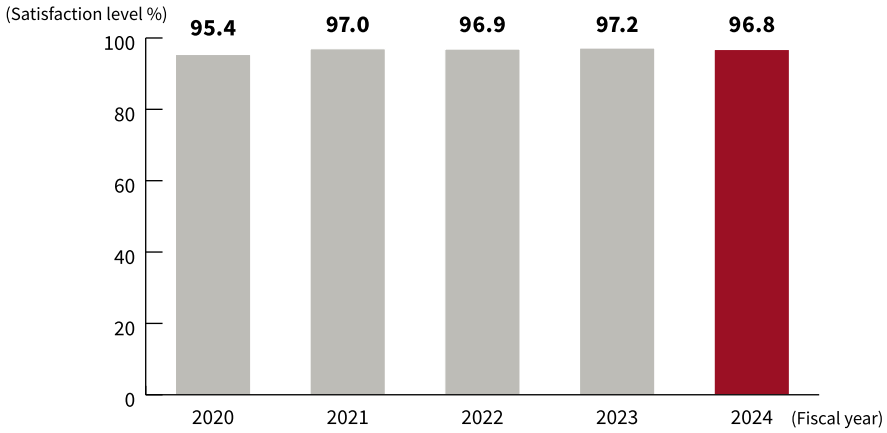
Social Initiatives: Customer Satisfaction

Enhancing Customer Satisfaction through After-Sales Service

Customer Questionnaire

At Sharp, all customers who are visited by service engineers are asked to answer a questionnaire covering the entire service process, from initial inquiry and appointment to product repair. More than 100,000 customer opinions are received annually via this questionnaire.
To improve convenience for customers and to speed up response, the traditionally postcard-based questionnaire has also been available on the Sharp website since fiscal 2017. Starting in fiscal 2022, the survey is completely web-based.
Sharp will continue to pass on customers' valuable opinions to relevant company departments, closely analyze problems, and use the information gathered to improve service mechanisms and manufacturing.

■ Percentage of Customers Giving Satisfactory Marks to Service Engineers



Example

Comprehensive Training in Technical and People Skills Ensures After-Sales Satisfaction

By accurately determining customer needs, we can provide them with the satisfaction of high-quality after-sales service.

Good manners training

Washing machine technical skills training

Air conditioner technical skills training

LCD TV technical skills training

Social Initiatives: Communication with Shareholders and Investors

Communication with Shareholders and Investors

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Strengthen communication with shareholders and investors by having senior executives take part in various IR events	■ Had senior executives participate in conferences; the IR division visited overseas investors	★★	■ Undertake global and active IR, such as having senior executives conduct overseas IR and take part in conferences

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Basic Policy

By strengthening two-way communication with shareholders and investors, Sharp aims to build a relationship of trust with the stock market and increase its corporate value.

In line with this, Sharp not only discloses information in a fair, timely, and appropriate manner but also proactively creates opportunities for its senior executives to engage in dialogue with shareholders and investors.

Information Disclosure

Not only does Sharp disclose information designated under the laws and regulations of Japan; it also discloses in detail any information that it deems useful to stakeholders, such as business overview, management policies, and strategies. In particular, for financial results, presentation materials, and other items of high interest to shareholders and investors that require rapid reporting, as a rule Sharp posts the English versions on its IR website at the same time that the Japanese versions are released.

General Shareholders' Meetings

Sharp strives to create an environment that enables shareholders to easily exercise their voting rights. Efforts include posting information on its website such as notices of the meetings before they are sent out and English notices about the meetings, participating in an electronic voting platform (for institutional investors), allowing shareholders to exercise voting rights via the Internet or their smartphones, and publishing securities reports prior to the meetings. Additionally, Sharp makes other efforts, such as providing enhanced explanations of its management policies at the general shareholders' meeting, to facilitate shareholders' understanding of its management policies and business operations.

At the general shareholders' meeting, senior executives engage in frank dialogue with shareholders after explaining the current situation, management philosophy, and other matters while making use of presentation materials.

Financial Results Briefings, One-on-One Meetings

In addition to the general shareholders' meeting, Sharp strives to create opportunities, such as financial results briefings, management policy briefings, and business briefings, for its senior executives to communicate with shareholders, investors, and analysts. Sharp also conducts individual and group meetings as needed, which include participation in conferences hosted by securities firms. Whenever senior executives are unavailable, the IR division meets with shareholders and investors. And for highly specialized topics like ESG, the IR and other relevant departments work together to engage in dialogue with shareholders and investors.

Main Items Discussed and Feedback to Senior Executives

The IR division compiles the concerns and opinions of investors gleaned from these dialogues and regularly provides feedback to senior executives and relevant departments, striving to incorporate this information into company management and business activities, including the formulation of management policies.

In fiscal 2024, there was a great deal of interest in the progress being made in structural change, including the asset-light reform of the device business and the growth strategy for the brand business. There were also many questions about what Sharp is doing to improve its financial standing.

Social Initiatives: Communication with Shareholders and Investors

Communication with Shareholders and Investors

Enhancing the IR Website

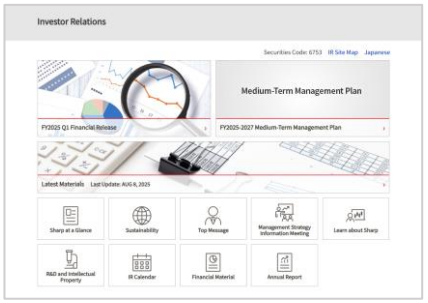
Sharp maintains an accessible and easy-to-understand IR website. It is compatible with smartphone viewing and has a page tailored for individual investors. Also, Sharp has given the home page an intuitive and easy-to-access design which, in addition to allowing the latest IR materials to be accessed immediately, offers a robust array of content, such as “Sharp at a Glance,” which provides a compact summary of a variety of information, including financial data. There are also pages providing graphs of major performance data. In fiscal 2024, we worked to improve usability by providing links to related information on each page of the IR website.

Preventing Insider Trading

Sharp has effectuated regulations restricting insider trading, established strict controls on undisclosed material facts (“insider tips”), and instituted restrictions on the buying and selling of stocks and other securities. Sharp has also implemented in-house training related to insider trading. This training includes, among other approaches, an educational campaign on the corporate intranet that targets Sharp Group employees in Japan with the aim of preventing insider trading by Sharp Group directors, audit and supervisory board members, executive officers, or employees. In addition, given the importance of disclosure, when “material facts specified in the Financial Instruments and Exchange Act” and/or “important company information that should be disclosed in a timely manner as stipulated by securities exchanges” is generated, Sharp does its utmost to promptly disclose and publicize the relevant details. In meetings with the media, analysts, and investors, Sharp fully honors the spirit of disclosure and remains attentive so as not to violate insider-trading regulations.

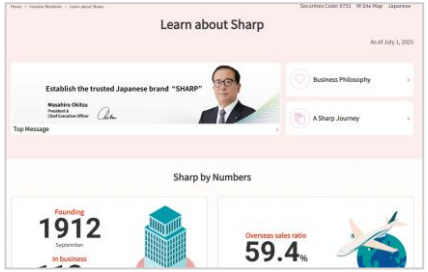
Basic Policy on Allocating Profits

Sharp considers distributing profits to shareholders to be one of management’s top priorities. It comprehensively takes into account consolidated business performance, financial situation, and future business development, while making active investments in R&D and other areas and strengthening the financial standing from a long-term perspective. Sharp’s basic policy is to ensure stable dividends.

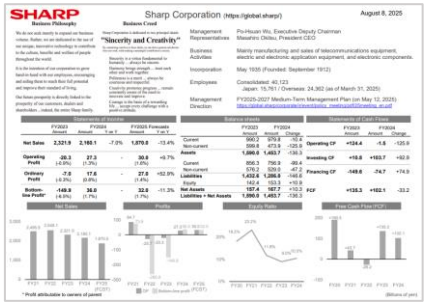


Investor relations website

2024 Annual Report



Webpage for “Learn about Sharp”



Sharp at a Glance

Related information: > Investor relations
> Annual Report
> Learn about Sharp
> Sharp at a Glance

Social Initiatives: For Local Communities

Contributing to the Community

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Participate in local community service activities ■ Continue to support career education for people with disabilities	■ A total of 832 people participated in 86 volunteer activities organized by local communities (in Japan) ■ Career education provided to a total of 2,489 people with disabilities (in 365 sessions across 5 courses)	★★	■ Participate in local community service activities ■ Promote new community service activities that are easy to take part in ■ Continue to support career education for people with disabilities

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Based on its business philosophy of "contributing to the culture, benefit, and welfare of people throughout the world," including Japan, we are working to address local social issues as a member of the communities where we do business. In order to continue fostering relationships of mutual prosperity with communities, Sharp employees take the initiative in carrying out voluntary and ongoing community service activities.

Blood Drives

We take part in blood-donation campaigns in Japan and other countries. In Japan in fiscal 2024, around 600 people participated at seven locations*1. Overseas, a total of 310 people donated blood at Canadian sales base SECL, Indonesian production and sales base SEID, and Indonesian production base SSI.

SECL blood drive participants

SEID employees donate blood

SSI employees donate blood

Easy-to-Join Volunteer Activities

Sharp's domestic bases invite local disability welfare organizations to sell their products on site. And as part of international volunteer activities that can be done at the workplace, Sharp's labor union collects used and unused Japanese and foreign stamps*2, unmailed or miswritten postcards*3, unused calendars and planners*4, foreign currency, books, CDs, DVDs, and other items and donates them.
We also send employee volunteers to events organized by local communities, and also sponsor such events.

*1 Yao Plant (Osaka Prefecture), Fujiidera Logistics Center (Osaka Prefecture), Makuhari Office (Chiba Prefecture), Hiroshima Plant (Higashi-Hiroshima City), Fukuyama Plant (Hiroshima Prefecture), Sharp Marketing Japan Corporation Amagasaki Office (Hyogo Prefecture), Sharp Electronics Sales Okinawa Corporation.
*2 In collaboration with Japan Overseas Christian Medical Cooperative Service.
*3 In collaboration with non-profit organization Shapla Neer Citizens' Committee in Japan for Overseas Support.
*4 Donated to a calendar charity sale organized by the Hiroshima Kenaf no Kai and Kenaf Network Japan.

Social Initiatives: For Local Communities

Contributing to the Community

Example

Volunteering in a Local Festival

At the Tenri Plant (Nara Prefecture), employees participate as volunteers in the Haniwa Festival held every February at the local Ichinomoto Elementary School.

This festival began in 1999, after the discovery on the school grounds of an ancient pottery workshop site at which items such as giant cylindrical *haniwa* terracotta clay figures were created. As part of the festival, students create their own cylindrical *haniwa*, which are then fired in an open-air kiln. These *haniwa* are also used as lanterns in the Ichinomoto Lantern Festival held every July, where some 3,000 lanterns create a magical scene.

At the 24th Haniwa Festival held in February 2025, 21 employees volunteered in a walking tour around the school district, while the *haniwa* were fired. They were divided into groups, with some accompanying the students and others stationed at crossroads and other checkpoints to ensure the children's safety.

Kids in the walking tour

Firing the haniwa made by the students

The haniwa is removed from the kiln

Example

Donating Supplies to Flood-Affected Areas

Indonesian production and sales base SEID donated 2,000 sets of essential supplies to areas affected by severe flooding caused by heavy rains in March 2025. The supplies were distributed not only at village offices but also directly to residents who had difficulty getting to the offices. The company also provided free-of-charge repairs of Sharp products damaged by the floods.

Relief supplies given out at the village office

Visiting an affected resident with relief supplies

Repairing Sharp products

Social Initiatives: For Local Communities

Contributing to the Community

Example

Participating in a Local Charity Run

Europe device sales base SDE, along with affiliated companies, takes part in the widely known B2Run charity in Germany. This event attracts more than 240,000 participants from 11,800 companies in Germany, and 19 SDE employees took part in the event in June 2025.

Some of the funds raised from this charity run go toward supporting potable water and tree-planting programs in rural areas of Ethiopia, as well as toward climate-supporting hydropower efforts in India.

By training together for the event, employees also foster teamwork.

The starting point of the charity run

SDE participants

Wearing matching shirts promotes team spirit

Example

Fundraising to Support Children with Juvenile Arthritis

New Zealand sales base SCNZ has been supporting the local arthritis association for over 20 years. The company sponsors a charity event every year to raise funds for outdoor camps for children suffering juvenile idiopathic arthritis.

The March 2025 event saw the participation of business partners, clients, and employees and raised over NZ$11,000 in total. Philip Kearney, CEO of Arthritis NZ, expressed gratitude, saying, “Sharp’s support is truly wonderful. The donations collected at Sharp Golf Day are used to fund Kids Camp, which lets children know that they are not alone in their illness. This initiative would not have been possible without Sharp’s support.”

A scene from Sharp Golf Day

SCNZ participants

Social Initiatives: For Local Communities

Contributing to the Community

Example

Supporting Victims of Volcanic Eruptions

Indonesian production and sales base SEID provided support* worth Rp100 million (around ¥900,000) through the non-profit Human Initiative to those affected by the November 2024 eruption of Mount Lewotobi. Relief supplies were delivered to some 5,600 residents of the Titiehena district, who had been unable to receive assistance due to difficult access. SEID also donated air purifiers to those affected.

A ceremony for donating relief supplies

Relief supplies

*Distribution of food packages, face masks, and hygiene kits, and setting up of emergency kitchens

Example

Donating Rice Cookers to Typhoon-Affected Households

Vietnamese sales base SVN, together with client company Dien May Xanh, donated a total of 4,600 rice cookers to households in the northern provinces of Lao Cai, Tuyen Quang, and Yen Bai. The area was severely affected by flooding caused by Typhoon Yagi in September 2024.
While rice cookers are small household items, they play a crucial role in helping families recover from hardship by enabling them to prepare warm meals and take the first steps toward restoring their daily lives. Beyond simply providing products, SVN will continue to create value by making practical and meaningful contributions to local communities.

Children receiving rice cookers

Donated rice cookers

Social Initiatives: For Local Communities

Contributing to the Community

Example

Agricultural Training for Young People

In November 2024, Indonesian production and sales base SEID partnered with BenihBaik, a company supporting CSR activities, to launch the Sharp Hydro Heroes program. The program seeks to address the decline in young people's interest in agriculture. Twenty young people were trained in hydroponic farming on farming sites provided by the program.
In the first harvest in January 2025, around 5 kg of lettuce was harvested.

Hydroponic farming of lettuce

Harvesting lettuce for the first time

Example

Fundraising for Breast Cancer Patients

Canadian production and sales base SECL has been participating in the Canadian Cancer Society's CIBC Run for the Cure since 2022. This event attracts over 50,000 participants across Canada and raises over CA$14 million annually, which is donated to important cancer research and treatment. SECL participated in the event held in October 2024 and donated around CA$6,600 collected from the company, employees, dealers, family members, and friends.

Participants at the starting point

Participants who finished the race

Social Initiatives: For Local Communities

Contributing to the Community

Example

Repair Services for Flood-Affected Areas

Areas in northern and southern Thailand were severely affected by floods that occurred in September and December 2024, respectively. STCL, Sharp's joint venture company in Thailand, provided disaster relief in the form of repairing water-damaged home appliances at discount prices in those areas.

STCL sent service technicians to the affected areas and collaborated with local repair shops to diagnose and repair over 70 home appliances, including Sharp products and those of other brands. Over 17 days, staff repaired LCD TVs, refrigerators, air purifiers, microwave ovens, and washing machines.

STCL will continue to engage in community service activities that benefit the local communities where it operates.

Repairing microwaves damaged in the September flood

Repairing a washing machine damaged in the December flood

Social Initiatives: For Local Communities

Contributing to the Community

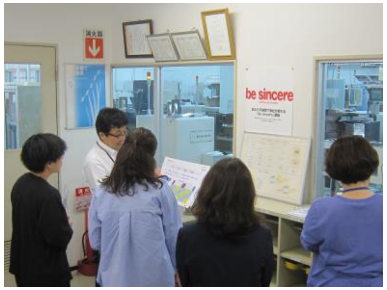
Educational Support for People with Disabilities

As part of a larger program of community service activities that draws on our founder's commitment to helping disabled individuals, we work with Sharp Tokusen Industry Co., a Sharp special subsidiary*, to conduct career education activities for people with disabilities. The aim is to foster a career-minded perspective and motivate them to work and achieve greater self-sufficiency.
In fiscal 2024, we held a total of 365 sessions across the following five courses for a total of 2,489 people with disabilities and their supporters.
(Since the start of this program in fiscal 2012, a total of 4,545 sessions have been held and 28,427 people have participated.)

- Workplace tour: Visit the workplace of employees with disabilities and attend a lecture
- Workplace experience: Experience work where employees with disabilities are active
- School visits: Employees with disabilities visit schools to give talks on what it means to work
- Online class (video-based): Instruction using videos and worksheets
- Lecture (in-person): A wide-range of hands-on lectures given by employees with disabilities

Outside Japan, UAE sales base SMEF provided products to an event supporting students with disabilities. The products were sold at the event and the proceeds donated to the organizers.

*A subsidiary that a company establishes and that gives special efforts to employ the disabled, in order to provide them with more employment opportunities and greater job security.



Workplace tour

Workplace experience

School visit

Online class

Lecture

Social Initiatives: For Local Communities

Contributing to the Community

Example

Letter of Appreciation from Osaka Education Board for 3 Consecutive Years

Sharp Tokusen Industry Co. has been collaborating with the Osaka Prefectural Board of Education in its workplace experience program for junior high school students and their parents since its inception in 2023. In March 2025, we received a letter of appreciation from the board for the third consecutive year.
This program provides students attending special-needs schools in Osaka Prefecture with the opportunity to think about the skills necessary for social independence through early career and vocational education.
In January 2024, we welcomed students, their parents, and teachers from Osaka Prefectural Takatsuki School for Special-Needs Education and Osaka Prefectural Yao School for Special-Needs Education. The participants learned about the importance of work and teamwork through workplace tours and trying their hand at inspecting and packaging products. One parent commented, “It was inspiring to see so many people with disabilities doing what they can and working earnestly.”
We will continue to collaborate to help students develop a more concrete vision of their future and pursue their dreams and goals.

Letter of appreciation award ceremony

感謝状

シャープ特選工業株式会社 様

貴法人は大阪府立支援学校中学部向け職場体験実習を実施し生徒の早期からのキャリア教育の充実及び就労意欲の醸成に寄与されましたよってここに深く感謝の意を表します

令和7年3月12日

大阪府教育委員会

Letter of appreciation

Example

Taking Part in Osaka Education Board’s Employment Support Advisors Dispatch Program

Sharp Tokusen Industry is collaborating with the Osaka Prefectural Board of Education’s program to dispatch employment support advisors to special-needs schools. The program began in fiscal 2024 and involves people from companies in Osaka Prefecture who are responsible for hiring and training people with disabilities. These advisors give lectures, visit schools, and provide training to students, parents, and teachers involved in employment support at special-needs schools.
In fiscal 2024, Sharp Tokusen implemented the program at three schools: Osaka Prefectural Ikuno School for the Hearing Impaired, Osaka Prefectural Izumi School for Special-Needs Education, and Osaka Prefectural Semboku High School for Special-Needs Education. The program focuses on the type of skills companies need and the realities around the employment of disabled persons. Training focused on what kind of people companies want to work with and the skills students should develop. In the lectures, participants were introduced to concepts unfamiliar in school settings, such as special subsidiaries, legal employment quotas of people with disabilities, and reasonable accommodations.
Hiring managers led mock group interviews and provided individual feedback to each student, highlighting their specific areas for improvement.
One participant noted, “This was a valuable opportunity to hear directly from company representatives involved in disability employment, and the different perspectives offered by those outside the school helped raise awareness about employment.” Another said, “I realized that with appropriate accommodations, people with disabilities can work vibrantly and contribute meaningfully.”

Social Initiatives: For Local Communities

Contributing to the Community

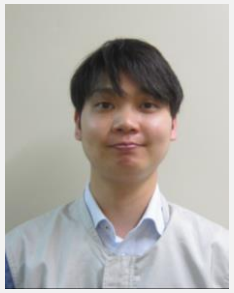
Voice

Comment from a Special-Needs School Participating in Career Education

Kouse Yamamoto
Principal, Hyogo Prefectural Himeji School for Students with Special Hearing Needs

We are very grateful to Sharp Tokusen Industry Co. for their ongoing support in our career planning efforts.
Our school was established in 1948 as the Hyogo Prefectural Himeji School for the Deaf and was renamed Hyogo Prefectural Himeji School for Students with Special Hearing Needs in 2007. This year marks our 77th anniversary as a school specializing in education for students with hearing impairments. From our school building, we can enjoy a breathtaking view of Himeji Castle, a UNESCO World Heritage Site, and we are fortunate to provide education in an environment rich in history and culture. A total of 91 students, ranging from preschool to high school, are dedicated to their studies every day.
Every July, Sharp Tokusen conducts an online lecture for first-year high school students, connecting their company (in Osaka) and our school (in Himeji) online. An employee with the same hearing impairment uses sign language to deliver a lecture on the theme of the meaning of work and answers various questions from the students, such as “What do you find fulfilling in your work?” in real time and with sincerity.
The students see older people with the same disability overcoming various challenges and thriving in their careers as an inspiration for their own future. They also sympathize with the lecturer’s ways of thinking and gain the confidence to take steps toward their future career choices. We would like to once again express our deepest gratitude for providing such a valuable opportunity every year.
Our school aims to help students achieve social independence after graduation, and we place a strong emphasis on improving communication skills and language proficiency in our daily activities. We look forward to further strengthening our collaboration with Tokusen Industry and other related organizations, and to actively utilizing the knowledge gained through these partnerships to further enhance our educational programs. We sincerely request Tokusen Industry’s continued guidance and support and wish them continued success in the future.

Message from a School Visit Employee Instructor



Yoshiki Shimono
Sharp Tokusen Industry Co.

I first took part in the school visit program in December 2024 and have since given classes at two schools. As a lecturer, I am eager to share with students the knowledge and insights gained from my own work experience and interactions with others. At first, I was worried whether I could communicate effectively. But seeing the students ‘listen’ attentively while taking notes made a strong impression on me, and I was able to speak while making eye contact with the students. Standing in front of people to speak was once a challenge for me but it has become something I can do confidently after my experience as lecturer.
I would like students to understand the importance of setting goals. It is something I value highly in my own work, as setting goals helps me clarify the direction I should be heading in and builds my confidence when I achieve them.
I have learned a great deal from my senior colleagues and superiors and have been greatly influenced by them. I hope to become someone who can positively impact students through this school visit program.

A Q&A session from an online class

Social Initiatives: For Local Communities

Contributing to the Community

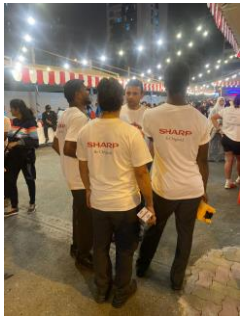
Example

Participating in a Fair to Support Students with Disabilities

In February 2024, the sales team at SMEF in the UAE supported a fair organized by the Al Noor Center for Rehabilitation of People of Determination. The funds generated as a result of this event provide ongoing support to this important center in the UAE community. This center is a national institution of the UAE that provides education and rehabilitation programs for people of various nationalities who have disabilities. SMEF donated household appliances for the raffle draw segment of the fair, including a selection of microwave ovens, vacuum cleaners, rice cookers, and irons.

Sharp-donated home appliances

A poster of the fair



A scene from the fair

Governance

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Governance: Corporate Governance

Corporate Governance

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Pursue structural development aimed at further improving the functioning of the Board of Directors ■ Check progress of large investments and verify their success upon completion	■ Increased the number of independent outside directors from four to six ■ Checked progress of large investments and verified their success upon completion every six months	★★	■ Clarify the roles and responsibilities of the administrative departments and the business groups

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Basic Policy

Sharp's basic policy on corporate governance is to maximize corporate value through timely and appropriate management while ensuring transparency, objectivity, and soundness supported by the concept, "Our future prosperity is directly linked to the prosperity of our customers, dealers and shareholders..." as stated in the company's business philosophy.

Based on this policy, Sharp is strengthening the supervisory function over the Board of Directors and enhancing the flexibility of decision-making by appointing outside director and operating an Audit and Supervisory Committee.

Sharp has also introduced an executive officer system that clearly separates supervisory and decision-making functions from business execution functions, thereby creating a structure that steadily facilitates nimble and efficient business execution. Further, Sharp is implementing deep-rooted enhancements to individual fields of business and operations by having each business unit assume responsibility for their earnings, to be regulated by the head office.

In addition, Sharp has formulated the Sharp Group Charter of Corporate Behavior as action guidelines for all directors, executives, and employees to raise their awareness of compliance, and it is working for its permeation across the entire Sharp Group.

Corporate Governance System: Supervisory and Decision-Making Functions

Sharp Corporation Board of Directors meetings make decisions on matters stipulated by law and on management-related matters of importance, and supervise the state of business execution.

The Board of Directors comprises internal directors who are experts in the fields of business of the Sharp Group and outside directors appointed from talent with high specialism and abundant experience in fields such as social and economic trends and management.

Sharp has established a voluntary Nominating Committee and Compensation Committee as advisory committees to the Board of Directors. The Nominating Committee recommends candidates for directorships to the Board of Directors and the Compensation Committee determines the value of remuneration for directors undertaking a role on the Board of Directors. As a way to strengthen corporate governance, the majority of members of both committees are independent outside directors and independent outside directors serve as the committee chairs.

Additionally, important matters pertaining to dealings between the parent company group and the Sharp Group and that should be discussed at the Executive Management Meeting shall, before any decision is made, be subject to study and approval by the Board of Directors (the majority of who are independent outside directors) with regard to the necessity, reasonableness, and appropriateness of the dealings in question. On the Sharp website can be found the "Standards for Independence of Outside Directors," which stipulates standards for judging the independence of outside directors.

In addition, Sharp has established an Internal Control Committee to serve as an advisory committee to the Board of Directors. The Internal Control Committee discusses basic policy, maintenance and operation of internal control and internal audits, reports to the Board of Directors, and, when necessary, refers matters for discussion to the Board of Directors.

■ Composition of Supervisory and Decision-Making Organs (As of June 28, 2025)

	All Members (Persons)	Internal Directors (Persons)	Outside Directors (Persons)	Non-directors (Persons)	Chairperson / Committee Chair
Board of Directors	7	3	4	0	Chairperson: Vice chairman
Nominating Committee	5	1	4	0	Committee chair: Independent outside director
Compensation Committee	5	1	4	0	Committee chair: Independent outside director
Internal Control Committee	6	3	2	1	Committee chair: President & CEO

■ Directors (Except Audit and Supervisory Committee Members)/ Directors Who Are Audit and Supervisory Committee Members (As of June 28, 2025)

	All Members (Persons)	Internal Directors (Persons)	Outside Directors (Persons)	Independent Directors (Persons)	Term
Directors (except Audit and Supervisory Committee members)	4	2	2	2	1 year
Directors who are Audit and Supervisory Committee members	3	1	2	2	2 years

Governance: Corporate Governance

Corporate Governance

Business Execution Functions

The Board of Directors' rules stipulate matters on which the Board must decide upon. These matters include Sharp's basic management policy, management plans, other important matters of management, and matters prescribed by laws, regulations, and articles of incorporation.
As for decisions on other matters of management and business operations, these are stipulated in in-house rules such as the Internal Authorization Rules, and the most relevant rules are used to make decisions. For matters that are key to company-wide management and business operations, these are deliberated on at an Executive Management Meeting that comprises Sharp executives. The meeting convenes in a timely manner, which allows rapid management decision-making.

Audit Functions

The Audit and Supervisory Committee is composed of three directors, all of whom have a high level of expertise. Two members are independent outside directors and one is a full-time member of the Audit and Supervisory Committee. Further, two of them have specialisms to an appropriate extent in finance or accounting.
The Audit and Supervisory Committee exchanges opinions periodically with executive directors, the accounting auditor, and the internal audit division, among others, and it seeks to attain legality, propriety, and efficiency in business execution. Sharp has also established an Audit and Supervisory Committee Office composed of employees with specialisms in specific fields such as accounting and law, which supports the Audit and Supervisory Committee.
Sharp undergoes audits by its accounting auditor, PricewaterhouseCoopers Japan LLC. Through audits, Sharp receives proposals on how to make operational improvements.
To preserve the independence of the internal audit division from the business execution divisions, an Internal Audit Division has been established directly under the jurisdiction of the president. It audits the legality and rationality of management, operations, and job execution across all business activities. Using the results, the divisions audited are given information, as well as advice and proposals to improve and streamline. This protects company assets, raises management efficiency, and strengthens the internal control system.

Related information: > Corporate Governance

Management of Related Party Transactions and Others*

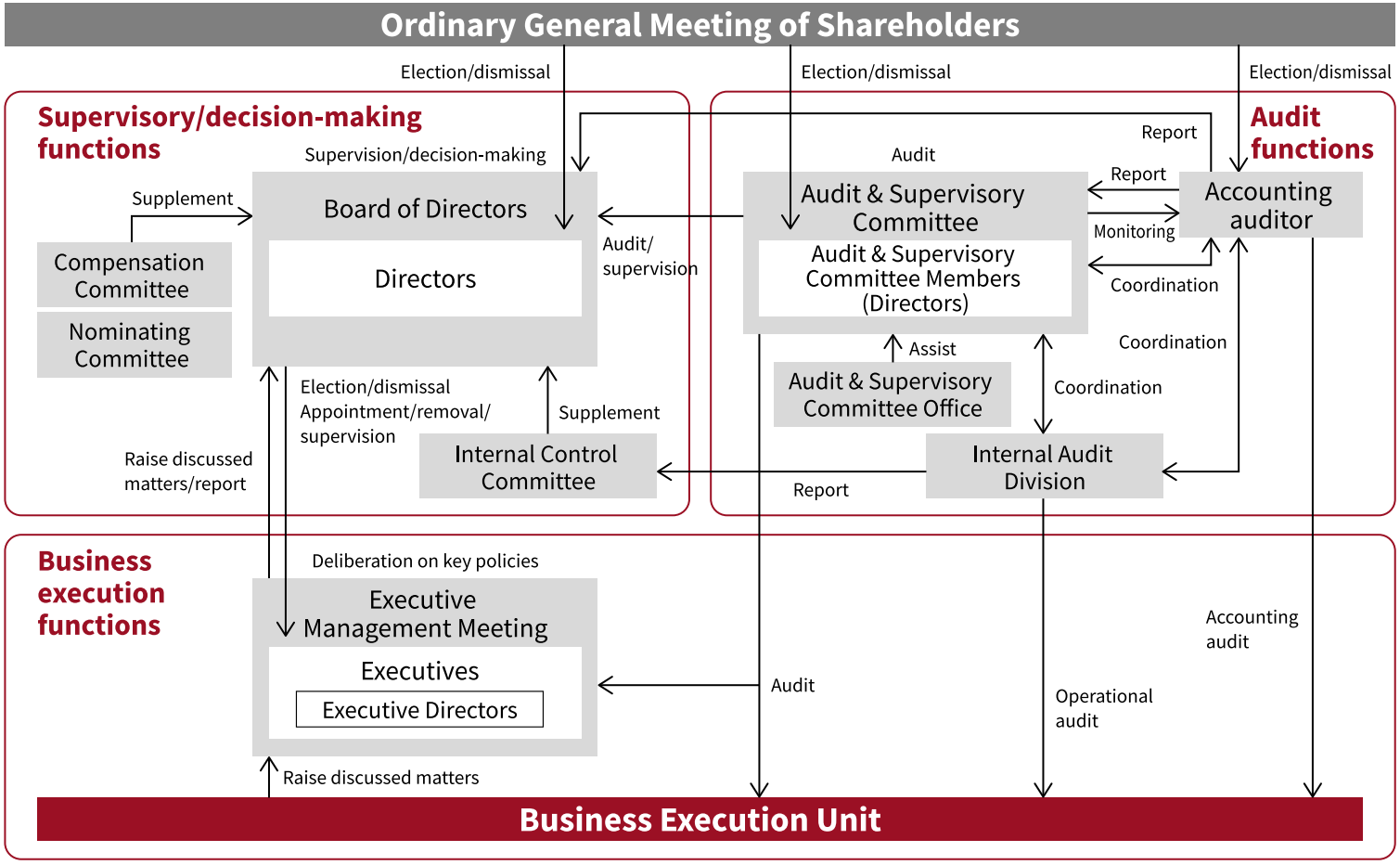
Sharp has established the Regulations on Related Party Transactions. Sharp manages these transactions so that they will not adversely affect the company's finances or business performance.
Sharp has also created a list of related parties. When entering into business with the counterparty, Sharp determines whether or not the transaction should be considered a related party transaction. This list is updated regularly and disseminated throughout the company and to consolidated subsidiaries in Japan and overseas.
Such transactions undergo all of the internal procedures that are followed for conventional transactions. In doing so, Sharp assesses the necessity, reasonability, and appropriateness of the transaction terms and conditions. This allows Sharp to exercise prudence when deciding on business deals.
Once a year Sharp verifies the content of transactions specified by outside directors, and the results are reported to the Board of Directors.

* Related party transactions and management-involved transactions: Related party transactions are transactions with a company or person having a certain level of connection with Sharp, including Sharp's officers, subsidiaries, and major shareholders. Management-involved transactions are transactions that Sharp's management personnel have introduced or planned.

Governance: Corporate Governance

Corporate Governance

■ Corporate Governance System of Sharp Corporation (As of June 28, 2025)



Governance: Internal Control

Internal Control

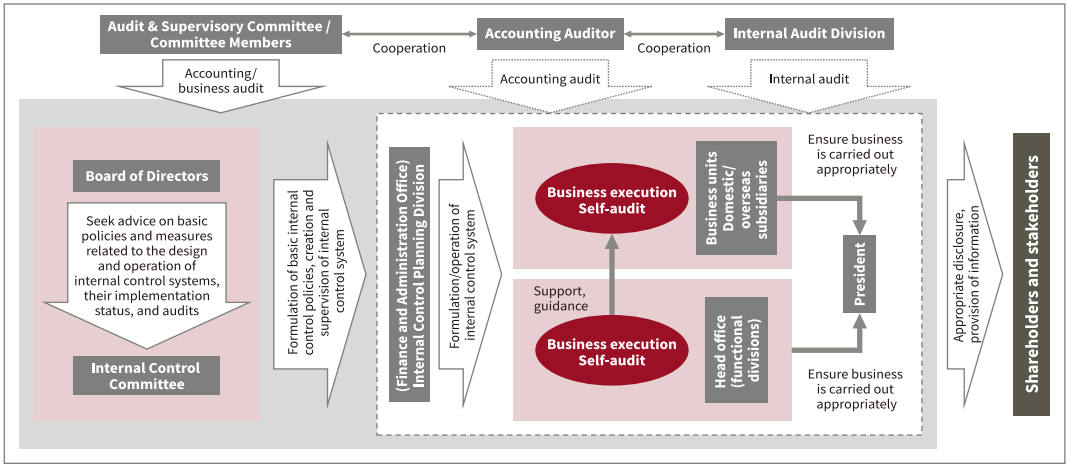
Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Implement comprehensive design and operation of internal controls based on the Basic Policy for Internal Control ■ Assess the design and operation of internal controls focused on material issues (problems) discovered in each control domain	■ Implemented 55 measures based on the Basic Policy for Internal Control ■ Assessed and improved the design and operation of internal controls, such as how to respond to material issues (problems) discovered in each control domain	★★	■ Implement comprehensive design and operation of internal controls based on the Basic Policy for Internal Control ■ Assess the design and operation of internal controls focused on material issues (problems) discovered in each control domain

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

As a means of facilitating the effective functioning of corporate governance, Sharp has designed and operates an internal control system for ensuring the propriety of business activities across the entire Sharp Group based on the provisions of Japan's Companies Act and of the Internal Control Report System, which falls under the Financial Instruments and Exchange Act.
Specifically, in order to establish Sharp's basic approach to internal control, the Basic Policy for Internal Control was adopted by the Board of Directors. In accordance with this policy, Sharp also established the Internal Control Committee, chaired by the president & CEO, to serve as an advisory panel to the Board of Directors. The Internal Control Committee discusses various internal control system-related policy measures, while also affirming their design and operation, and, when necessary, carries out other duties, such as proposing revisions to the Basic Policy. Sharp also develops and maintains systems and structures, such as specialized departments, in accordance with the Basic Policy, establishing and implementing measures to facilitate them and comprehensively checking and evaluating their status of operation, as well as working to entrench and improve them. In particular, Sharp endeavors to, among other things, improve its financial reporting-related systems, strengthen compliance, and reduce business risks all for the sake of increasing the effectiveness of its internal control system.

In fiscal 2024, Sharp designed internal controls for the Sharp Group and conducted an exhaustive confirmation and evaluation of their operations, part of efforts to redesign and improve operations of internal controls for the Sharp Group. The Internal Control Committee convened twice during the fiscal year and reported its results to the Board of Directors. These efforts helped to ensure the effective functioning of the Group internal control system in each of the control domains in fiscal 2024 (as of March 31, 2025), as detailed in an Internal Control Report, which was submitted in June 2025.

■ Internal Control System (As of June 2025)



In fiscal 2025, we are continuing to strengthen and evaluate the control functions in our control domains, which include those of affiliates in Japan and other countries. We will also conduct concentrated efforts to resolve the material issues (problems) discovered during evaluation as we strive for the most efficient and effective internal control.

Governance: Risk Management

Risk Management

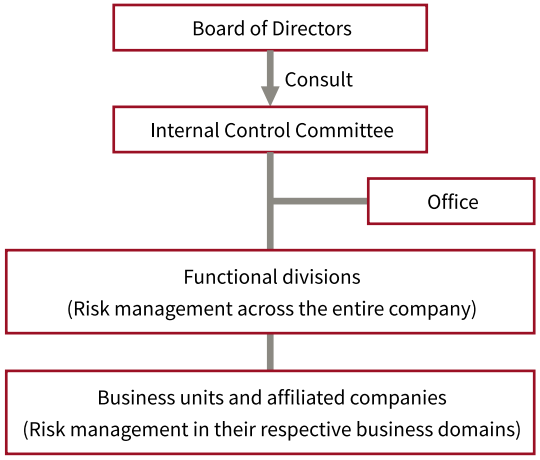
Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Continue to ensure that business units and affiliated companies thoroughly understand the rules for reporting to executives and relevant departments in the occurrence of a major risk incident	■ Reviewed the rules for reporting to executives and relevant departments in the occurrence of a major risk incident, and ensured that business units and affiliated companies thoroughly understood these revisions	★★	■ Continue to ensure that business units and affiliated companies thoroughly understand the rules for reporting to executives and relevant departments in the occurrence of a major risk incident

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Basic Approach to Risk Management

Sharp positions risk management as one its most important efforts in fulfilling corporate social responsibility, which entails meeting the expectations of stakeholders through the sustainable development of business.
Sharp is building a business risk management system based on its Rules of Business Risk Management. As well, we have identified and are managing a total of 118 specific risks that could have a major impact on management. These are classified into five categories: external business environment, financial, legal, labor, and business activities.

■ Business Risk Management System



For each specific risk, functional divisions responsible for risk management across the entire company and business units and affiliated companies responsible for risk management in their respective business domains collaborate to minimize risks and to prevent risks from actually occurring.
To keep up with changes in the business environment and market, we annually revise, evaluate, and grade specific risks. The goal is to prevent them from occurring and to study and formulate responses should these risks occur. The formulated responses are reviewed by the general manager of the Finance and Administration Office and reported to the Internal Control Committee, which is chaired by the president & CEO. Reports to the Internal Control Committee include overviews of and countermeasures to the below-mentioned major risk incidents, and their numbers. The content of reports to the Internal Control Committee is also relayed to the Board of Directors.

■ Number of Specific Risks and Their Classification (As of May 2025)

Classification	Example of Specific Risks	Number of Risks
External business environment	Natural disasters, infectious diseases	12
Financial	Finance-related risks	13
Legal	Breaking laws or rules, business-related scandals	31
Labor	Problems related to hiring of employees, labor management, and human rights	14
Business activities	Problems related to products, services, quality, material procurement, confidential information leaks, the environment	48
		118

Governance: Risk Management

Risk Management

Response to Occurrence of Major Risks

The Rules of Business Risk Management prescribe rules for response if a major risk incident does come to pass. Taking prompt and appropriate action when an emergency situation occurs works to minimize loss and to prevent the damage from spreading not only across the company, but also to society at large. These emergency rules also specify action items to be implemented to ensure prompt and appropriate information disclosure to stakeholders. When a major risk incident occurs, depending on its severity and priority level, a report is made to the president, CFO, CTO, head of the Finance and Administration Office, full-time audit and supervisory committee members, and heads of relevant departments.

In fiscal 2024, 103 major risk incidents were reported. In cases where major risks occurred in the Sharp Group, rules on reporting them were revised and thoroughly disseminated in business units and affiliated companies. We will continue and step up these efforts in fiscal 2025.

Promoting Business Continuity Management

Sharp has formulated BCPs (business continuity plans) to expedite the continuation or early recovery of business in a large-scale disaster, such as an earthquake or an outbreak of an infectious disease. Basic policies for BCPs shared across the Sharp Group are “First priority to human life,” “Proactive program and program for recovery from disasters,” and “Support for local community and business connections.”

Besides periodically reviewing these basic policies, Sharp seeks to maintain and improve the business continuity performance of its organization through reviews to account for organizational and business changes and through drills. If, in the event of a major disaster, a significant impact on its business activities is anticipated, Sharp will establish an emergency headquarters at the head office to support and work with Sharp sites in affected areas and to implement an initial response focused on ensuring the safety of employees and their families and a business continuity and recovery response.

In fiscal 2024, at major manufacturing bases in Japan, we checked the details of BCPs and the status of periodic BCP reviews and drills. We also surveyed problems discovered and continued to step up business continuity measures.

Going forward, Sharp will continue to work towards business continuity management as responses to all forms of disasters and pandemics.

Governance: Compliance

Compliance

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Build a global management system that allows timely reporting and information sharing ■ Enhance various templates for data acquisition and provision associated with global business activities	■ Sharp Group compliance awareness survey conducted (September–October) ■ Compliance message delivered by the CEO (September, March) ■ Compliance training held for top management (November) ■ Necessary systems established for acquiring and providing data on global business activities (December)	★★	■ Carry out fundamental reform of compliance programs ■ Respond to global laws and regulations related to AI and data acquisition in conjunction with the strengthening of brand business

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Compliance Policy

In its Sharp Group Charter of Corporate Behavior and Sharp Code of Conduct, which draw on the Business Philosophy and Business Creed, the Sharp Group has proclaimed that it will practice fair and open management based on sincerity and creativity. We have also formulated the Basic Rules for Compliance, in which we define compliance as observing laws, regulations, and company rules, and acting in line with corporate ethics. Based on this definition, we prioritize compliance by always asking ourselves what is good for society.

System to Promote Compliance

The person most responsible for leading compliance in the Sharp Group is the CEO. This person's job is to take a global outlook in formulating basic policies for compliance and making sure these policies are firmly established within the group. Under the CEO's leadership, Sharp devises concrete measures for compliance and thoroughly implements them. As well as affirming the implementation status of compliance measures, the company draws up corrective measures where necessary and makes sure they are thoroughly executed.

Among the laws and regulations that pertain to business execution, some are considered to be critically important and capable of affecting the entire Sharp Group. For each of these material categories of laws and regulations, the company designates a responsible department. Each department fully analyzes the content of and trends in these laws and regulations and studies the effects they could have on business. It then reviews—as needed—business operations and processes, revises internal regulations, formulates or revises routine operation standards, communicates these changes, and provides guidance and supervision to executives and employees.

The presidents of the business units are responsible for compliance within their respective organizations. The business unit presidents are also responsible for guiding and supervising compliance measures at subsidiaries and affiliated companies (hereafter, "affiliates") under their business units. Promoting compliance at each affiliate in and outside Japan is the responsibility of the affiliate president.

If a compliance-related risk occurs, Sharp will respond appropriately in accordance with the Rules for Business Risk Management, take corrective measures, and prevent recurrence.

Compliance Training

In addition to formulating internal rules related to various categories of laws, the Sharp Group pursues compliance through its Sharp Group Compliance Guidebook. Published and disseminated throughout the company, this guidebook states defined standards for matters to be observed, matters which are prohibited, and actions to be taken for all executives and employees.

Sharp also periodically carries out training (including e-learning) on the Sharp Code of Conduct and material categories of laws and regulations (such as competition laws, anticorruption, and personal information protection). In fiscal 2024, the training was open to 17,938 employees including those at Sharp Corporation, subsidiaries in Japan, and the labor union, with 17,352 taking part (96.7% participation rate).

The Sharp Code of Conduct was communicated to employees at all Sharp overseas subsidiaries. Moreover, outside experts were invited to give compliance training to top management.

Governance: Compliance

Hotline for Compliance Issues

Hotline for Sharp Corporation and Its Affiliated Companies in Japan

In line with revisions to Japan's Whistleblower Protection Act in June 2022, Sharp Corporation and its affiliated companies in Japan have established the Crystal Hotline, a hotline to report problems in the workplace, such as work-related violations of laws, and words and actions that are counter to the Sharp Group Charter of Corporate Behavior, the Sharp Code of Conduct, in-house rules, social norms, and ethics. The company has also set up a competition law hotline, which serves as a contact point specifically for issues related to competition laws. These hotlines have been set up both inside the company and externally (via an outside law firm providing legal counsel). They are available via email, phone, and other means for employees and temporary staff, as well as business partners*, to make reports. The Crystal Hotline also accepts anonymous reports. Sharp also has a consultation service dedicated to addressing workplace harassment (which includes sexual harassment, pregnancy discrimination, and abuse of authority).

* Only the Crystal Hotline is available for use by employees of business partners.

■ Following Up Hotline Reports

The hotlines and consultation service receive reports and conduct fact-finding investigations in line with strict operating rules. The investigation results and responses to the problem are conveyed to the person who submitted the report or requested a consultation. If the investigation reveals any violation of laws, regulations, or company rules, or any other compliance issues (actions counter to social norms or ethics), Sharp will put into effect measures for remediation and recurrence prevention.

■ Number of Reports in Fiscal 2024

In fiscal 2024, the Crystal Hotline received 37 reports and the harassment consultation service received one report. For each of these, Sharp investigated the facts of the matter and issued orders for any necessary corrective measures. Meanwhile, the competition law hotline received zero reports in fiscal 2024.

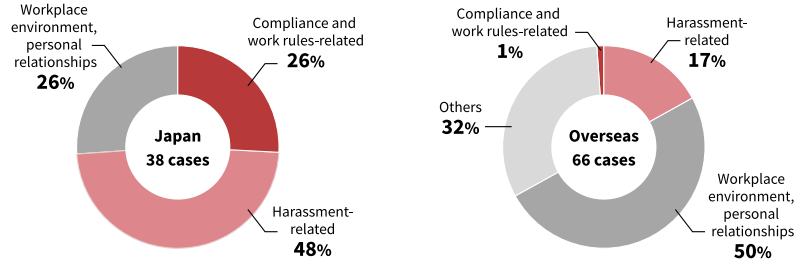
■ Measures to Protect Whistleblowers

The hotlines are operated in line with the clear stipulation of both the Sharp Code of Conduct and the rules governing hotline service operation that information identifying the individual contacting the hotlines and details of the individual's report will be strictly protected and that those persons will suffer no unfavorable treatment or penalties. Such rules are thoroughly communicated to all executives and employees through training and other means. Six months after any corrective action is taken, we check that the whistleblower contacting the Crystal Hotline has not been disadvantaged. After a further period, we also check whether the corrective actions and recurrence prevention measures are working effectively.

Hotlines at Overseas Affiliates

Hotlines have been set up at Sharp's major overseas bases, with consideration for the legal system and other matters in each country. Action is taken to swiftly address any problems. In fiscal 2024, there were 66 reports.

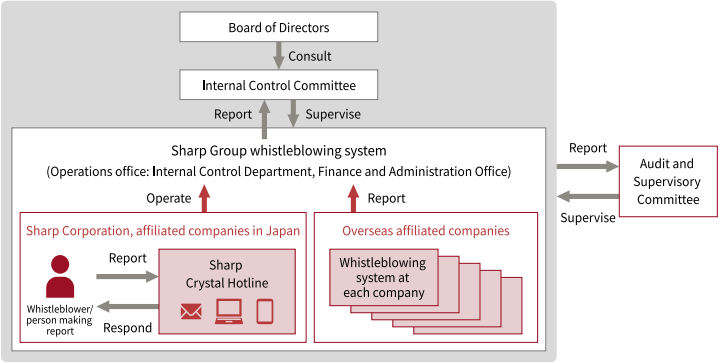
■ Breakdown of Whistleblowing/Reports



In-House Information on the Whistleblowing System

The number of cases in and outside Japan and their summaries are reported regularly to the Internal Control Committee, which is chaired by the president & CEO, and to the Board of Directors and the Audit and Supervisory Committee.
The Sharp intranet has an overview of the Crystal Hotline as well as information such as its organization chart, how responses are handled, and the number of reports it receives.

■ Sharp Group Whistleblowing System Organization Chart



Governance: Compliance

Compliance with Competition Laws

In order to comply with Japan's Act on Prohibition of Private Monopolization and Maintenance of Fair Trade, as well as with equivalent overseas laws and treaties enacted to protect the interests of consumers by maintaining and promoting free and fair markets (hereafter, "competition laws"), Sharp has put in place rules across the entire Sharp Group on observing competition laws. It has also created an Antimonopoly Act Compliance Manual (Action Guidelines). These guidelines stipulate basic compliance matters that employees must adhere to in their duties with regard to cartels.

To raise awareness amongst employees, Sharp has prepared and revised a guidebook summarizing the key points of competition laws for each field of business, and it carries out periodic internal training via e-learning. Sharp also raises awareness internally of case studies relating to competition laws from within Japan and internationally as well as information on major revisions to the laws.

When considering raising product prices in response to rising costs in society, to ensure that Sharp does not violate competition laws by, for example, taking part in cartels, internal notices are sent out periodically. Sharp prevents actualization of competition law-related risks in transactions by reviewing all contracts and consulting with its legal department when approving new contracts.

To enable Sharp to more effectively prevent the occurrence of competition law risks (such as cartel activities or bid-rigging), business departments periodically confirm their dealings and interactions with competing companies. Depending on the risk, it may be reported to the legal department, which monitors the status of Sharp's compliance with competition laws. Such efforts maintain the effectiveness of Sharp's compliance program.

Governance: Compliance

Preventing Corruption in All Forms and Dealing Properly with Donations

General Policy

The Sharp Group Charter of Corporate Behavior and the Sharp Code of Conduct contain provisions that strictly prohibit any form of corrupt behavior, such as extortion or direct or indirect bribes of money, goods, or services. The Group Charter and Code of Conduct also stipulate that donations must be handled in a proper manner.

The Sharp Group Compliance Guidebook follows the Sharp Group Charter of Corporate Behavior and the Sharp Code of Conduct in stipulating policies, for example, on providing gifts and entertainment to public officials, and on prohibiting bribery.

We also have the Rules for Prohibition of Bribery (hereinafter "the Rules"), which detail the actions that both executives and employees should and should not take in order to prevent corruption such as bribes, and which describe Sharp's system for preventing bribery (see below). Under the Rules, we are continuously working to clarify and strengthen an internal checking system and prevent any act of bribery. In order to make material amendments to or abolish the Rules, in principle, a proposal must be submitted to the Executive Management Meeting, which is chaired by the CEO and comprised of executive officers.

Systems and Rules for Preventing Bribery and Other Forms of Corruption

We have established a clear and effective system for preventing acts of bribery, including the offering of entertainment, gifts or invitations to government officials and others, the providing of entertainment or gifts to executives and staff in private businesses, the use of agents, consultants and other third parties (hereinafter "third-party intermediaries, such as agents"), or the leveraging of memberships in organizations. This system includes an internal approval process that uses a checklist covering material points that should be confirmed in advance by the relevant departments. In addition, we have established prohibitions and determination criteria for each of the following.

1. Offering entertainment, gifts, or invitations to government officials and others

The Rules for Prohibition of Bribery specify the maximum amounts, and prohibited matters, for offering entertainment, gifts, or invitations to public officials. The Rules define "facilitation payments" as "small payments made for the sole purpose of facilitating the smooth execution of routine administrative procedures by public officials." The Rules clearly state that these payments are considered a form of bribery and are prohibited in principle.

2. Using third-party intermediaries, such as agents

The Rules for Prohibition of Bribery stipulate that the use of third-party intermediaries, such as agents, is permitted only when there is a reasonable basis from which to confirm that remuneration and other payments to these third parties are not likely to constitute bribery. In addition, in our contracts with third-party intermediaries, such as agents, they are required to comply with our prohibition of bribery as well as the anti-corruption laws of each country, and we carefully monitor these third parties to ensure that they do not engage in any acts of bribery.

Working with Business Partners

We only deal with business partners who agree to abide by our Basic Purchasing Principles, which were created to prevent acts and omissions like bribes and unfair actions. We also ensure that our business partners abide by the Sharp Supply-Chain CSR Deployment Guidebook, aimed at preventing inappropriate profits.

Working with Overseas Affiliates

Sharp's overseas affiliates also follow the Sharp Group Compliance Guidebook and the Sharp Code of Conduct, which stipulate rules that employees must abide by, such as avoiding bribery and other corrupt actions.

In order to ascertain the risk of bribery and corruption among overseas affiliates and institute a more effective checking system, we have investigated and analyzed risks of potentially corruptive actions at overseas affiliates. Based on the results, we have proceeded to update our overseas affiliates' internal rules of anti-bribery and introduce to overseas affiliates the bribery risk management processes utilized at Sharp in Japan, depending on the level and type of risk at each overseas affiliate.

Governance: Compliance

Preventing Corruption in All Forms and Dealing Properly with Donations

Raising Awareness within the Sharp Group

To raise awareness among Sharp Group employees in Japan and overseas, Sharp has created and published an in-house guidebook and training materials, which give information on anti-corruption and anti-bribery laws and describe real world examples. Sharp also conducts annual in-house training related to preventing bribery and other corrupt actions.

Sharp's intranet for affiliates in Japan and its global intranet for overseas affiliates periodically feature articles on bribery and corruption in Japanese, English, and Chinese. These articles present bribery-and corruption-related cases and analyze and explain related issues. The aim is to deepen understanding and raise awareness of bribery among employees of affiliates in Japan and overseas.

As a result of these efforts, there were no violations of any bribery-related rules in fiscal 2024.

Dealing Properly with Donations

In Japan, Sharp prevents illegal payoffs and improper expenditures through a system of reviews that check legality, reasonableness, and transparency. In place since December 2008, this system serves to assess the propriety of monetary disbursements such as donations and contributions made by Sharp Corporation and its affiliated companies. In fiscal 2024, 9 cases of contributions were reviewed.

The Sharp Code of Conduct states, "Regarding political donations, we will observe all applicable laws and regulations and we will ensure transparency and proceed in strict conformance with internal company rules when making such donations in line with the company policy to build a healthy and responsible relationship with politics and government." Based on this policy, any political donations abide by relevant laws and follow the necessary internal procedures.

Exclusion of Antisocial Forces

Basic Policy

As a matter of basic policy, Sharp prevents or excludes any association with antisocial forces without exception, and deals with them in a resolute manner. It has established specific guidelines in the Sharp Group Charter of Corporate Behavior under the section entitled "Practice of Fair and Open Management," as well as clearly stipulated in the Sharp Code of Conduct that Sharp shall seek to exclude antisocial forces by being "cooperative in the maintenance of social order, and will not engage in antisocial activity."

Activities Aimed at Excluding Antisocial Forces

Sharp Corporation has established Rules for Excluding Antisocial Forces, which serve as the basis for Sharp's effort to prevent antisocial transactions, as well as Sharp's preparation and updating, as needed, of such resources as manuals for dealing with antisocial forces.

In order to facilitate its handling of antisocial forces, Sharp maintains a system of prompt communication and cooperation with the police, legal advisors, and other external experts, from whom it regularly obtains information, which is then thoroughly disseminated and managed amongst the Sharp Group. Sharp also works to raise employee awareness by conducting once-a-year compliance training, which includes how to deal with antisocial forces.

In addition, Sharp Corporation and its affiliated companies in Japan take other steps to exclude antisocial forces, such as including a stipulation of antisocial forces exclusion in all basic agreements for ongoing transactions and concluding memorandums containing the equivalent stipulation with existing suppliers.

Governance: Compliance

Management of Personal Information

Companywide Policy

The Sharp Group Charter of Corporate Behavior and the Sharp Code of Conduct clearly state the principles and standards of conduct to be followed to ensure strict management of the personal information of customers, business partners, employees, and others held by the Sharp Group.
With regard to the handling of the personal information of customers and business partners held by the Sharp Group, the Group has announced its "Privacy policies" and "Privacy notice for business partners." For each of Sharp's services that handle customer personal information, the company has formulated and announced its privacy policies.

Related information: Sharp Code of Conduct
Sharp Group Charter of Corporate Behavior
Privacy policies
Privacy notice for business partners

Personal Information Protection System and Regulations

Sharp has appointed a chief information officer (CIO) and chief privacy officer (CPO). The CIO, who is responsible for overall information management across the company, oversees the information management department, responding to any issues that arise regarding information management across the company and promoting information management. In addition, the CIO appoints information managers in each business unit and affiliated company to implement measures related to information management.
Meanwhile, the CPO, who is responsible for personal information protection across the company, oversees the Personal Information Protection Team to promote measures related to personal information protection. In addition, the CPO appoints managers in each business unit and affiliated company to implement measures related to personal information protection.
As part of Sharp's efforts to protect personal information, it has established internal rules regarding personal information protection, as well as prepared a guidebook explaining these rules, and is working to ensure that these are thoroughly disseminated throughout the Group. Sharp's internal rules and guidebooks are updated as necessary when relevant laws and regulations are enacted or amended.
To ensure the effectiveness of Sharp's efforts to protect personal information, processes that require approval from the department specialized in personal information protection (for customer personal information this is the Corporate Legal Group, for employee personal information this is the HR and administration department) are incorporated into Sharp's internal approval system regarding the handling of personal information. This contributes to consistently appropriate management of personal information obtainment, sub-processing, and provision to third parties by relevant departments. Also, following approval, the handling status—e.g., obtainment, storage, management, usage, deletion—of each customer's personal information is to be recorded in Sharp's own management database and updated as needed so that it can be checked and reviewed by the Corporate Legal Group on an ongoing basis.
In addition, the Personal Information Protection Team takes the lead in using the management system to conduct audits of all departments that acquire customer personal information to check whether the information is handled in accordance with the contents of Sharp's management database. For specific departments that require stricter management, on-site audits are also conducted to ensure thorough management. As well, a case of unauthorized access last fiscal year spurred us to revamp our in-house security standards and step up security measures in our efforts to protect the personal information that customers entrust us with.

Working with Business Partners

When personal information held by the Sharp Group is provided to a business partner, the Sharp Group requires that the business partner handle the personal information appropriately and strive to ensure strict management of such information in accordance with the circumstances of the specific transaction being undertaken. This is done through the stipulation of various matters in the agreement concluded with the business partner, such as prohibitions on taking actions that would identify individuals or on using the information for purposes other than those intended and stipulation of the terms of data use.

Working with Overseas Affiliates

Data protection has become an increasingly important issue around the world. Sharp has been sharing information with its overseas subsidiaries as part of periodic group-wide fact-finding surveys and risk analysis on the various areas related to the acquisition and processing of personal information in the EU and other overseas regions. Based on findings, the company has been taking measures that include providing appropriate advance notice of personal data to be handled, concluding agreements that set forth necessary conditions, and putting in place internal rules required for proper handling of personal data. Sharp is also raising awareness among employees by periodically issuing information about the enactment of—and amendments to—laws and regulations on global protection of personal information. Along with that, Sharp shares examples of financial penalties for breaches of these laws and regulations. This information is posted on the company intranet for all employees to see.

Governance: Compliance

Management of Personal Information

Raising Awareness within the Sharp Group

To ensure that personal information is appropriately managed and to prevent incidents of data leakage, Sharp provides regular compliance training (including e-learning). In addition, individual training sessions are held for employees who handle personal information as part of their job duties.

Governance: Compliance

Appropriate Advertising and Promotion, Representation-Related Law Compliance

Under its business creed of "Sincerity and Creativity," Sharp strives to reliably fulfill its corporate social responsibilities to customers and all stakeholders in the provision of correct information useful for selecting products and services. To this end, Sharp prioritizes appropriate advertising and promotion activities. It also complies with product and service representation-related laws, such as the Act against Unjustifiable Premiums and Misleading Representations, Pharmaceutical and Medical Device Act*1, and Fair Competition Code. Sharp positions compliance with these laws as a control item within its Rules of Business Risk Management*2, and implements various measures to promote compliance.

Systems and Rules for Preventing Legal Violations

With regard to product and service representation within Japan, Sharp follows internal rules (listed below), which stipulate the basic approach to representation and a system for checking appropriate representations.

1. A dedicated supervisor is appointed to work with departments involved in the production of representations and to perform a final check prior to the publication of brochures and mass advertising
2. A senior committee is established to make decisions about any questionable representations (Representation Review Committee, Sharp Fair Representation Council)
3. Operations are carried out in line with the Fair Competition Code*3, formulated by the Home Electric Appliances Fair Trade Conference, with regard to product representations and premiums
4. Public external organizations*4 are consulted for objective guidance and advice

Also, overseas, Sharp follows local laws along with the Fair Expression Guidelines, which have been developed based on the same thinking utilized in Japan, in order to facilitate appropriate decision-making.

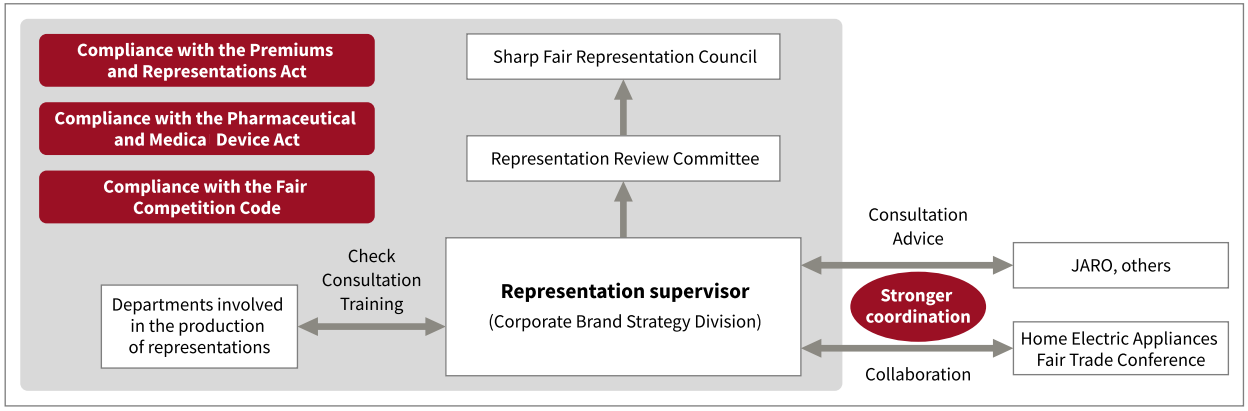
Awareness Activities Boost Knowledge for Relevant Personnel

Awareness activities are held for employees in departments involved in the production of representations.

1. Training on the Premiums and Representations Act, Pharmaceutical and Medical Device Act, and Fair Competition Code
2. Participation (recommended) by Sharp employees in seminars organized by the Home Electric Appliances Fair Trade Conference
3. Participation by Sharp employees in outside seminars led by public institutions, and dissemination of what is learned (the latest trends) to the rest of Sharp
4. Information on the Premiums and Representations Portal Site on the intranet
   - Laws, public standards, in-house rules, revisions to laws and regulations, etc.

In fiscal 2024, there were no violations of the Premiums and Representations Act or the Pharmaceutical and Medical Device Act by the Sharp Group. Sharp will continue to work to ensure there are zero violations in fiscal 2025.

■ Representation Review Framework



Adapting to Stricter Laws and Regulations

In response to the stealth marketing regulations that came into effect in Japan in October 2023, Sharp has issued a company-wide caution notice and provided individual guidance on the regulations to departments conducting sales promotions and public relations. Also, as a member of a project team studying the content for the Home Electric Appliances Fair Trade Conference's Fair Competition Code, we are actively taking part in formulating responses to stealth marketing regulations for the electronics industry.

*1 Act on Securing Quality, Efficacy, and Safety of Products Including Pharmaceuticals and Medical Devices.
*2 See page 138.
*3 Voluntary industry standards formulated by the Home Electric Appliances Fair Trade Conference and recognized by the Consumer Affairs Agency and Japan Fair Trade Commission.
*4 Home Electric Appliances Fair Trade Conference, Japan Advertising Review Organization (JARO), others.

Governance: Compliance

Tax Management Initiatives

Tax Policy

Sharp demonstrates sincerity and creativity in its pursuit of sound business activities, in the process fulfilling its responsibilities as a member of society. A basic policy of the Sharp Group Charter of Corporate Behavior and Sharp Code of Conduct is the "Practice of fair and open management" in all corporate activities and operations, conforming to the laws and regulations of each country and region, international rules and company rules, as well as social norms and corporate ethics. Based on this basic policy, Sharp works to maintain and improve its compliance with tax laws and other tax-related regulations through proper payment of taxes and employee education.

Tax Governance System

The general manager of the Finance and Administration Office oversees tax obligations for the Sharp Group as a whole. In line with Sharp's global tax policy, group companies have a responsibility to understand and comply with the relevant tax laws and regulations that apply to their operations. The Accounting Department in the Finance and Administration Office supports group companies and handles overall tax-related duties for the Sharp Group to reduce tax-related risk.
When faced with a tax-related issue, Sharp works together with relevant affiliated companies in Japan and overseas and, when necessary, seeks advice from tax professionals in order to address the issue. When the issue is deemed to be one of significant importance, it is reported to top management who then decide on a course of action.

Proper Payment of Taxes

Legal and regulatory compliance is Sharp's top priority, endeavoring to fulfill all fair and appropriate tax obligations. When filing tax returns, we do not seek to evade the legislative intent of the tax system nor engage in tax avoidance in violation of international tax rules. Sharp endeavors to appropriately meet its tax obligations while making use of preferential tax measures available to it as part of normal business operations.
In fiscal 2024, Sharp recorded 14.6 billion yen* (Japan: 38%, overseas: 62% *) in corporate income tax.

Compliance with Transfer Pricing Rules

Regarding transactions with parties related to the Sharp Group, appropriate pricing is established based on the arm's-length principle, in line with OECD (Organisation for Economic Co-operation and Development) transfer pricing guidelines and in accordance with each company's functions and risks. Sharp also draws up transfer pricing documentation based on the laws and regulations of each country. Also, for important transactions, Sharp takes steps, such as actively working with tax authorities to make use of APAs (Advance Pricing Arrangements), to reduce tax-related uncertainty, and to prevent double taxation.

Relationship with Tax Authorities

In order to maintain good relations with tax authorities, Sharp endeavors to be diligent and responsive to the requests of tax authorities in each country, such as by providing them with information in an appropriate and timely manner. Whenever tax authorities raise questions about Sharp's filing and payment of taxes, Sharp examines the validity of their claims and, if it has an objection, may opt to formally file a petition against the tax authority with regard to the matter. However, if any corrective action is required, such action will be promptly implemented.

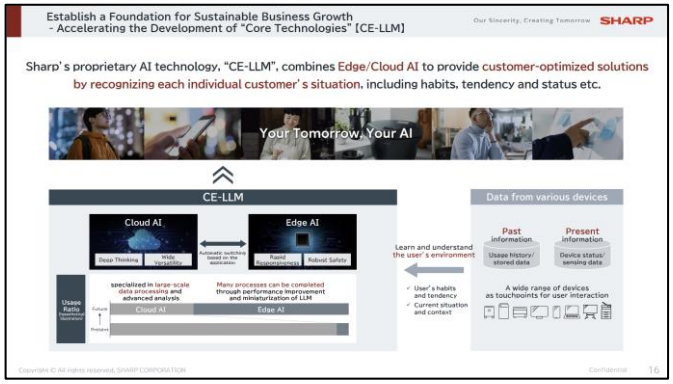
* Based on Country-by-Country Report submitted to the tax authority.

Governance: Innovation Management

Corporate R&D Initiatives

R&D Aimed at ESG-Focused Management

Corporate R&D divisions will lead the creation of new businesses and next innovations for the entire company by creating core technologies for renewed growth and future advancements.
In terms of core technologies, Sharp will apply its proprietary CE-LLM*1 edge AI technology to all business areas, as well as deepen the development, and expand the application, of image analysis technology that will be foundational for labor-saving digital transformation, next-generation communications technology that will support infrastructure in the AI era, and other technologies that will be key to achieving carbon neutrality, generating environmentally friendly energy, pursuing quality of life, and more.



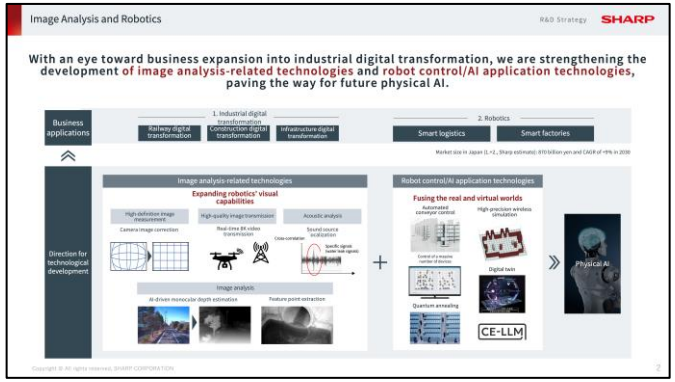
Accelerating development of core technologies through CE-LLM

CE-LLM Edge AI Technology As a Tool for Utilizing AI

Sharp will provide innovative, people-oriented AI solutions by optimally switching between edge AI and cloud AI to improve the responsiveness and quality of conversations, while also utilizing CE-LLM to protect privacy and reduce data traffic.

Development of Industrial Digital Transformation Business

Sharp will develop its business into industrial digital transformation by integrating and furthering elemental technologies, such as high-definition image measurement and analysis technology, high-quality image transmission technology, and sensing technology, which are applied to construction digital transformation and infrastructure digital transformation, with AI applications and robotics technology.



Development of industrial digital transformation business

Notable Initiatives

To accelerate new innovation creation, Sharp is utilizing I-Pro*2, a company-wide project, along with strengthening collaboration both inside and outside the company aimed at quickly launching businesses associated with themes for development.
As social issues become more diverse and complex, Sharp is pursuing ESG-focused management grounded in its business philosophy and is contributing to the realization of a sustainable society through its provision of new value and technologies.

*1 CE-LLM (communication edge-LLM) is a registered trademark of Sharp Corporation.
*2 I-Pro (Innovation Accelerator Project) is a company-wide project to accelerate business growth.

Governance: Innovation Management

Intellectual Property Protection

Intellectual Property Strategy and Management System

Sharp regards its intellectual property strategy as one of its critically important management strategies, and it is promoting it together with its business strategy and R&D strategy. By aggressively obtaining patents, Sharp is boosting the superiority of its product and device businesses and strengthening its business foundation. Because SIPI is well versed in Sharp's products, technologies, and businesses, it can offer a high level of specialized service and improved efficiency. SIPI gives Sharp more driving force in its intellectual property management, generating strong patents and economic value from Sharp's state-of-the-art technologies.

Regarding patent applications, Sharp defines core technology areas with respect to each business and strategically files patent applications that are tightly coupled with its business development. Sharp is also acquiring useful patents invented in cooperation with other companies or derived from the activities of alliances, such as industry-university cooperation.

In addition, Sharp is filing applications and registering rights for designs and trademarks globally under its brand strategy.

Protecting Intellectual Property

Sharp maximizes the use of its intellectual property by linking it to its business strategy and R&D strategy. It is also firmly committed to protecting its own intellectual property rights, while also respecting the intellectual property rights of others. While Sharp takes an amicable approach to resolving issues of infringement, it is the company's policy to seek the judgment of a third party, such as the courts, when its intellectual property rights are not respected.

Sharp is also working to bolster protection for trade secrets and to prevent unauthorized disclosure of production technologies and manufacturing know-how, particularly those that are unique or critically important to Sharp. Further, counterfeit Sharp-brand products have had a growing impact in overseas markets in recent years, and Sharp is taking measures to counter these imitations through cooperation with industry groups and with regulatory authorities taking enforcement actions.

Governance: Information Security

Information Security

Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
■ Pass the recertification and transition screening for ISO/IEC 27001 ■ Continue training and education on targeted email attacks (in Japan and overseas) ■ Add cybersecurity measures to IT general control requirements	■ Maintained ISO/IEC 27001 certification (renewed June 17, 2024) ■ Conducted training and education on targeted email attacks (for all employees in Japan and at 33 overseas sites) ■ Added cybersecurity measures to IT general control requirements	★★	■ Pass the recertification and transition screening for ISO/IEC 27001 ■ Continue training and education on targeted email attacks (in Japan and overseas) ■ Review information security-related rules ■ Improve and maintain security using vulnerability assessment tools

Self-evaluation: ★★★ Achieved more than targeted / ★★ Achieved as targeted / ★ Achieved to some extent

Sharp is working to ensure information security by setting forth a Global Basic Policy on Information Security for the safe and appropriate management and use of information and information systems.
As part of its efforts to enhance information security, Sharp also acquired ISO/IEC 27001 certification in 2015 and has secured an appropriate information security management system. In addition, some of Sharp's domestic sales companies and overseas bases (in the US, UK, Sweden, and others) have also acquired and maintain ISO/IEC 27001 certification.

■ Summary of ISO/IEC 27001 Certification Activities

Organization	Sharp Corporation
Scope of Certification	• The administration and operation of an affiliated web site. • The implementation of in-company information management.
Certification Number	IS 635826
Certification Body	BSI Group Japan K.K.
Initial Certification Date	June 30, 2015

Related information: > Global Basic Policy on Information Security

Information Security Measures

Last year, an information security incident occurred on Sharp's official online store, Cocoro Store. Sharp takes this situation very seriously and is currently reviewing its measures in order to further strengthen company-wide information security.
To prevent such incidents from ever happening again, Sharp is conducting vulnerability checks and implementing intrusion prevention measures on all its publicly accessible websites to prevent information leaks. Sharp is also scoring the security status of each site and implementing measures according to severity. It will continue to carry out these measures on a regular basis to improve and maintain security.
Furthermore, as Sharp pursues company-wide digital transformation, it is reviewing related rules to ensure that information security does not fall behind. Through these reviews, Sharp aims to improve business efficiency while maintaining a secure environment.
In addition, because targeted email attacks remain a major risk, Sharp will continue to conduct training using simulated email attacks as a defense against them. In fiscal 2024 as well, Sharp tested its response capabilities by having not only all employees at Sharp and its affiliates in Japan but also employees at overseas affiliates receive several types of malicious emails that mimicked real-life ones. Employees who did not deal with the email appropriately were given further guidance on the dangers of email attacks to raise their security awareness.
Sharp is committed to ensuring information security as its number one priority in order to lay a foundation for sustained growth. Moving forward, Sharp, as a whole, will continue to carry out security measures that will help ensure that it is a safe and reliable company.

Governance: Export and Import Control

Security Export Control

The security environment worldwide is characterized by instability and growing uncertainty in the international order, including in the form of moves to strengthen military capabilities by some states, for example through the development of nuclear weapons, missiles, and other weapons of mass destruction; the pursuit of military action against other countries; territorial disputes among states; and the threat of international terrorism. Looking to implement export controls to ensure security, Japan has adopted the Foreign Exchange and Foreign Trade Act ("FEFTA") and put in place stringent procedures to prevent the proliferation of weapons of mass destruction as well as ordinary weapons. Against this backdrop, Sharp has long engaged in security-related export controls, including by becoming one of the first companies in Japan to incorporate provisions adopted by the Coordinating Committee for Multilateral Export Controls (so-called COCOM regulations) into its own internal rules during the Cold War.

As technology advances and the line between civilian and military technologies blurs, the number of items of concern, for example dual-use products that potentially allow civilian technologies to be harnessed for military purposes, is growing. Adherence to security-related export controls is becoming more complex as countries impose sanctions in response to a variety of geopolitical tensions and strengthen associated export control laws.

To accommodate this state of affairs, Sharp Corporation and affiliates in Japan have incorporated thorough compliance with security-related export controls as a model for behavior into the Sharp Code of Conduct. The company has also formulated the Sharp Compliance Program on Export Control based on FEFTA to govern export controls.

When exporting products overseas, Sharp conducts an internal investigation to determine whether controls apply to goods and technologies; to confirm destinations, counterparties, and end-users; and to assess whether there are any concerns about applications and uses. Sharp strives for legal compliance by reviewing internal rules in a timely manner whenever export control laws are revised. Sharp also strictly complies with the Export Administration Regulations of the U.S.

To maintain export control structures like these, Sharp regularly offers various export control-related education programs, including with e-learning components, for all employees.

Sharp will maintain and further improve these systems to secure comprehensive export control.

Trade Control

The Customs Act and other laws of Japan require proper export and import controls (trade controls). In particular, there is a strong need for appropriate logistics control regarding the security of imported and exported goods, for example to stop the flow of supplies to domestic and international terrorist groups and to address the problem of illegal cross-border movements of goods like illegal drugs and products violating intellectual property rights, a major social issue.

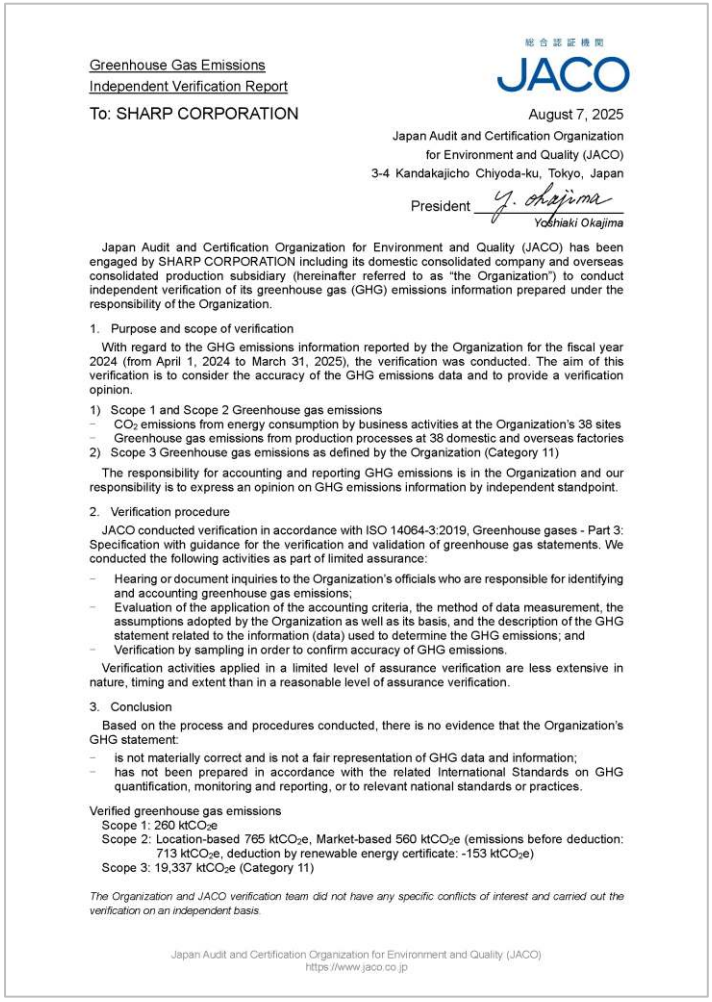
Sharp strives to ensure its import and export operations are conducted in an appropriate manner by maintaining licensing as an AEO (authorized economic operator) exporter* and importer* and by strictly observing laws and regulations across every import/export process, including management of security, distribution, and customs clearance procedures as well as payment of import consumption tax and duties. This approach provides benefits such as simplification of customs procedures while helping ensure the safety of the global supply chain. When it comes to a diverse range of export/import items other than those described above—for example, international courier/mail or hand luggage carried by business trip travelers and visitors—Sharp has put in place compliance structures to ensure appropriate trade controls and strengthened internal management, including reviewing and updating operational rules, making a database of export/import records, and conducting thorough training.

Sharp will continue to conduct appropriate trade controls.

* An exporter or importer recognized by the Japan Customs as having put in place a system for security control of goods and compliance.

Third-Party Verification

Sharp has undergone independent third-party verification by JACO (Japan Audit and Certification Organization for Environment and Quality) to ensure the reliability of its data on greenhouse gas emissions and environmental and social initiatives.



Greenhouse Gas Emissions
Independent Verification Report

To: SHARP CORPORATION

August 7, 2025

Japan Audit and Certification Organization
for Environment and Quality (JACO)
3-4 Kandakajicho Chiyoda-ku, Tokyo, Japan

President Y. Okajima
Yoshiaki Okajima

Japan Audit and Certification Organization for Environment and Quality (JACO) has been engaged by SHARP CORPORATION including its domestic consolidated company and overseas consolidated production subsidiary (hereinafter referred to as "the Organization") to conduct independent verification of its greenhouse gas (GHG) emissions information prepared under the responsibility of the Organization.

1. Purpose and scope of verification

With regard to the GHG emissions information reported by the Organization for the fiscal year 2024 (from April 1, 2024 to March 31, 2025), the verification was conducted. The aim of this verification is to consider the accuracy of the GHG emissions data and to provide a verification opinion.

1) Scope 1 and Scope 2 Greenhouse gas emissions
- CO_2 emissions from energy consumption by business activities at the Organization's 38 sites
- Greenhouse gas emissions from production processes at 38 domestic and overseas factories

2) Scope 3 Greenhouse gas emissions as defined by the Organization (Category 11)

The responsibility for accounting and reporting GHG emissions is in the Organization and our responsibility is to express an opinion on GHG emissions information by independent standpoint.

2. Verification procedure

JACO conducted verification in accordance with ISO 14064-3:2019, Greenhouse gases - Part 3: Specification with guidance for the verification and validation of greenhouse gas statements. We conducted the following activities as part of limited assurance:

- Hearing or document inquiries to the Organization's officials who are responsible for identifying and accounting greenhouse gas emissions;
- Evaluation of the application of the accounting criteria, the method of data measurement, the assumptions adopted by the Organization as well as its basis, and the description of the GHG statement related to the information (data) used to determine the GHG emissions; and
- Verification by sampling in order to confirm accuracy of GHG emissions.

Verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.

3. Conclusion

Based on the process and procedures conducted, there is no evidence that the Organization's GHG statement:

- is not materially correct and is not a fair representation of GHG data and information;
- has not been prepared in accordance with the related International Standards on GHG quantification, monitoring and reporting, or to relevant national standards or practices.

Verified greenhouse gas emissions
Scope 1: 260 $ktCO_2e$
Scope 2: Location-based 765 $ktCO_2e$, Market-based 560 $ktCO_2e$ (emissions before deduction: 713 $ktCO_2e$, deduction by renewable energy certificate: -153 $ktCO_2e$)
Scope 3: 19,337 $ktCO_2e$ (Category 11)

The Organization and JACO verification team did not have any specific conflicts of interest and carried out the verification on an independent basis.

Japan Audit and Certification Organization for Environment and Quality (JACO)
https://www.jaco.co.jp

Greenhouse gas emissions verification report

Environmental and Social Activities Performance Data
Independent Verification Report

To: SHARP CORPORATION

August 7, 2025

Japan Audit and Certification Organization
for Environment and Quality (JACO)
3-4 Kandakajicho Chiyoda-ku, Tokyo, Japan

President Y. Okajima
Yoshiaki Okajima

Japan Audit and Certification Organization for Environment and Quality (JACO) has been engaged by SHARP CORPORATION including its domestic consolidated companies and overseas consolidated production subsidiaries (hereinafter referred to as "the Organization") to conduct independent verification of its environmental and social activities information under the responsibility of the Organization. The aim of this verification is to consider the accuracy of reported information and to provide a verification opinion.

Verification was conducted as limited assurance according to the procedure agreed with the Organization based on JACO verification standards in accordance with International Assurance Business Standard (ISAE) 3000. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Summary of verification

With regard to the following Environmental Performance Data for the fiscal year 2024 (April 1, 2024 to March 31, 2025), verification was conducted.

Verification scope	Sampling sites
The following Environmental Performance Data of business activities in the Organization's 38 sites (19 sites overseas consolidated production subsidiaries): - Energy usage (Electricity, City gas, LPG, LNG, Fuel oils, Renewable energy, Hot water·cold water·steam); - Water withdrawal	Sites visited: 2 sites Verification was conducted based on confirmation of related documents formulated, interviews with or inquiries to the responsible persons and persons in charge, confirmation of the method of obtaining data, and comparison between the reported data and its supporting documented information (evidence). Data sampling sites: 7 sites Verification was conducted based on comparison between the reported data and its supporting documented information (evidence).

With regard to the following Social Activities Performance Data, verification was conducted.

Verification scope	Calculation period/ Calculation date	Scope
Percentage of Disabled Employees	June 1, 2025	SHARP CORPORATION, a Sharp special subsidiary and group companies
Percentage of Female Managers	March 31, 2025	SHARP CORPORATION
Average Age	March 31, 2025	SHARP CORPORATION
Average Years of Service	March 31, 2025	SHARP CORPORATION
Number of Leave for Purposes Related to Childcare	April 1, 2024 – March 31, 2025	SHARP CORPORATION
Number of Nursing Care Leave	April 1, 2024 – March 31, 2025	SHARP CORPORATION
Industrial Accident Rates (Frequency Rate of Lost-Worktime Industrial Accidents)	April 1, 2024 – March 31, 2025	SHARP CORPORATION and its domestic consolidated companies
Participation rate of e-learning on "ESG-related learning"	April 1, 2024 – March 31, 2025	SHARP CORPORATION, and its domestic subsidiaries, affiliates, and related organizations

Japan Audit and Certification Organization for Environmental Quality (JACO)
https://www.jaco.co.jp

Environmental and social activities performance data independent verification report

Related information: > Independent Verification Report

SHARP

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