Our aim is to establish SHARP as a powerful corporate brand representing a company closest to people and society, constantly proposing new value.

In August 2021, we passed the five-year mark since we launched a new management structure. During the past five years, we experienced a number of unexpected changes in the business environment, including COVID-19 and U.S.-Chinese trade frictions. In spite of these circumstances, we improved performance steadily, reaching a milestone in our management restructuring. Today, we are moving forward to achieve sustainable growth for the next 100 years. Once again, we wish to express our gratitude for the continued support of our stakeholders.

Last year, the world faced an unprecedented crisis in the form of the COVID-19 pandemic. Thanks to the hard work of medical professionals and others around the world, humanity is moving gradually toward overcoming the crisis. We have been providing masks and other health-related products as part of our contribution to society, and we will strengthen our efforts in this area to achieve a safe and secure society.

The COVID-19 pandemic has been an opportunity for us to learn more about drastically changing values, lifestyles, and work styles. We have seen increased demand for in-home consumption, a rising preference for cleanliness, expanded telework, advancements in ICT-based education, the acceleration of online medical treatment and telemedicine, and digital transformation in retail and industrial applications. These developments and more demand the establishment of a *new normal* as soon as possible. In addition, a variety of urgent social issues have surfaced that the international community must address. These issues include achieving carbon neutrality, solutions to medical and nursing care issues, and a resolution to labor shortages.

Amid these circumstances and based on our business vision of *Changing the World with* 8*K*+5*G* and *AloT*, we will collaborate with various companies to develop business focusing in eight priority areas to create innovative services and solutions: Smart Home, Smart Office, Healthcare, Entertainment, Education, Industry, Security, and Mobility. By contributing answers to social issues faced by modern society through these initiatives, we aim to establish SHARP as a powerful corporate brand representing a company closest to people and society, constantly proposing new value.

Further, we will continue to step up our ESG initiatives. Through our business activities, we will contribute to the achievement of each of the Sustainable Development Goals (SDGs) proposed by the United Nations. At the same time, we will move forward steadily in fulfilling our corporate social responsibility as a global brand.

Specifically, in terms of the environment, we will endeavor to reduce CO₂ emissions, create more advanced levels of clean energy, and reduce our environmental impact in line with our long-term goal, *SHARP Eco Vision 2050*, which we formulated in February 2019. On the social front, we will contribute to society through our business activities focusing on eight priority business fields, and we will also engage firmly with CSR throughout





J.W. Tai Chairman & CEO

Katsuaki Nomura President & COO

the supply chain. In terms of governance, we will improve the effectiveness of our board of directors and continue to engage in dialogue with our stakeholders to structure corporate governance that will enhance our corporate value.

Also, as a signatory* of the United Nations Global Compact, we will continue to support the Ten Principles of the compact related to human rights, labor, the environment, and anti-corruption.

As announced previously, we discovered improper accounting practices at consolidated subsidiary Kantatsu Co., Ltd and its subsidiaries, in response to which we established an investigation committee in December 2020, including outside lawyers and certified public accountants, from whom received the investigation report from the committee in March 2021. We take this incident and the ineffective function of group internal controls very seriously. We initiated concrete measures in line with the content of the committee's report to prevent any recurrence of these issues, including the reconfirming of compliance, revising business processes, and strengthening group governance.

One line from our Business Philosophy states, "Our future prosperity is directly linked to the prosperity of our customers, dealers, and shareholders...indeed, the entire Sharp family." As this phrase suggests, we will continue to contribute to the creation of a sustainable society, working together with our stakeholders to solve social issues.

*Signed in June 2009