

# Let Us Make A Strong Step Forward This Year for Our Future Growth

President CEO  
Masahiro Okitsu



Happy New Year to you all. I hope you have enjoyed a good time with your friends and families during the holidays

Last year in 2025, we achieved net surplus in fiscal 2024 for the first time in three years, and by executing our Asset-Light strategy which was our most important business issue, we were able to make our first step to recover trust from our stakeholders. Also, we announced our Medium-Term Management Plan explaining our phase has changed from structural reform to regrowth, and being able to announce upward revision in both the first and second fiscal quarters, we have proved a strong start. Additionally, with such improvement in business results, our engagement survey results are continuing to rise.

As the above, 2025 ended with a strong grasp toward regrowth. It goes without question that such developments were achieved by the efforts by you all. Thank you once again.

This year, in 2026, where our second year in the Medium-Term Management Plan will start, we will further strengthen our existing businesses while accelerating our new businesses to speed up our growth by a notch or two.

Specifically, in Smart Life Business, we will strengthen high added-values and AIoT business while expanding in B2B areas. For Smart Workplace Business, we will utilize M&A while strengthening IT services, and also expand robotics and satellite communications businesses. Additionally, we will promote EV and AI server businesses, and accelerate AI technology development with our newly established AI Development Center in last December at the core to create new businesses and products to take on further challenges in the future.

I would like to ask each and every one of you to also take on your work unconstrained to past customs and rather with the mind of constant improvement and change, and take on new challenges proactively.

In Japan, during these holidays we exposed our new corporate slogan through TV commercials, online, and transportation ads etc. Through these exposures, we delivered the message that we are determined to work as a whole to create brand new values. Let's make this year 2026 a year where will create a new Sharp in full scale.

Lastly, this year's zodiac is the horse. This has been the symbol of vibrancy and progression from its strong figure galloping forward. Let us take this opportunity to regroup and step forward with stronger forces to strive in the future. I am looking forward to working with you this year again.