

Governance

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Governance: Corporate Governance

Corporate Governance

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

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

Basic Policy

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

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

Sharp has also introduced an executive officer system that clearly separates supervisory and decision-making functions from business execution functions, thereby creating a structure that steadily facilitates nimble and efficient business execution. Further, Sharp is implementing deep-rooted enhancements to individual fields of business and operations by having each business unit assume responsibility for their earnings, to be regulated by the head office. In addition, Sharp has formulated the Sharp Group Charter of Corporate Behavior as action guidelines for all directors, executives, and employees to raise their awareness of compliance, and it is working for its permeation across the entire Sharp Group.

Corporate Governance System:

Supervisory and Decision-Making Functions

Sharp Corporation Board of Directors meetings make decisions on matters stipulated by law and on management-related matters of importance, and supervise the state of business execution. The Board of Directors comprises internal directors who are experts in the fields of business of the Sharp Group and outside directors appointed from talent with high specialism and abundant experience in fields such as social and economic trends and management. Sharp has established a voluntary Nominating Committee and Compensation Committee as advisory committees to the Board of Directors. The Nominating Committee recommends candidates for directorships to the Board of Directors and the Compensation Committee determines the value of remuneration for directors undertaking a role on the Board of Directors. As a way to strengthen corporate governance, the majority of members of both committees are independent outside directors and independent outside directors serve as the committee chairs. Additionally, important matters pertaining to dealings between the parent company group and the Sharp Group and that should be discussed at the Executive Management Meeting shall, before any decision is made, be subject to study and approval by the Board of Directors (the majority of who are independent outside directors) with regard to the necessity, reasonableness, and appropriateness of the dealings in

question. On the Sharp website can be found the "Standards for Independence of Outside Directors," which stipulates standards for judging the independence of outside directors.

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

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

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

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

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

Governance: Corporate Governance

Corporate Governance

Business Execution Functions

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

Audit Functions

The Audit and Supervisory Committee is composed of three directors, all of whom have a high level of expertise. Two members are independent outside directors and one is a full-time member of the Audit and Supervisory Committee. Further, two of them have specialisms to an appropriate extent in finance or accounting.

The Audit and Supervisory Committee exchanges opinions periodically with executive directors, the accounting auditor, and the internal audit division, among others, and it seeks to attain legality, propriety, and efficiency in business execution. Sharp has also established an Audit and Supervisory Committee Office composed of employees with specialisms in

specific fields such as accounting and law, which supports the Audit and Supervisory Committee. Sharp undergoes audits by its accounting auditor, PricewaterhouseCoopers Japan LLC. Through audits, Sharp receives proposals on how to make operational improvements.

To preserve the independence of the internal audit division from the business execution divisions, an Internal Audit Division has been established directly under the jurisdiction of the president. It audits the legality and rationality of management, operations, and job execution across all business activities. Using the results, the divisions audited are given information, as well as advice and proposals to improve and streamline. This protects company assets, raises management efficiency, and strengthens the internal control system.

Related information: > [Corporate Governance](#)

Management of Related Party Transactions and Others*

Sharp has established the Regulations on Related Party Transactions. Sharp manages these transactions so that they will not adversely affect the company's finances or business performance.

Sharp has also created a list of related parties. When entering into business with the counterparty, Sharp determines whether or not the transaction should be considered a related party transaction. This list is updated regularly and disseminated throughout the company and to consolidated subsidiaries in Japan and overseas.

Such transactions undergo all of the internal procedures that are followed for conventional transactions. In doing so, Sharp assesses the necessity, reasonability, and appropriateness of the transaction terms and conditions. This allows Sharp to exercise prudence when deciding on business deals.

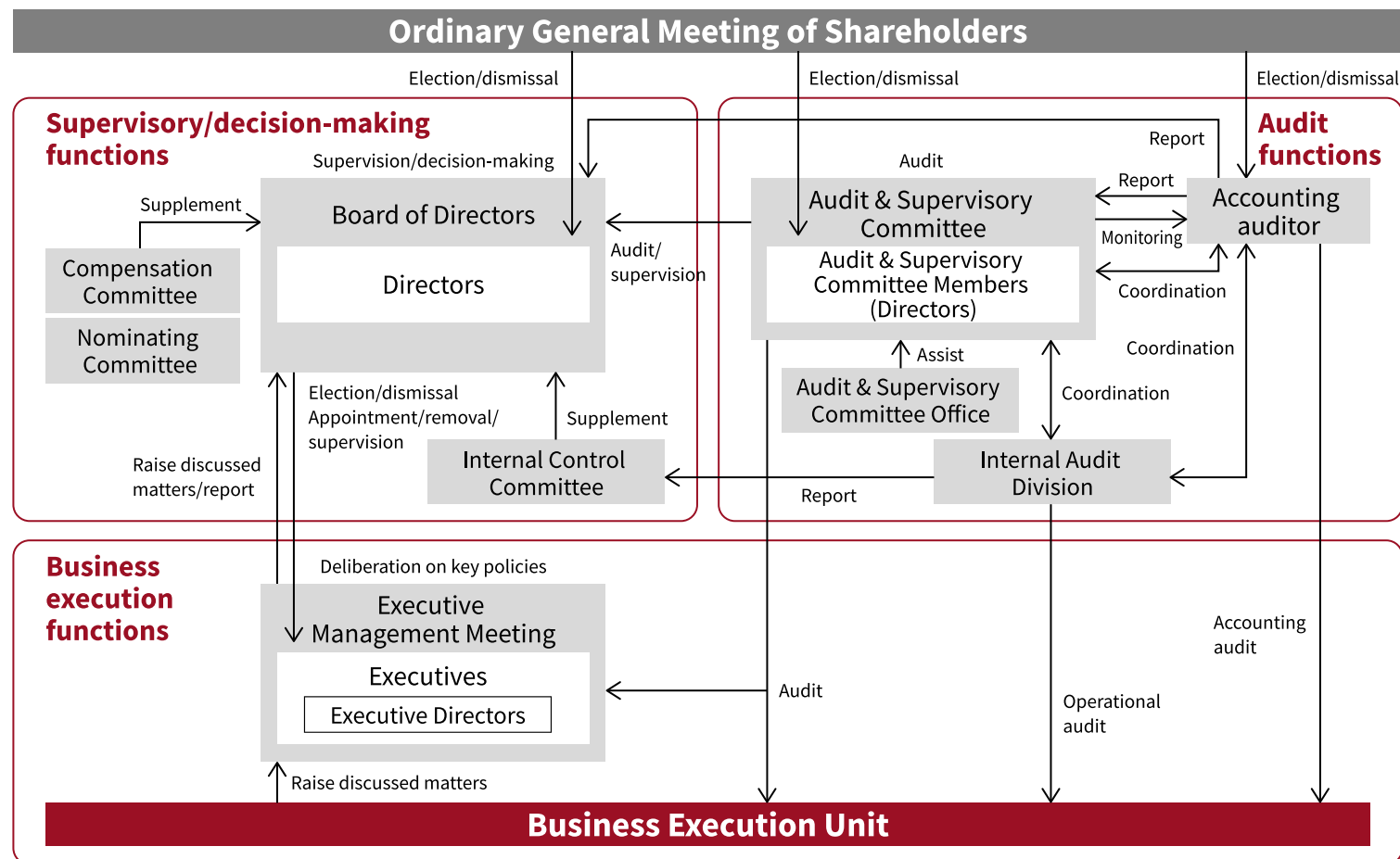
Once a year Sharp verifies the content of transactions specified by outside directors, and the results are reported to the Board of Directors.

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

Governance: Corporate Governance

Corporate Governance

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



Governance: Internal Control

Internal Control

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

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

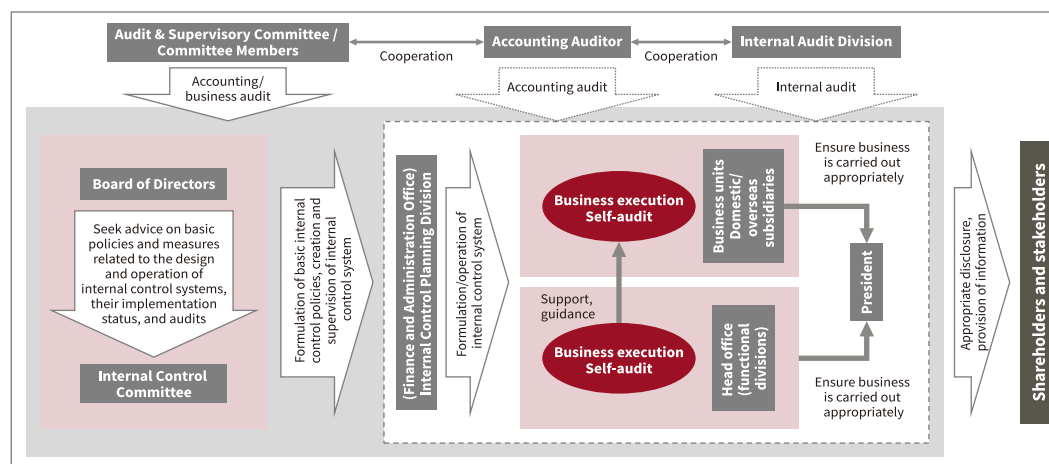
As a means of facilitating the effective functioning of corporate governance, Sharp has designed and operates an internal control system for ensuring the propriety of business activities across the entire Sharp Group based on the provisions of Japan's Companies Act and of the Internal Control Report System, which falls under the Financial Instruments and Exchange Act.

Specifically, in order to establish Sharp's basic approach to internal control, the Basic Policy for Internal Control was adopted by the Board of Directors. In accordance with this policy, Sharp also established the Internal Control Committee, chaired by the president & CEO, to serve as an advisory panel to the Board of Directors. The Internal Control Committee discusses various internal control system-related policy measures, while also affirming their design and operation, and, when necessary, carries out other duties, such as proposing revisions to the Basic Policy. Sharp also develops and maintains systems and structures, such as specialized departments, in accordance with the Basic Policy, establishing and implementing measures to facilitate them and comprehensively checking and evaluating their status of operation, as well as working to entrench and improve them. In particular, Sharp endeavors to, among other things, improve its financial reporting-related systems, strengthen compliance, and reduce business risks all for the sake of increasing the effectiveness of its internal control system.

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

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

Internal Control System (As of June 2025)



Governance: Risk Management

Risk Management

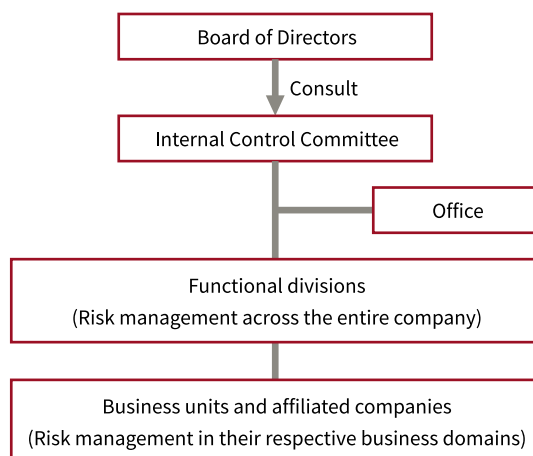
Fiscal 2024 Objectives	Fiscal 2024 Achievements	Self-Evaluation	Priority Objectives for Fiscal 2025
Continue to ensure that business units and affiliated companies thoroughly understand the rules for reporting to executives and relevant departments in the occurrence of a major risk incident	Reviewed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

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

Basic Approach to Risk Management

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

■ Business Risk Management System



For each specific risk, functional divisions responsible for risk management across the entire company and business units and affiliated companies responsible for risk management in their respective business domains collaborate to minimize risks and to prevent risks from actually occurring.

To keep up with changes in the business environment and market, we annually revise, evaluate, and grade specific risks. The goal is to prevent them from occurring and to study and formulate responses should these risks occur. The formulated responses are reviewed by the general manager of the Finance and Administration Office and reported to the Internal Control Committee, which is chaired by the president & CEO. Reports to the Internal Control Committee include overviews of and countermeasures to the below-mentioned major risk incidents, and their numbers. The content of reports to the Internal Control Committee is also relayed to the Board of Directors.

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

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

Governance: Risk Management

Risk Management

Response to Occurrence of Major Risks

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

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

Promoting Business Continuity Management

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

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

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

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

Governance: Compliance

Compliance

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

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

Compliance Policy

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

System to Promote Compliance

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

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

The presidents of the business units are responsible for compliance within their respective organizations. The business unit presidents are also responsible for guiding and supervising compliance measures at subsidiaries and affiliated companies (hereafter, “affiliates”) under their business units. Promoting compliance at each

affiliate in and outside Japan is the responsibility of the affiliate president.

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

Compliance Training

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

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

Governance: Compliance

Hotline for Compliance Issues

Hotline for Sharp Corporation and Its Affiliated Companies in Japan

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

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

■ Following Up Hotline Reports

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

■ Number of Reports in Fiscal 2024

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

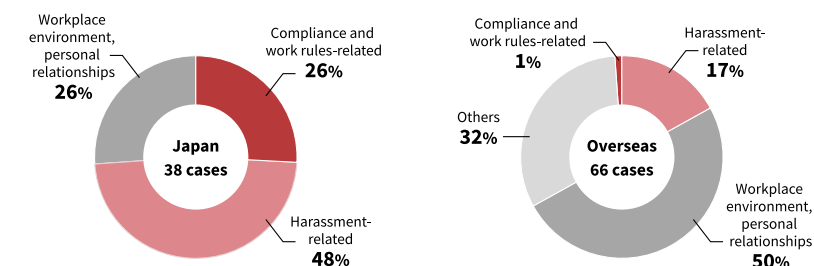
■ Measures to Protect Whistleblowers

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

Hotlines at Overseas Affiliates

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

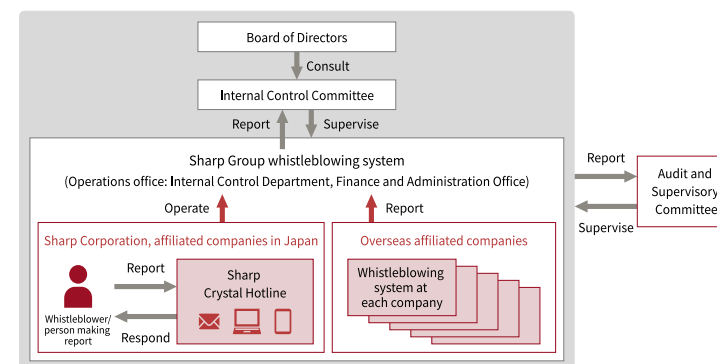
■ Breakdown of Whistleblowing/Reports



In-House Information on the Whistleblowing System

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

■ Sharp Group Whistleblowing System Organization Chart



Governance: Compliance

Compliance with Competition Laws

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

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

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

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

Governance: Compliance

Preventing Corruption in All Forms and Dealing Properly with Donations

General Policy

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

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

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

Systems and Rules for Preventing Bribery and Other Forms of Corruption

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

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

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

2. Using third-party intermediaries, such as agents

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

Working with Business Partners

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

Working with Overseas Affiliates

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

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

Governance: Compliance

Preventing Corruption in All Forms and Dealing Properly with Donations

Raising Awareness within the Sharp Group

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

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

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

Dealing Properly with Donations

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

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

Exclusion of Antisocial Forces

Basic Policy

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

Activities Aimed at Excluding Antisocial Forces

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

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

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

Governance: Compliance

Management of Personal Information

Companywide Policy

The Sharp Group Charter of Corporate Behavior and the Sharp Code of Conduct clearly state the principles and standards of conduct to be followed to ensure strict management of the personal information of customers, business partners, employees, and others held by the Sharp Group.

With regard to the handling of the personal information of customers and business partners held by the Sharp Group, the Group has announced its “Privacy policies” and “Privacy notice for business partners.” For each of Sharp’s services that handle customer personal information, the company has formulated and announced its privacy policies.

Related information: [Sharp Code of Conduct](#)
[Sharp Group Charter of Corporate Behavior](#)
[Privacy policies](#)
[Privacy notice for business partners](#)

Personal Information Protection System and Regulations

Sharp has appointed a chief information officer (CIO) and chief privacy officer (CPO). The CIO, who is responsible for overall information management across the company, oversees the information management department, responding to any issues that arise regarding information management across the company and promoting information management. In addition, the CIO appoints information managers in each business unit and affiliated company to implement measures related to information management.

Meanwhile, the CPO, who is responsible for personal information protection across the company, oversees the Personal Information Protection Team to promote measures related to personal information protection. In addition, the CPO appoints managers in each business unit and affiliated company to implement measures related to personal information protection.

As part of Sharp’s efforts to protect personal information, it has established internal rules regarding personal information protection, as well as prepared a guidebook explaining these rules, and is working to ensure that these are thoroughly disseminated throughout the Group. Sharp’s internal rules and guidebooks are updated as necessary when relevant laws and regulations are enacted or amended. To ensure the effectiveness of Sharp’s efforts to protect personal information, processes that require approval from the department specialized in personal information protection (for customer personal information this is the Corporate Legal Group, for employee personal information this is the HR and administration department) are incorporated into Sharp’s internal approval system regarding the handling of personal information. This contributes to consistently appropriate

management of personal information obtainment, sub-processing, and provision to third parties by relevant departments. Also, following approval, the handling status—e.g., obtainment, storage, management, usage, deletion—of each customer’s personal information is to be recorded in Sharp’s own management database and updated as needed so that it can be checked and reviewed by the Corporate Legal Group on an ongoing basis.

In addition, the Personal Information Protection Team takes the lead in using the management system to conduct audits of all departments that acquire customer personal information to check whether the information is handled in accordance with the contents of Sharp’s management database. For specific departments that require stricter management, on-site audits are also conducted to ensure thorough management. As well, a case of unauthorized access last fiscal year spurred us to revamp our in-house security standards and step up security measures in our efforts to protect the personal information that customers entrust us with.

Working with Business Partners

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

Working with Overseas Affiliates

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

Governance: Compliance

Management of Personal Information

Raising Awareness within the Sharp Group

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

Governance: Compliance

Appropriate Advertising and Promotion, Representation-Related Law Compliance

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

Systems and Rules for Preventing Legal Violations

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

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

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

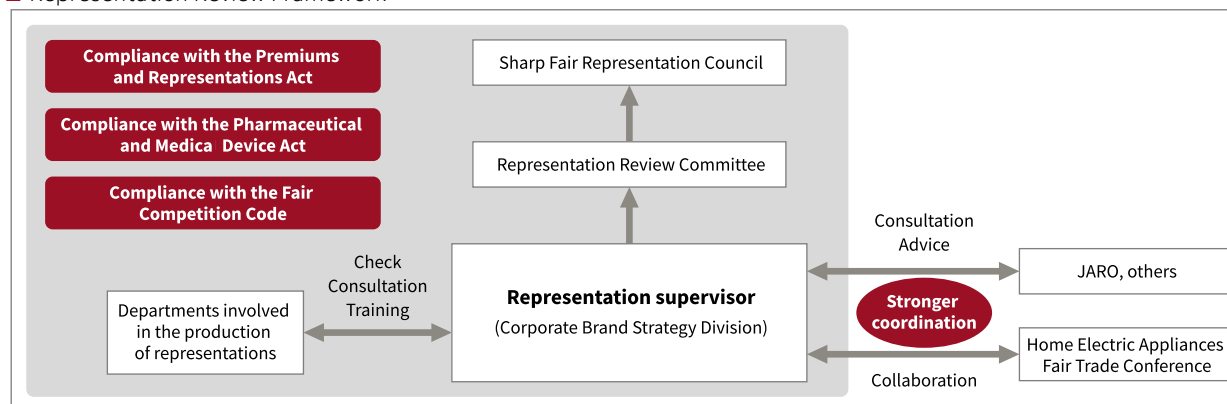
Awareness Activities Boost Knowledge for Relevant Personnel

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

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

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

Representation Review Framework



Adapting to Stricter Laws and Regulations

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

^{*1} Act on Securing Quality, Efficacy, and Safety of Products Including Pharmaceuticals and Medical Devices.

^{*2} See page 138.

^{*3} Voluntary industry standards formulated by the Home Electric Appliances Fair Trade Conference and recognized by the Consumer Affairs Agency and Japan Fair Trade Commission.

^{*4} Home Electric Appliances Fair Trade Conference, Japan Advertising Review Organization (JARO), others.

Governance: Compliance

Tax Management Initiatives

Tax Policy

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

Tax Governance System

The general manager of the Finance and Administration Office oversees tax obligations for the Sharp Group as a whole. In line with Sharp’s global tax policy, group companies have a responsibility to understand and comply with the relevant tax laws and regulations that apply to their operations. The Accounting Department in the Finance and Administration Office supports group companies and handles overall tax-related duties for the Sharp Group to reduce tax-related risk.

When faced with a tax-related issue, Sharp works together with relevant affiliated companies in Japan and overseas and, when necessary, seeks advice from tax professionals in order to address the issue. When the issue is deemed to be one of significant importance, it is reported to top management who then decide on a course of action.

Proper Payment of Taxes

Legal and regulatory compliance is Sharp’s top priority, endeavoring to fulfill all fair and appropriate tax obligations. When filing tax returns, we do not seek to evade the legislative intent of the tax system nor engage in tax avoidance in violation of international tax rules. Sharp endeavors to appropriately meet its tax obligations while making use of preferential tax measures available to it as part of normal business operations.

In fiscal 2024, Sharp recorded 14.6 billion yen* (Japan: 38%, overseas: 62% *) in corporate income tax.

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

Compliance with Transfer Pricing Rules

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

Relationship with Tax Authorities

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

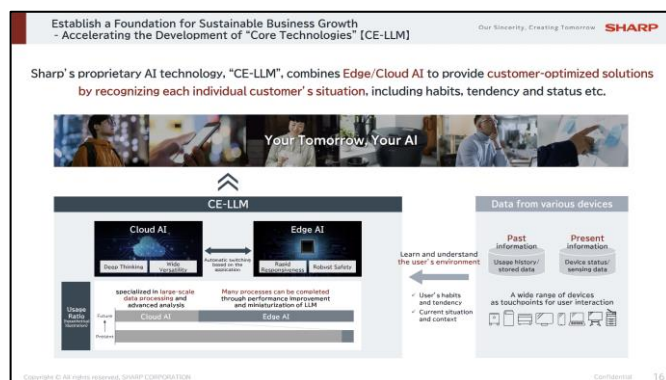
Governance: Innovation Management

Corporate R&D Initiatives

R&D Aimed at ESG-Focused Management

Corporate R&D divisions will lead the creation of new businesses and next innovations for the entire company by creating core technologies for renewed growth and future advancements.

In terms of core technologies, Sharp will apply its proprietary CE-LLM^{*1} edge AI technology to all business areas, as well as deepen the development, and expand the application, of image analysis technology that will be foundational for labor-saving digital transformation, next-generation communications technology that will support infrastructure in the AI era, and other technologies that will be key to achieving carbon neutrality, generating environmentally friendly energy, pursuing quality of life, and more.



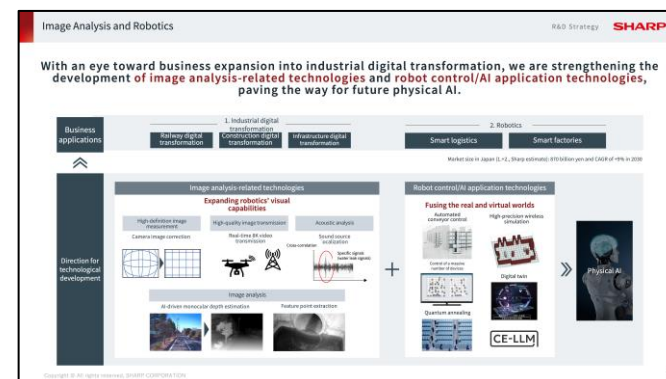
Accelerating development of core technologies through CE-LLM

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

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

Development of Industrial Digital Transformation Business

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



Development of industrial digital transformation business

Notable Initiatives

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

^{*1} CE-LLM (communication edge-LLM) is a registered trademark of Sharp Corporation.

^{*2} I-Pro (Innovation Accelerator Project) is a company-wide project to accelerate business growth.

Governance: Innovation Management

Intellectual Property Protection

Intellectual Property Strategy and Management System

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

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

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

Protecting Intellectual Property

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

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

Governance: Information Security

Information Security

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

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

Sharp is working to ensure information security by setting forth a Global Basic Policy on Information Security for the safe and appropriate management and use of information and information systems.

As part of its efforts to enhance information security, Sharp also acquired ISO/IEC 27001 certification in 2015 and has secured an appropriate information security management system. In addition, some of Sharp's domestic sales companies and overseas bases (in the US, UK, Sweden, and others) have also acquired and maintain ISO/IEC 27001 certification.

■ Summary of ISO/IEC 27001 Certification Activities

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

Related information: > [Global Basic Policy on Information Security](#)

Information Security Measures

Last year, an information security incident occurred on Sharp's official online store, Cocoro Store. Sharp takes this situation very seriously and is currently reviewing its measures in order to further strengthen company-wide information security.

To prevent such incidents from ever happening again, Sharp is conducting vulnerability checks and implementing intrusion prevention measures on all its publicly accessible websites to prevent information leaks. Sharp is also scoring the security status of each site and implementing measures according to severity. It will continue to carry out these measures on a regular basis to improve and maintain security.

Furthermore, as Sharp pursues company-wide digital transformation, it is reviewing related rules to ensure that information security does not fall behind. Through these reviews, Sharp aims to improve business efficiency while maintaining a secure environment.

In addition, because targeted email attacks remain a major risk, Sharp will continue to conduct training using simulated email attacks as a defense against them. In fiscal 2024 as well, Sharp tested its response capabilities by having not only all employees at Sharp and its affiliates in Japan but also employees at overseas affiliates receive several types of malicious emails that mimicked real-life ones. Employees who did not deal with the email appropriately were given further guidance on the dangers of email attacks to raise their security awareness.

Sharp is committed to ensuring information security as its number one priority in order to lay a foundation for sustained growth. Moving forward, Sharp, as a whole, will continue to carry out security measures that will help ensure that it is a safe and reliable company.

Governance: Export and Import Control

Security Export Control

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

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

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

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

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

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

Trade Control

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

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

Sharp will continue to conduct appropriate trade controls.

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

The SHARP logo is centered on the page. It consists of the word "SHARP" in a bold, red, sans-serif typeface. The letters are closely spaced and have a slight shadow or depth, giving it a three-dimensional appearance.

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Published on September 2025