

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

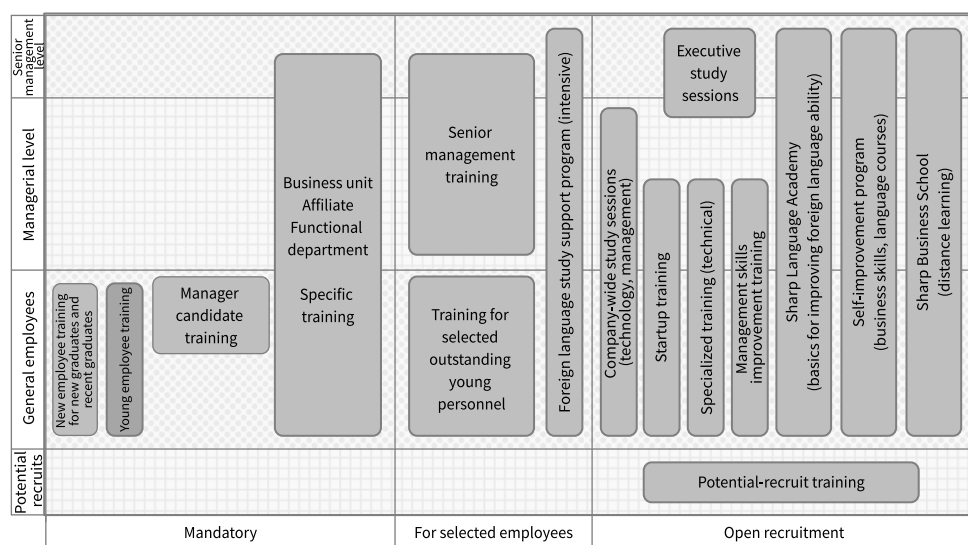
Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
- Expand education and training system aimed at developing the next generation of human resources - Encourage an employee mindset to come up with new business ideas	- Expanded human resource development 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 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.

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.

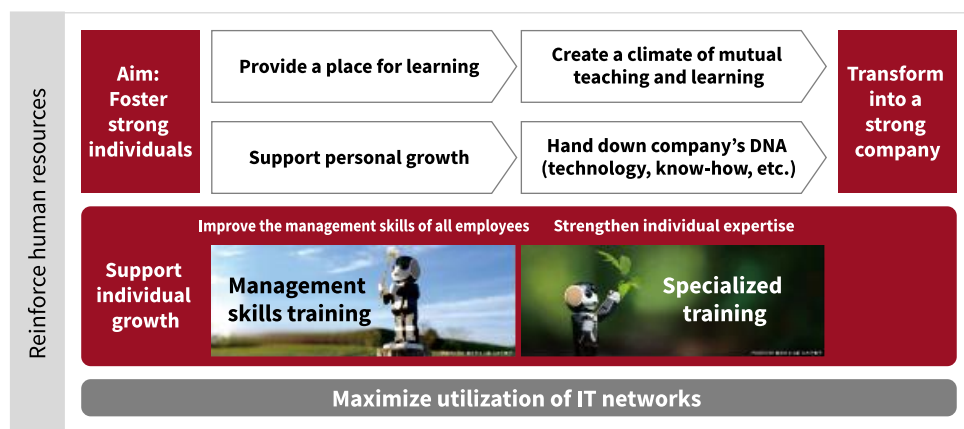
Social Initiatives: Human Resources

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

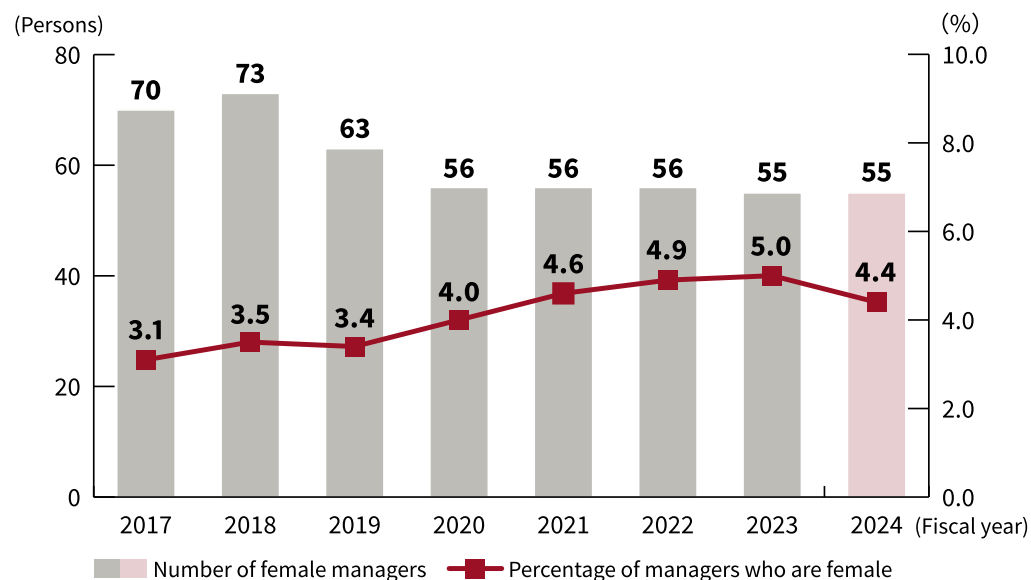
Social Initiatives: Human Resources

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

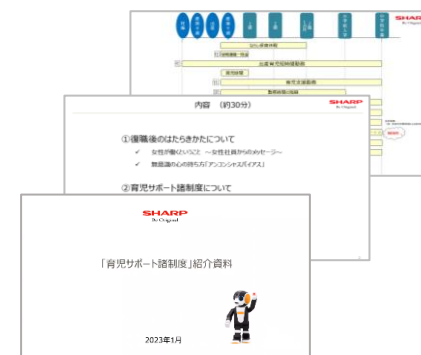


Supporting Employees Returning from Maternity or Childcare Leave

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.

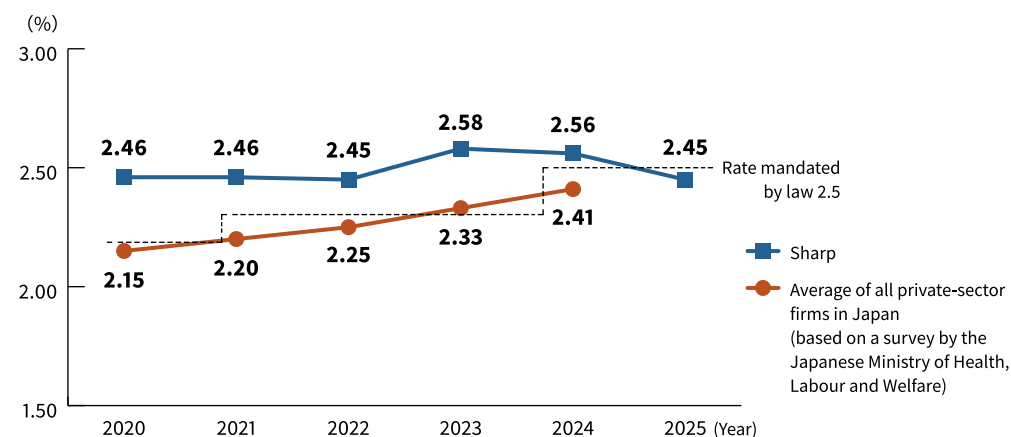
Employment Rate of the Disabled in Japan

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.



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.



■ 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	

■ 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.

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

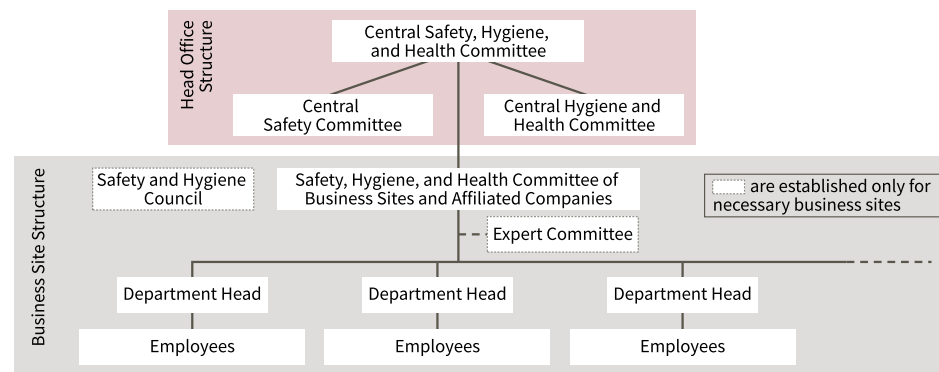
- 1. Legislative Compliance**
In addition to strict compliance with legislation related to safety and health in each country and region, all Group companies must comply with in-house standards established in line with the standard Group policy.
- 2. Establishment of Management Organization**
The Sharp 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).

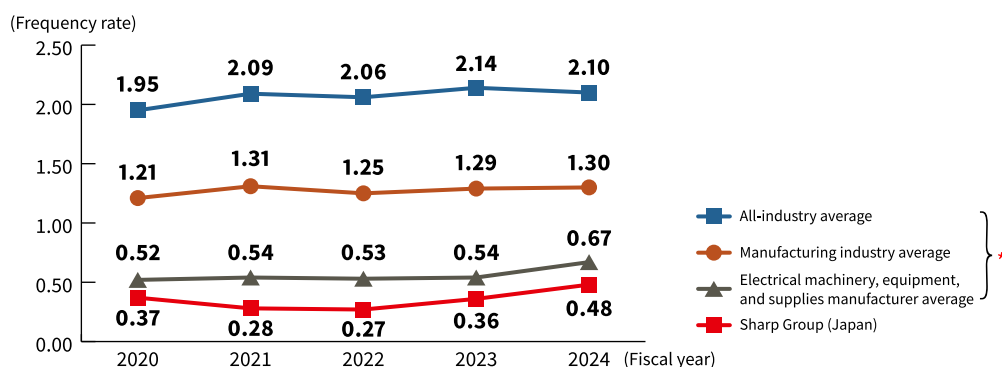
Social Initiatives: Human Resources

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)



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	No
	Used to smoke but hasn't in the last month	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)				
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

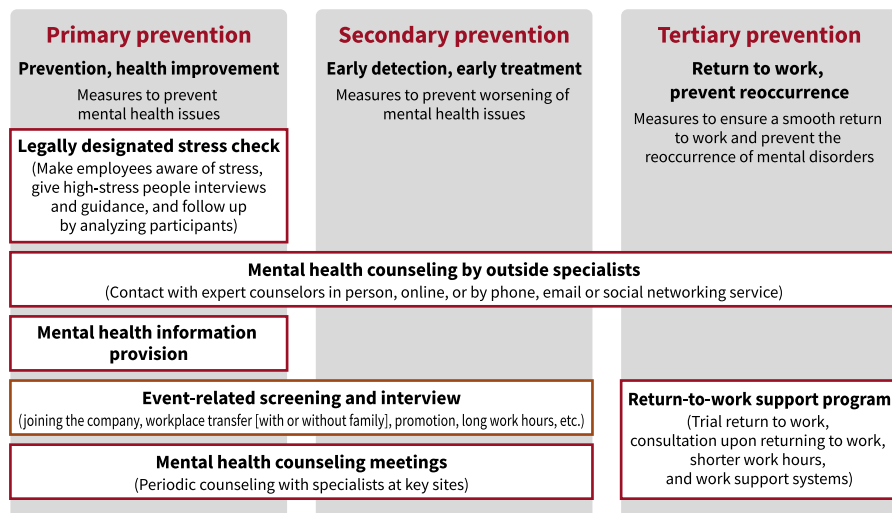
Sharp is promoting better mental health by making the prevention of mental health disorders one of its company-wide Healthy Sharp health initiative target management factors.

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	
		Women	0	0	
Number of employees*2	Sharp Corporation	5,321	5,029	5,636	
		Men	4,576	4,290	
		Women	745	739	
	Executive officers	4	8	6	
		Men	4	8	
		Women	0	0	
	Managers	1,134	1,086	1,244	
		Men	1,078	1,031	
	General staff	56	55	55	
		Men	4,183	3,935	
		Women	3,494	3,251	
Average age*2	Sharp Corporation	45.6	45.5	45.3	Age
		Men	45.9	45.7	
		Women	43.4	42.9	
Average years of service*2	Sharp Corporation	22.4	21.6	21.1	Years
		Men	22.7	21.9	
		Women	20.7	19.6	

*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	
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	79.2	78.3	74.9	
		Women	20.8	21.7	25.1	
		Non-managers*1	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	77.6	73.7	78.3	
		Women	22.4	26.3	21.7	
		Non-managers*1	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	83.3	83.5	83.9	
		Women	16.7	16.5	16.1	
		Non-managers*1	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	63.3	60.6	58.1	
		Women	36.7	39.4	41.9	
		Non-managers*1	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	84.8	85.2	84.5	
		Women	15.2	14.8	15.5	
		Non-managers*1	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	64.6	66.1	67.8	
		Women	35.4	33.9	32.2	
		Non-managers*1	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	60.1	60.5	61.5	
		Women	39.9	39.5	38.5	
		Non-managers*1	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		
			Women	90.0	94.7		
		Retention rate*4	Men	88.6	96.9		
			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

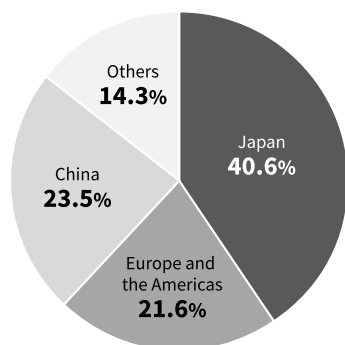
Overview of the Global Supply Chain

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.

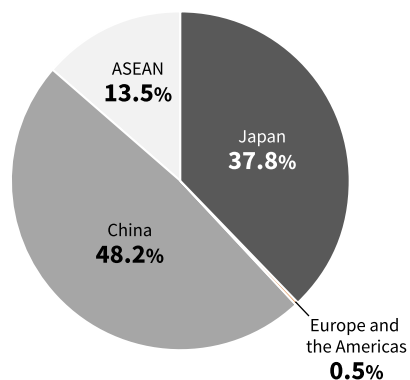
Sharp has established an international procurement office (IPO) in Hong Kong and South Korea to further procurement activities such as increased procurement of materials locally and more streamlined distribution.

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.

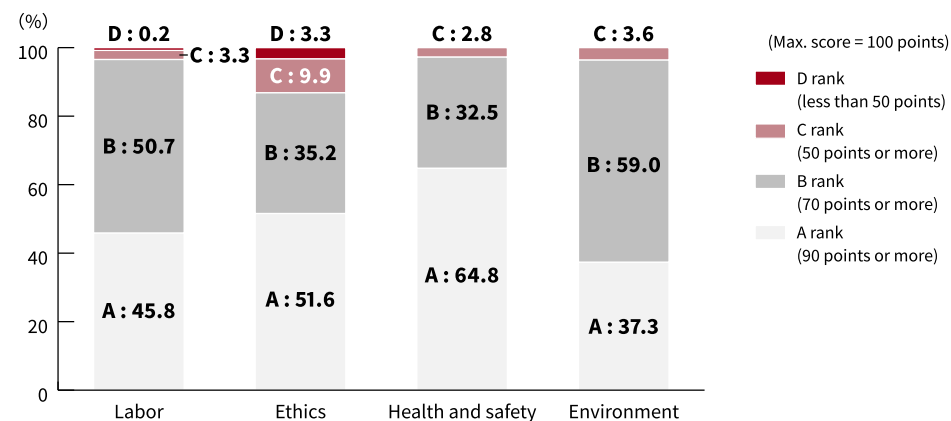
On the survey form, there are areas that conform to the RBA self-assessment questionnaire—labor, health and safety, environment, and ethics—as well as a wide range of items particular to Sharp, including biodiversity/chemical substances management, BCP (business continuity planning), and information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



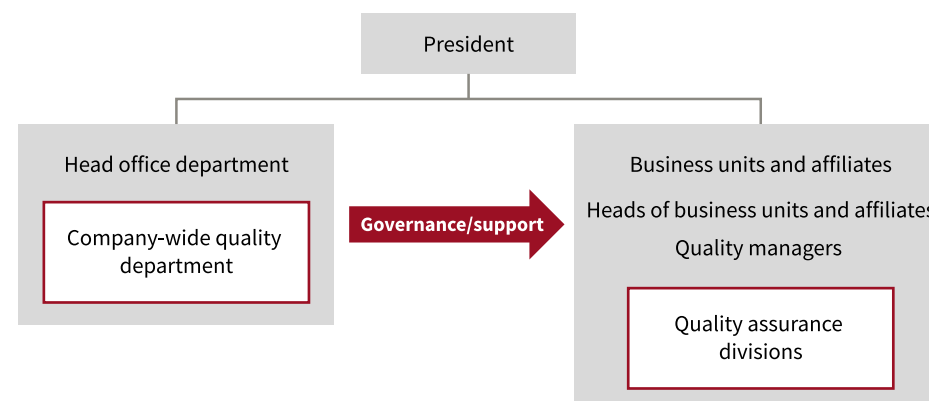
Basic Stance and Vision on Quality

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 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.

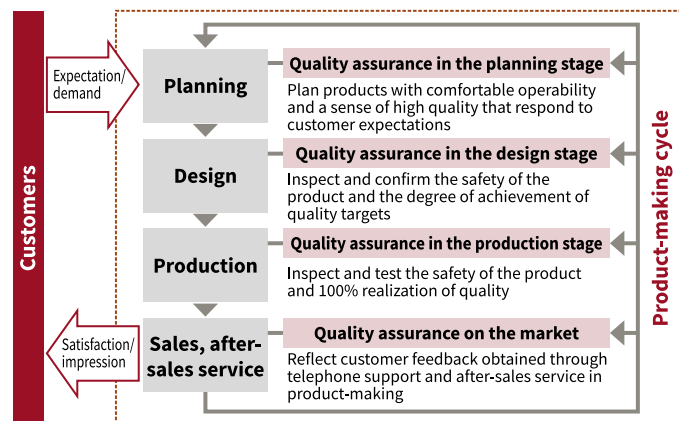
- (1) Observe laws and regulations and place top priority on safety and reliability.
- (2) Pursue convenience and comfort from usability.
- (3) Squarely face with voice of the customer and reflect it in products.

Efforts to Improve Quality

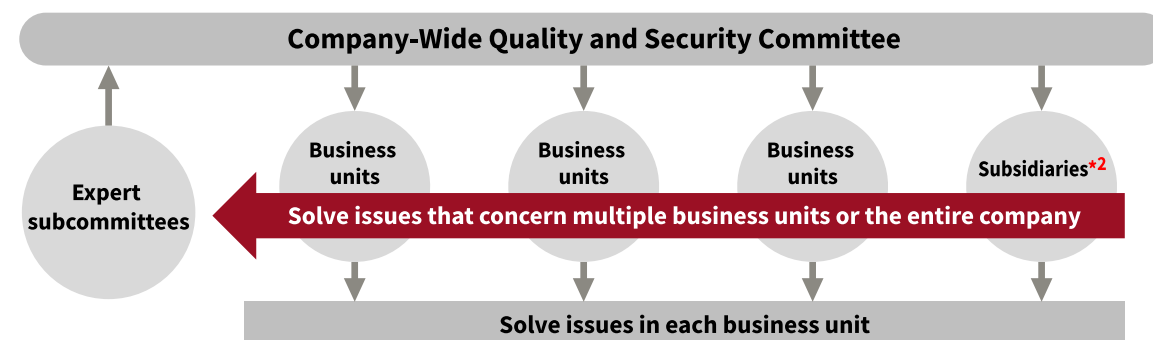
As a way to advance quality technologies, the Sharp Group has established the Company-Wide Quality and Security Committee, which is chaired by the president and includes the general managers of each business unit and the presidents of affiliated companies. The committee members work together to formulate 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.

Quality Assurance Activities in the Product-Making Cycle



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.

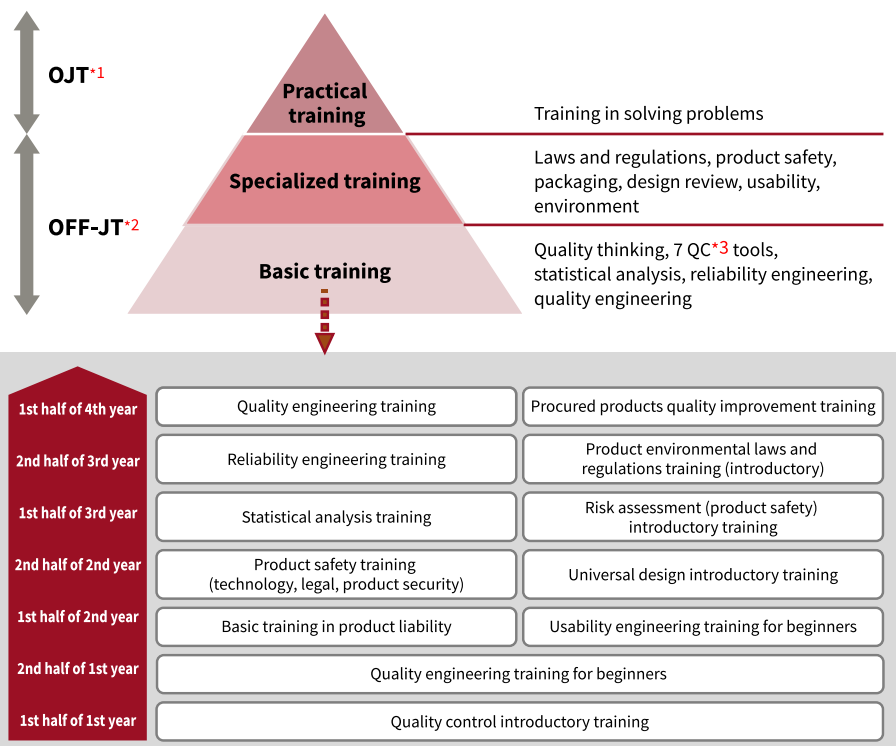
Social Initiatives: Quality

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

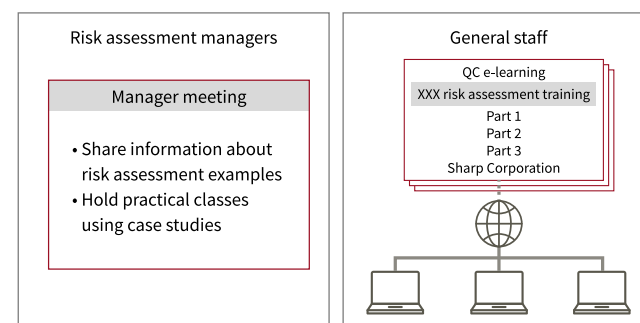
Keenly aware that product safety assurance is the most important aspect of a company's business and one of its social responsibilities, Sharp strives to provide customers with safety and peace of mind. It does this by prioritizing the safety of the products it manufactures and sells and by making safety-related 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.

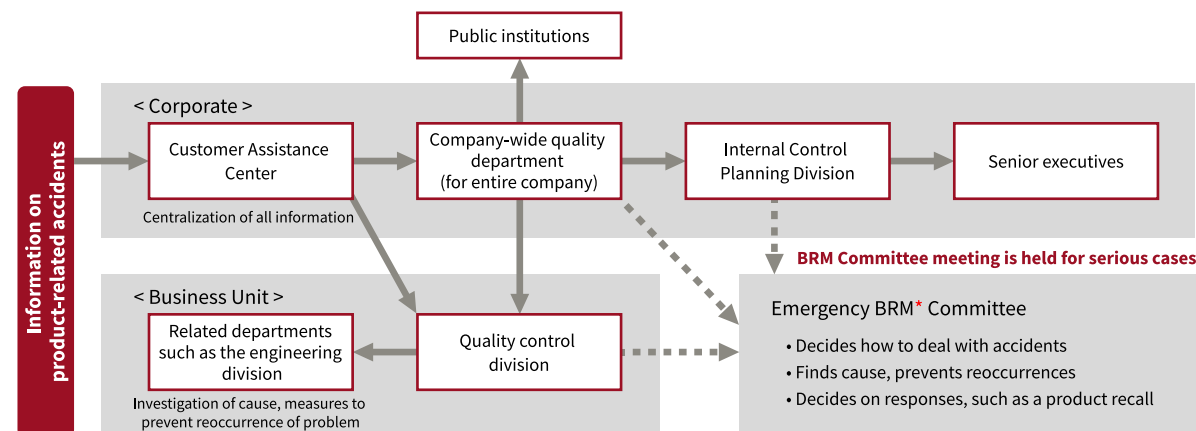
Initiatives to Strengthen Risk Assessment



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

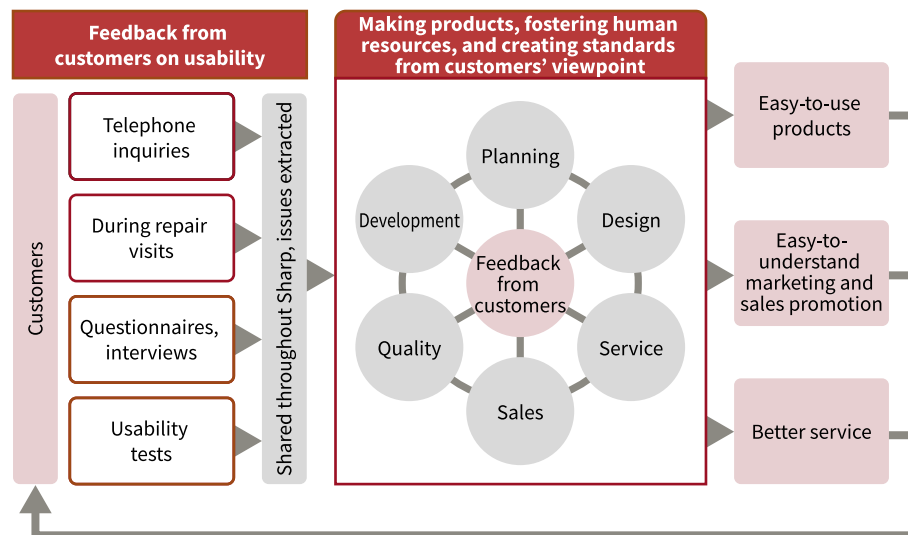
Making Easier-to-Use Products

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.

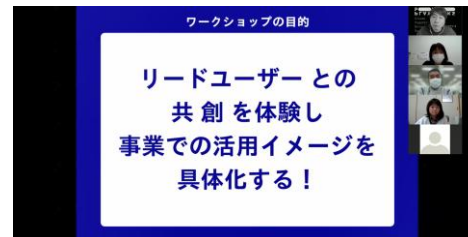


An elderly person and a vision-impaired person testing usability



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: 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.

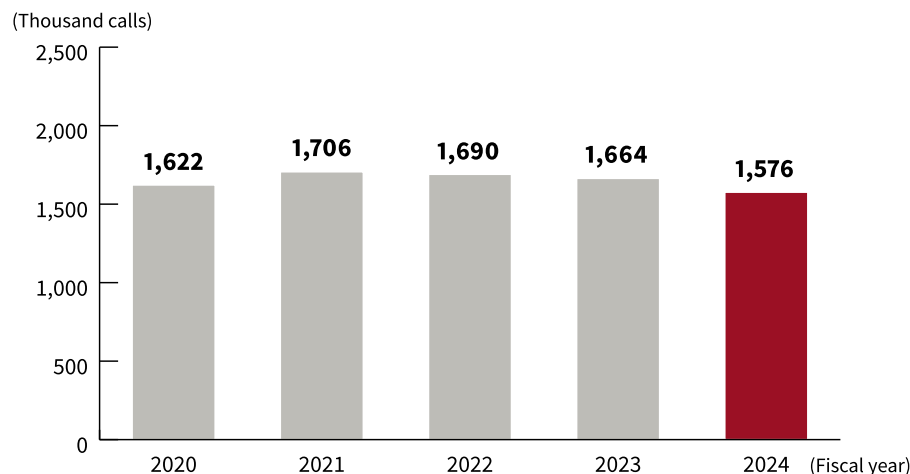
Reasonable Accommodations

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



Text-to-speech



Making the text and images on web pages capable of being spoken aloud via text-to-speech

Audio/subtitle commentary



Providing image descriptions and video transcripts

Keyboard operations



Ensuring all operations can be performed using the keyboard

Contrast



Ensuring sufficient contrast ratio

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.

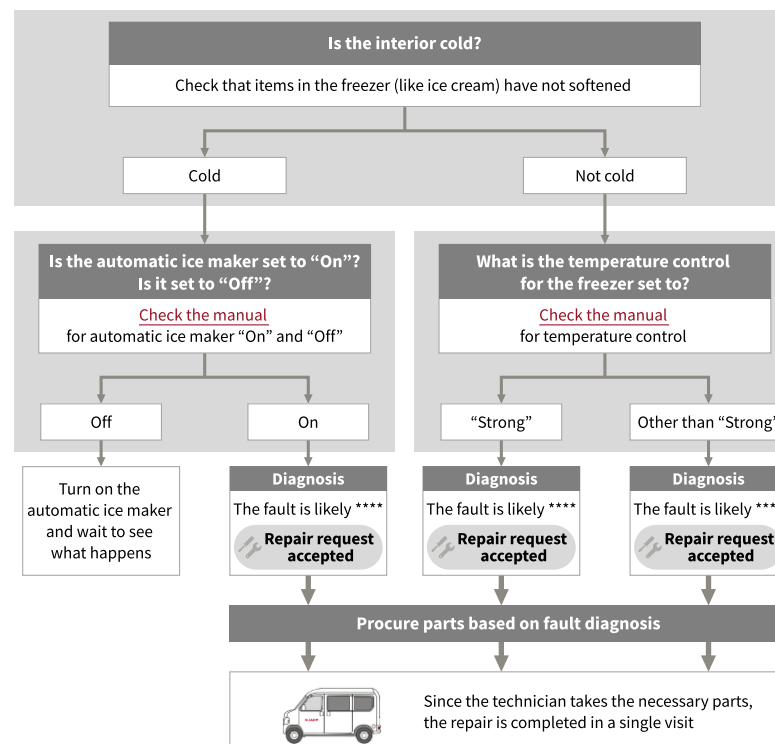
■ Skills Training and Qualification Upgrading

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

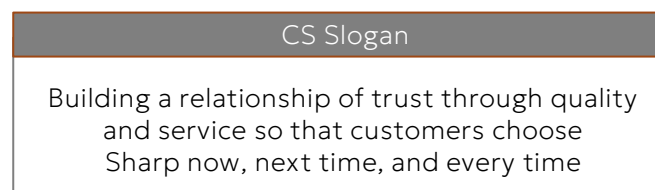
Basic Stance on Customer Satisfaction

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](#)

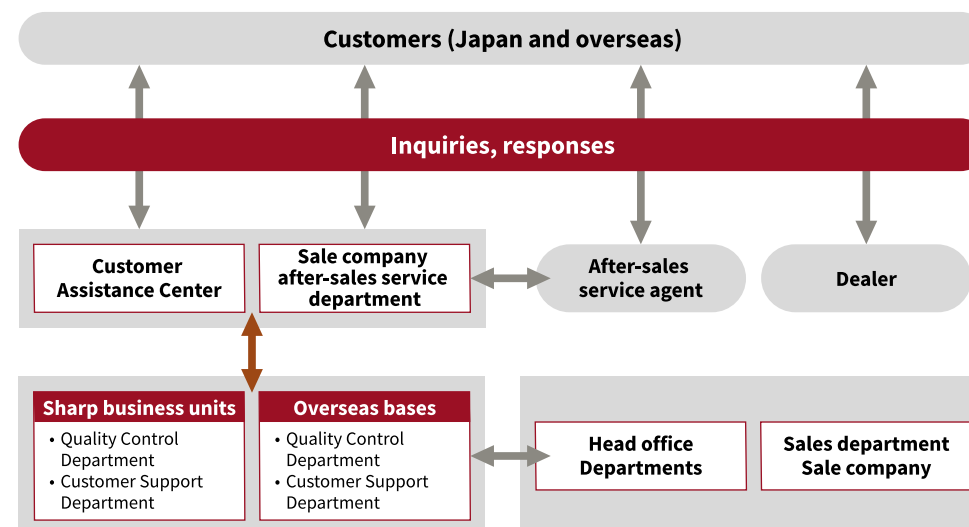


After-Sales Service System

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

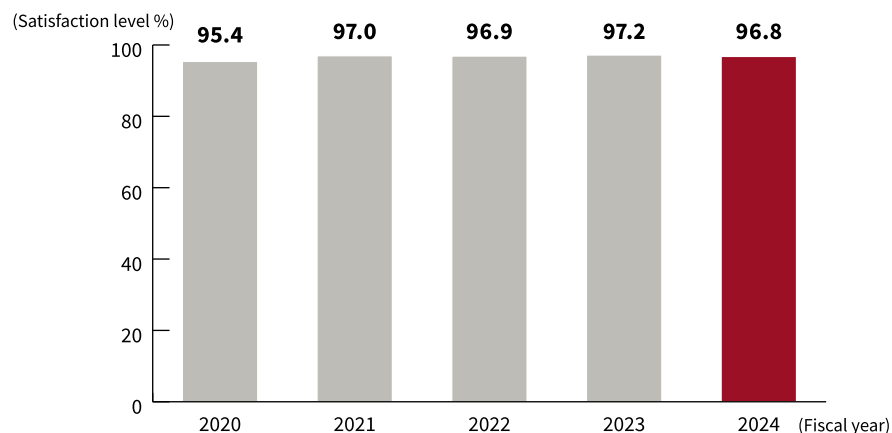
Customer Questionnaire

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

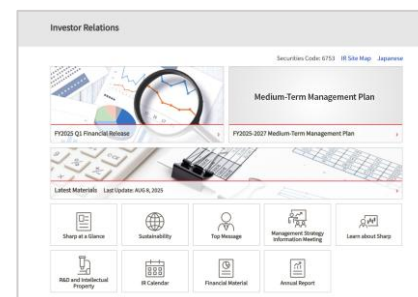
Sharp maintains an accessible and easy-to-understand IR website. It is compatible with smartphone viewing and has a page tailored for individual investors. Also, Sharp has given the home page an intuitive and easy-to-access design which, in addition to allowing the latest IR materials to be accessed 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

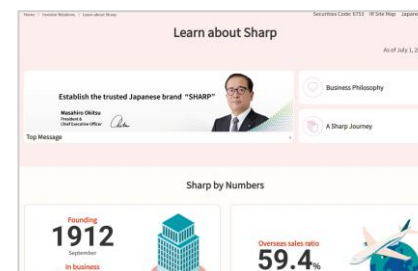
Sharp considers distributing profits to shareholders to be one of management’s top priorities. It comprehensively takes into account consolidated business performance, financial situation, and future business development, while making active investments in R&D and other areas and strengthening the financial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



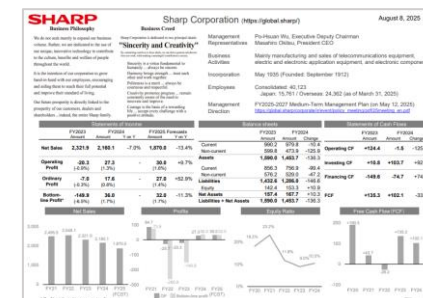
Investor relations website



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



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

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.



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

Message from a School Visit Employee Instructor

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.



Yoshiaki Shimono
Sharp Tokusen Industry Co.



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