

Toward Regrowth

President & CEO

Masahiro Okitsu

kiteu

Happy new year to all employees. At the start of a new year, first, I would like to express my gratitude to you all for your efforts in last year. Thank you very much.

Last year in 2024, the Nikkei stock average recorded an all-time high for the first time in 34 years, reaching the 40,000 yen mark, showing glimpses of a new growth in the Japanese economy. Also looking at the global society, many important elections took place including the Presidential election in the U.S., which may lead to new political change in terms.

Looking onto the technology development areas, with the development of generic AI, the working style of companies and people are showing large changes, as well as creative activities, and how each company will utilize such technology may drastically change its competitiveness in the future.

Meanwhile, looking back to our year 2024, in May we announced our Medium-Term Management Direction, and launched our new management system in the end of June. Following, we steadily built up our business performance, leading to achieving operating surplus in the first fiscal half for the first time in 2 years. Our Asset-Light strategy projects, the most important managerial issue this fiscal year, are also steadily under progress.

To be specific, with SoftBank, we have been holding full-scale discussions to sell part of our land and building properties in Green Front Sakai since last June, and made a resolution on our decision at our Dec. 20 Board Meeting. We will continue our discussions for final closure to reach an agreement at an early timing. Our discussions with KDDI is also proceeding well, and we are aiming to reach a conclusion within this fiscal year.

On Dec. 26, we made an agreement with Sekisui Chemical Co., Ltd. On selling our Sakai Headquarter plant. With this decision, we are currently considering the location to transfer our Headquarter, which I will inform to you again as soon as decided.

On the next day, the 27th, we signed an agreement with Fullertain, Foxconn's subsidiary, to sell our camera module business. At first, we were negotiating to sell all of our business, but as a conclusion, we agreed to sell our shares of SSTEC, the manufacturing subsidiary of SSTC, and fixed assets owned by SSTC. Regarding the employment of people involved in the business, we will check the individual transfer offers that will be placed from the counterpart, and consider reallocation of other members within the group. As a company, we plan to continue to make full efforts to secure as many employment as possible.



As you can see, the year 2024 was a year we all made full efforts to establish a strong foundation for our regrowth, and each actions are leading to secure results. With such developments, according to last year-end flash reports on our second Engagement Survey, our results slightly improved from before. I would like to check the details of the results by myself and work on further improvement.

This year 2025 will be a year where we make a new start of a Brand company "SHARP." On this first day of work, I would like you all to look back at our origin, our founder's spirit, described in our Business creed, Business Philosophy, and words "make products others want to imitate." With each and every one of us giving our best through Sincerity and Creativity, let us all create new values together, one after another.

Lastly, I would like to introduce I visited the Fushimi Inari Taisha in Kyoto during this new year's holiday, and received a Key Guard of Achievement. Ever since I have started to receive this key guard, I have been blessed by experiencing achievement of business targets many times. I am confident we can accomplish our targets this fiscal year too.

We have 3 months remaining in fiscal 2024. Let us all work together until the very end to improve our business, announce our accomplishment of our business targets in May. Let's introduce a new growth strategy based on our accomplishment, stage a comeback of Sharp's regrowth, and move forward into our next stage.

I am looking forward to work with you this year too. Let's give it our best!



Fushimi Inari Taisha



Key Guard of Achievement