

SHARP
Be Original.

FY2017 to FY2019
**Medium-Term
Management Plan**

May 26, 2017
SHARP CORPORATION

J.W. Tai
President & CEO

From Defense to Offense
From Structural Reform to Business Expansion

Reinventing SHARP:
People-Oriented IoT, 8K Ecosystem

Basic Management Policy
[Restoring SHARP through Fundamental Structural Reformation]

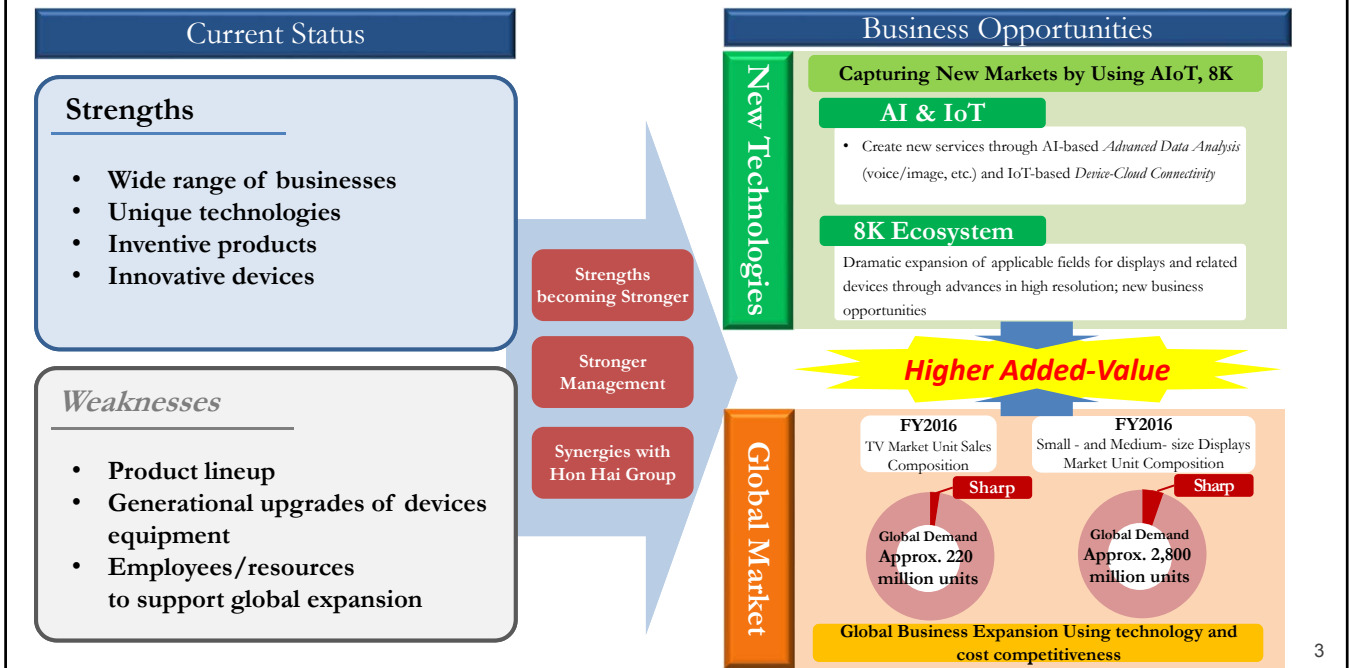
August 21, 2016
J.W. Tai
President & CEO

Fostering Leaders and Building
a Fearless Corporate Culture

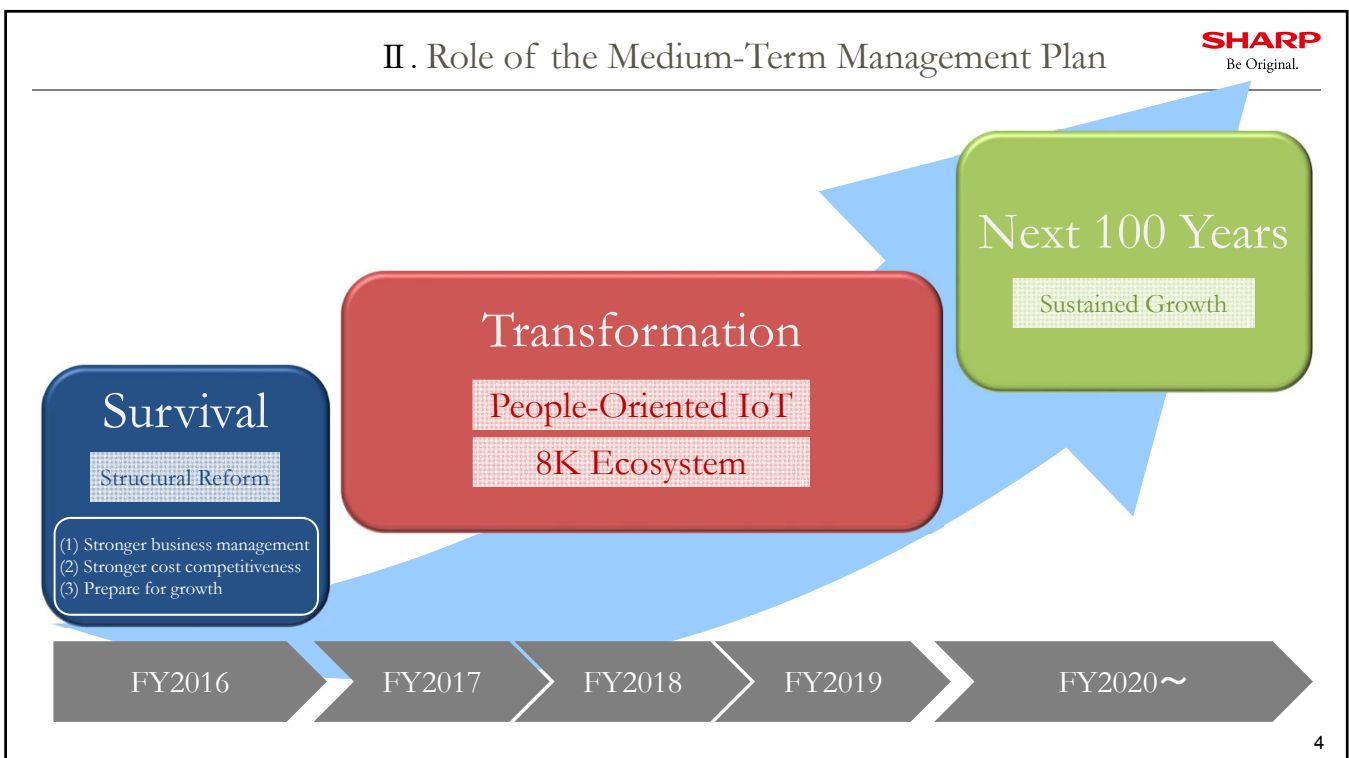
Agenda

- I . Sharp Today
- II . Role of the Medium-Term Management Plan
- III . Medium-Term Business Growth Strategy
- IV . New Governance Structure
- V . Medium-Term Business Targets

I . Sharp Today



II . Role of the Medium-Term Management Plan



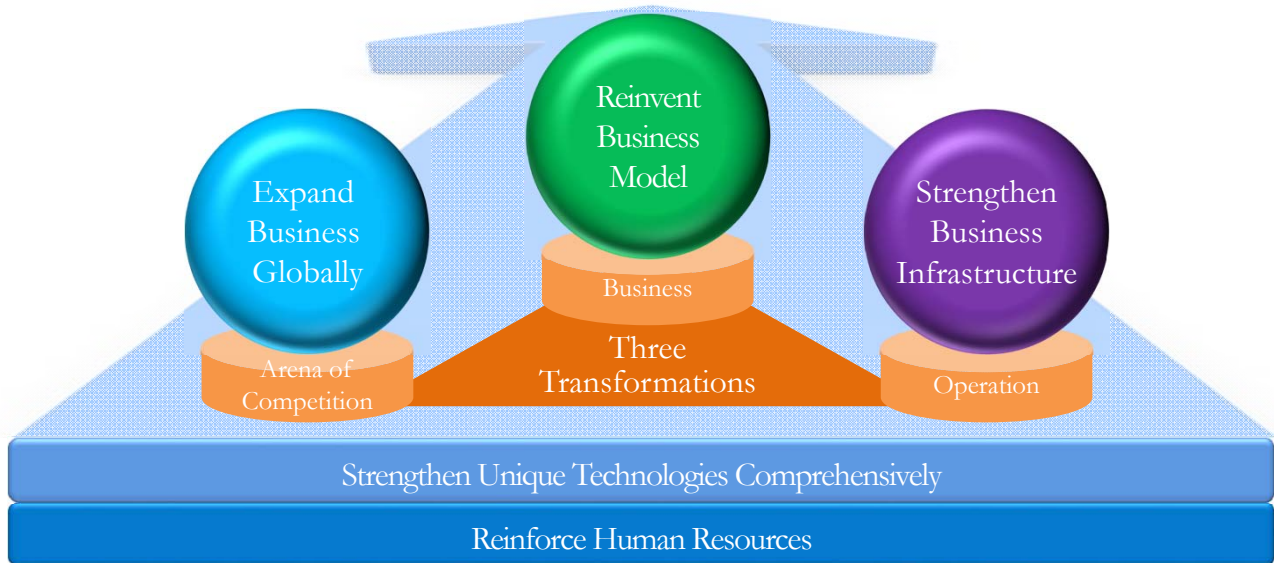
III. Medium-Term Business Growth Strategy - Business Domains

Setting four business domains and establishing two business strategy offices to expand business as One SHARP



Basic Strategy

People-Oriented IoT; 8K Ecosystem



“Smart Home Business” providing AIoT platforms in addition to expanding AIoT hardware and services.

AIoT Devices



AIoT Services



AIoT Platform



BLACKSOLAR
GOOD DESIGN AWARD
2015年度受賞

Sharp Smart Town (tentative) Concept

~ Form Project Team, Finish Construction during 2021 ~



Nomura Real Estate
Development

“Be Original.”

Redeveloping the Tanabe Bldg. property where Sharp was founded, embodying our motto, “Be Original.”

Cutting-Edge Smart Apartments

Combining Strengths of SHARP's AIoT Technologies and Nomura Real Estate Development's “create high quality residential properties”

Building Complex Incorporating Smart Office Concepts

New base for Sharp to attract talented professionals, to engage in leading-edge technology development, and to expand our global business

Smart Towns for More Abundant Living

Create new added value through connected Smart Homes and Smart Offices

Contribute to Our Hometown of Osaka

Consider new possibilities to contribute to the success of our hometown Osaka and Japanese society at large

AIoT

Data Collection/Analysis

Device Management

Smart Office

Share information anywhere anytime
Improve productivity
Promote innovation



Smart Signage

Visualized communications
Optimal visual space design
Signage consulting



Smart Retail

In-store digital signage service
Improve back-office productivity
Attract more customers via data analysis



Smart Factory

Automate transport using robots
Innovative logistics solutions
Automated outdoor security robots



Devices/ICT Service Platform

Display Devices, Sensing Devices

Innovation through ultra-high resolution imaging

8K

In harmony with the individual and the environment

Design

People-Oriented

AIoT

Personal

Highly appealing designs
Highly mobile, low power consumption



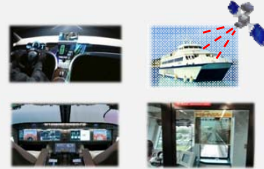
Home

Realistic experiences via 8K resolution
Expand the AQUOS Family of devices to advance home display offerings



Automotive/Avionics

Contribute to the evolving connected car features
Advanced design with IGZO features



Medical/Infrastructure

Apply to the medical field through display technologies
Apply to adoption of IoT, smart technologies in advertising, education, entertainment



Technology

High Resolution Technologies (8K / HMD)

Design-Free Technologies (FFD/See-Through/Curved)

Low Power Consumption Technologies

Applied Display Technologies (Antenna/X-ray sensors/ μ Fluid devices)

Backplane Technologies (IGZO, etc.)

Rally Around the One SHARP Concept, Leveraging Device Expertise for Group-Wide Business Growth and New Application Development

8K Ecosystem

Uniquely developed devices for creating 8K ecosystem



- 8K CMOS image sensor and codec
- 8K video processor and timing controller
- 8K storage

IoT

IoT devices for supporting safe, secure, healthy and comfortable life



- Sensor (environment/human/distance)
- Micro processing
- Image processing

Automotive

Contribute to the rapidly increasing evolution of automotive



- ADAS (LiDAR/ToF / automotive camera / electric mirror)
- R/G/B/IR laser

Semiconductor Technology

Optoelectronics technology : laser / CIS,CCD / optical sensor

Process technology : low on resistance / low cost (low mask) process / low defect / low power consumption / low noise / color filter / micro lens / global shutter

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IV. New Governance Structure

Transition to a company with *Board with Audit and Supervisory Committee* and reintroduce *Executive Officer System* for stronger supervision and prompt business execution

Members of the Board (June 20^{*1})

J. W. Tai	
Katsuaki Nomura	
Toshiaki Takayama	
Young Liu	
Hirokazu Nishiyama	Newly-appointed
Chien-Erh Wang	Newly-appointed
Hse-Tung Lu	Outside, newly-appointed
Nobuaki Kurumatani	Outside, newly-appointed
Yasuo Himejiwa	Outside, newly-appointed

Audit and Supervisory Committee member

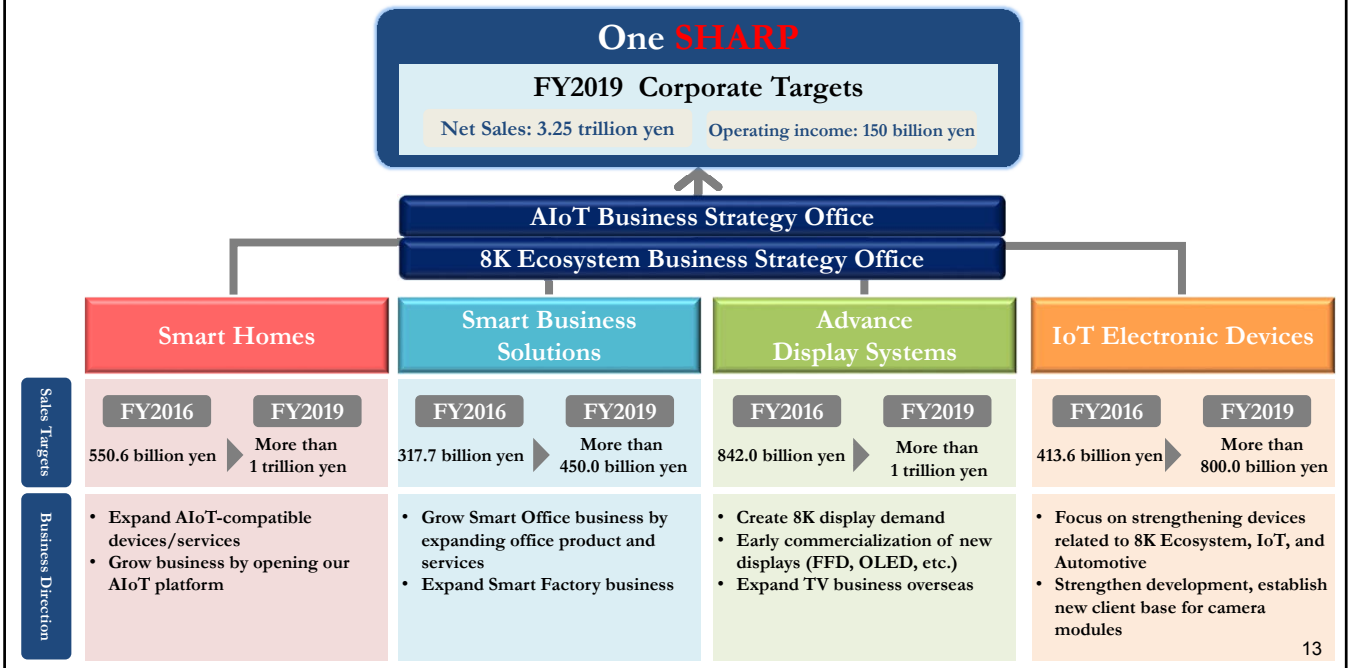
Executive Officers (June 1)

J. W. Tai	President & CEO
Katsuaki Nomura	Executive vice president
Toshiaki Takayama	
Hirokazu Nishiyama ^{*2}	
Chien-Erh Wang ^{*2}	<u>Members of the board</u>
Yoshihisa Ishida	Executive vice president
Yoshisuke Hasegawa	Senior executive managing officer
Fujikazu Nakayama	Senior executive managing officer
Masahiro Okitsu	Executive managing officer
Yoshihiro Hashimoto	Executive managing officer
Yumiko Ito	Executive managing officer
Satoshi Sakakibara	Executive officer

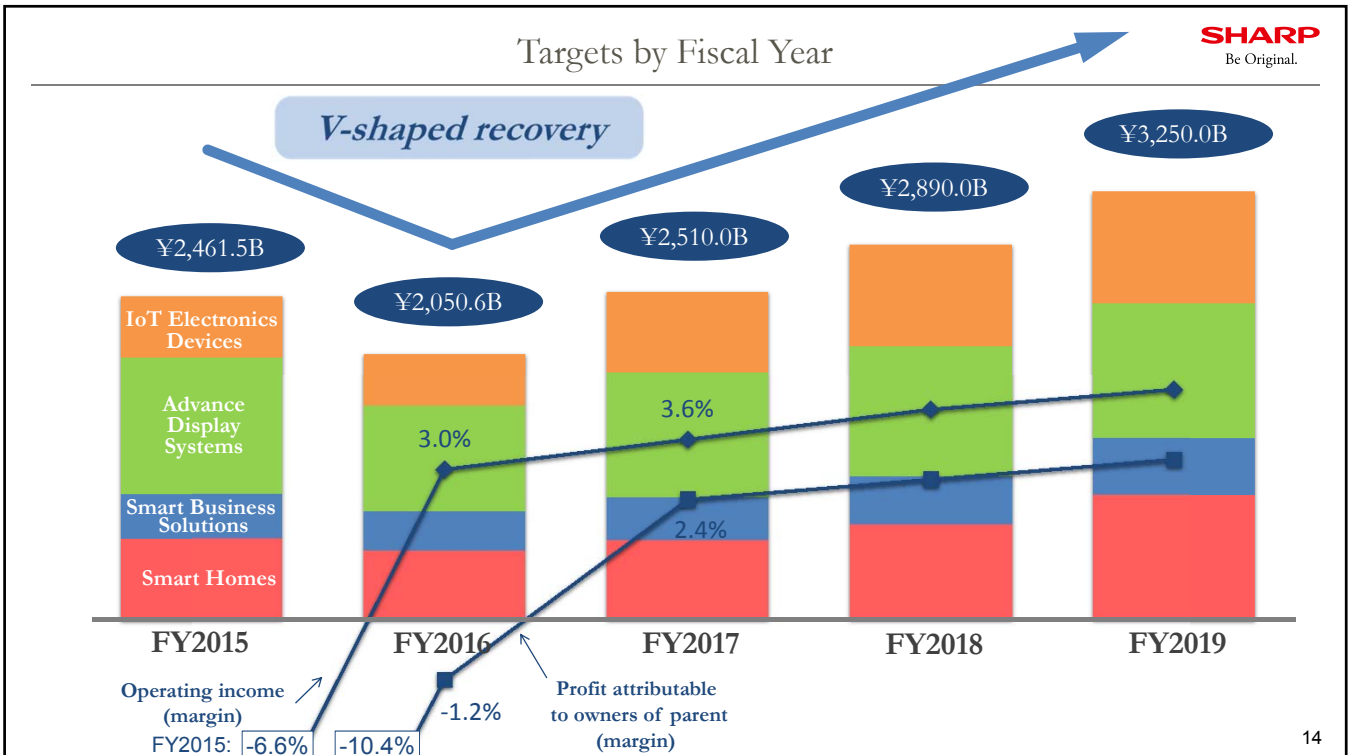
^{*1} Require approval at the ordinary general meeting of shareholders of Sharp, etc. scheduled to be held on June 20

^{*2} To be appointed on June 20

V. Medium-Term Business Targets



Targets by Fiscal Year



Consolidated Financial Results Forecast for FY2017

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(billion yen)	First Half	Second Half	Fiscal Year	Y on Y
Net Sales	1,100.0	1,410.0	2,510.0	+22.4%
Operating Income (margin)	37.0 (3.4%)	53.0 (3.8%)	90.0 (3.6%)	+44.1%
Profit attributable to owners of parent (margin)	25.0 (2.3%)	34.0 (2.4%)	59.0 (2.4%)	-

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Changing the World With 8K and AIoT



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