Our Future, Together

Toward a Better Future, Together with the World

Kyocera aims to create a better future for the world, using the power of technology to solve issues we face as a global society. This ambition is rooted in our Kyocera Management Rationale: to contribute to the advancement of society and humankind.

We will continue to work together with people around the world to solve issues critical to society leveraging all of the technologies and management capabilities we have accumulated during our 60-plus year history.

Management Message

Combining the Diverse Strengths of the Kyocera Group to Create New Value

Goro Yamaguchi
Chairman and Representative Director

Hideo Tanimoto
President and Representative Director

Since Kyocera was founded in 1959, we have grown our business based on the Management Rationale developed by our founder, Dr. Kazuo Inamori: “To provide opportunities for the material and intellectual growth of all our employees, and through our joint efforts, contribute to the advancement of society and humankind.” Changes in societal and economic structures are progressing rapidly, on a larger scale, and based on new perspectives, unlike anything we have seen before. As a result, we expect many new business opportunities, but as a truly global company, we also have a responsibility to tackle a broad range of issues facing society.

For the Kyocera Group to contribute to society, continuously improve our corporate value, and uphold our Management Rationale, we believe it is necessary to continue taking on new challenges rather than being bound by traditional ways of thinking.

With a sense of urgency in response to our changing times, we aim to enhance Kyocera’s corporate value and achieve a sustainable society by applying all of our technological capabilities and management resources, and by helping every employee reach their full potential.

Management Rationale

To provide opportunities for the material and intellectual growth of all our employees, and through our joint efforts, contribute to the advancement of society and humankind.

Management Philosophy

Living Together. To coexist harmoniously with our society, our global community and nature. Harmonious coexistence is the underlying foundation of all our business activities as we work to create a world of prosperity and peace.

Kazuo Inamori
Founder and Chairman Emeritus

Corporate Motto

お天愛人

Respect the Divine and Love People

Management Based on the Bonds of Human Minds

Kyocera started as a small, suburban factory, with no money, credentials, or reputation. We had nothing to rely on but a little technology and 24 trustworthy colleagues. Nonetheless, the company experienced rapid growth because everyone wanted their maximum efforts and managers devoted their lives to serving the trust of employees.

We wanted to be an excellent company where all employees could believe in each other, abandon selfish motives, and be truly proud to work. This desire became the foundation of Kyocera’s management.

Human minds are said to be easily changeable. Yet, there is nothing stronger than the human mind. Kyocera developed into what it is today because it is based on the bonds of human minds.
Kyocera contributes to sustainability by acting on critical issues arising from global economic conditions, trends in the international community, and stakeholders’ expectations.

### Critical Issues Facing Society

Our business activities aim to solve a broad range of issues facing our world.

- Improving the global response to climate change
- Resolving labor shortages in major industrialized countries
- Sustainable use of water and natural resources
- Preventing traffic accidents and ensuring comfortable transportation
- Expanding information infrastructure through technological innovation
- Resolving labor shortages in the medical industry and reducing healthcare costs

### Kyocera’s Core Strengths

Kyocera’s business is based on sophisticated Fine Ceramic technology (also known as advanced ceramics). From this foundation, we create unique products and solutions in fields as diverse as wireless communications and energy.

1. **Fine Ceramic Technology**
   - Kyocera offers a wide range of Fine Ceramic technology solutions in markets ranging from industrial machinery to electronics, automotive, and energy.

2. **Wireless Communications Technology**
   - Kyocera develops unique mobile phones and modules, and provides infrastructure solutions for service carriers — including base stations and engineering services.

3. **Diverse Product Portfolio and Global Network**
   - Kyocera conducts manufacturing, sales, and R&D activities around the world with a diversified product line for a global clientele.

### The Kyocera Philosophy

The Kyocera Philosophy relates to life and management. Its central principle is to “do what is right as a human being,” a concept we include in all of our decision making. By showing the importance of fairness and diligent effort, it serves as a paradigm for our conduct.

### The Amoeba Management System

(Decentralized Management)

Amoeba Management involves dividing an organization into small units that operate as independent profit-and-loss centers directly linked to their respective markets. This system fosters leaders with management awareness and creates the foundation for Kyocera’s “Management by All.”

### Four Main Growth Markets

- **Information & Communications**
- **Automotive**
- **Medical & Healthcare**
- **Environment & Energy**

We aim to develop new technologies and create synergies within the Kyocera Group focusing on four main growth markets.
It's great to work remotely — anytime, anywhere!

Connecting the World with Information and Communications Technology (ICT)

Today's ever-changing world keeps fueling demand for faster, more convenient, more reliable modes of communication. Kyocera's expertise in information and communications technology is promoting a future that is more connected than ever, through cutting-edge ICT solutions — including smartphones, Internet of Things (IoT) applications, and ICT engineering services.

- **Supporting New Remote-Work Environments**

Local 5G-Compatible Products and Systems

Kyocera’s comprehensive business model covers everything from developing and installing base stations to designing 5G-compatible IoT devices and building local 5G networks. We are helping develop smart factories to support mobile and remote work, with monitors that employ image-recognition technology. We are also developing solutions to support telemedicine and online learning in virtual spaces.

**Products & Solutions**

- **Mobile Communication Devices**
  - Smartphones and Feature Phones
    - Kyocera develops products for local markets to meet demand for high durability and ease of use. Kyocera's devices include water-, dust-, and shock-resistant smartphones and feature phones.

- **Helping Customers Put Knowledge to Work to Drive Change**
  - Printers, MFPs, and Enterprise Content Management
    - Kyocera develops a wide range of environmentally friendly and economical printers, MFPs, and commercial inkjet printers. In addition, our Enterprise Content Management (ECM) solutions help businesses centralize data and content management while enhancing security.

- **Advanced Components Supporting a Connected Society**
  - Electronic and Semiconductor Components
    - Utilized in devices ranging from smartphones to industrial machines, we develop foundational technologies for an increasingly digital world.

- **Fine Ceramic Components for Manufacturing Equipment**
  - Kyocera's Fine Ceramic components offer high precision, chemical stability, and durability at high temperatures to help customers achieve integrated, high-quality manufacturing.
Ensuring Safe and Secure Mobility

Advancements in autonomous driving, advanced driver assistance systems (ADAS), and environmental awareness are pushing the automotive industry toward a major transformation. In addition to supporting safer vehicles, Kyocera is developing technologies and products for a safe and secure mobility society, including smart transportation infrastructure.

Wireless Communications and Sensing Technology for a Society Free of Traffic Accidents

“i2X” Roadside Units

To improve safety at intersections, we are combining our expertise in wireless communications technology and automotive solutions to develop i2X roadside units that gather and transmit pedestrian and vehicle location information. In addition, we have conducted field tests for ADAS, and are developing critical ITS infrastructure systems for autonomous driving in Japan.

1 i2X: Infrastructure-to-everything
2 ITS: Intelligent Transport System

Example of an i2X roadside unit at an intersection with no traffic signals

Products

Improving Safety and Assisting Drivers

Camera Modules
High reliability and advanced optical sensing help enhance vehicle safety and convenience.

Vehicle speed and other critical driving data are projected above the dashboard. High-definition display technology makes the projection clear and vivid.

Head-Up-Display LCDs

Automotive Connectors
Kyocera develops electronic connectors for specific automotive requirements, including a high-reliability flexible-structure board-to-board connector that absorbs misalignments and vibrations.

Environmentally Friendly High-Performance Automotive Components

Oxygen-Sensor Heaters
Our ceramic heaters reach operating temperature just seconds after a cold engine starts, ensuring cleaner exhaust by allowing emissions sensors to reach their optimum performance.

LED Packages
Ultra-compact, low-profile, surface-mountable packages are ideal for high-brightness automotive LEDS. They also offer high heat dissipation properties.

EV Relay Components
Our high-reliability ceramic components are used for metering and charging current switching in electric vehicles and other applications.
Advanced Clean Energy Technology for a Sustainable Society

Based on our commitment to improve the world through renewable energy, we have been developing, manufacturing, and operating solar power generating systems for almost half a century, and we have expanded our energy solutions recently to include battery technologies and related products. In the future, we will continue to develop new solutions that protect our global environment and help achieve a carbon-neutral society.

Toward a Carbon-Neutral Society Through Renewable Energy and AI Management Systems

Kyocera is developing energy management systems to optimize power consumption and promote efficient use of renewables. By using AI to estimate power demand and generation, and creating a system that manages the total energy of each building or usage area, our technology can solve energy challenges unique to specific regions, companies, and even individual factors. We aim to contribute to the development of sustainable smart cities using renewable energy. We are accomplishing this through R&D and proof-of-concept tests for self-wheeling power transmission*, emergency power systems for disaster relief, and activities for regional development.

*Self-wheeling: A system for companies to transmit electricity generated at their own power plants to their own facilities in other locations.

Developing Comprehensive Solutions for Clean Energy

Kyocera develops solar power cells that generate electricity from the sun, storage batteries that store electricity for everyday use and emergency situations, and high-efficiency solid oxide fuel cells (SOFCs) that generate electricity from hydrogen and oxygen, and can produce hot water from the heat generated during power generation.

Environmentally Friendly Product Development

**CERAPHEK** LED Lighting

Purple LEDs and R6G fluorescent materials offer brilliant and beautiful lighting in various settings, including art museums and restaurants. They have advanced color-rendition properties and can produce light close to natural sunlight.

Digital Printing Inkjet Printheads

Kyocera’s high-performance inkjet printheads for environmentally friendly digital printing help eliminate printing oils and cleaning solvents. These products support the digitalization of commercial printing and help reduce environmental impact.
Advancing Medical Care and Improving Lives

Kyocera provides life-changing medical products that restore lost physical functions, such as orthopedic joint replacement systems and dental implants, as well as unique devices to improve daily health management. We are also developing new solutions for preventive care to extend healthy lifespan and improve people’s quality of life.

- **Cell Therapies to Extend Healthy Lifespan**
  
  Technical Partnership in Regenerative Medicine
  
  Kyocera has signed a technical license and collaboration agreement with Regenesis Ltd. of Australia for knee osteoarthritis cell preparations* in Japan. We will continue to develop cell therapy technologies to treat osteoarthritis, and aim to develop therapies for diseases that currently lack effective treatment.
  
  *Regenerative medical products for treatment by administering cells

- **Ceramic Technology Makes Kids’ Toothbrushing Fun!**
  
  Post-Brushing Toothbrush for Children
  
  Developed with Lion Corporation in Japan, Possi is based on the concept of making dental hygiene fun for children who normally hate brushing their teeth. A small plate-ceramic component mounted on the brush head lets children enjoy music through bone conduction while brushing their teeth.
  
  *The “Possi” logo is a registered trademark of KYOCERA Corporation in Japan

---

**Products**

Restorative and Regenerative Medical Solutions

Orthopedic and Dental Implants

Kyocera develops medical and dental implants. Our orthopedic joint replacement systems incorporate materials and surface treatment technologies for ceramics and metals.

- **AquaZ**: Surface-coating technology for long-lasting artificial hip joints
- **BIOCERAMAZET**: Ceramic medical materials
- **ARMORAZET**: Technology combines antibacterial properties with bone conduction and fixation
- **ConeSAZET**: System PRP Preparation Kit

Plates, Rich plasma (PRP) is necessary for many regenerative medical therapies. Kyocera provides PRP-preparation kits for collecting blood and isolating PRP by centrifugation.

- **ConeSAZET**: is a registered trademark of KYOCERA Corporation in Japan

High-Quality Components for Advanced Medical Care

Optical Flow Measurement Module

A laser irradiated in liquid provides contactless flowmeter measurement based on the frequency change of reflected waves. This is expected to be used in medical devices requiring strict hygiene management.

Optical Units for Factory Automation and Medical Use

Kyocera provides optical units for imaging that combine an independently designed lens with lighting and a camera.
Advanced Solutions for a Broad Range of Applications
Kyocera applies its technological expertise from diverse fields to develop businesses in a wide range of industries. Our goal is to help solve issues central to people’s daily lives around the world.

● Solving Labor Shortages with AI-Powered Robotics Solutions

AI Collaborative Robot System
Kyocera’s collaborative robot system uses proprietary AI technology to significantly reduce programming steps, known as teaching, so collaborative robots gain more autonomous operation. Our system is helping expand the use of collaborative robots, which are in high demand to solve labor shortages in a variety of fields.

● Next-Generation Laser Solutions

GaN Laser Diode Devices
Kyocera is developing Gallium Nitride (GaN) laser diode devices capable of high efficiency and high power output. GaN diodes are expected to be used in many applications, including laser lighting, automotive headlights, Li-Fi networks*, wireless power, and sterilization treatments.

*LiFi Wireless communication technology using laser light, LEDs, etc., in contrast to Wi-Fi, which uses radio waves

Creating New Value for Society with Open Innovation and Collaboration
The Kyocera Group promotes open innovation, collaboration, and M&A activities across its global network. We aim to be pioneers who create new value at the cutting edge of technology.

● A Glimpse at the Future of Advanced Mobility

Concept Car: Moeye
Kyocera’s Concept Car, Moeye, explores autonomous driving and Mobility as a Service (MaaS), as well as the evolving concept of mobility in relation to people and vehicles. Moeye has a futuristic cockpit that features some of our latest technologies. Kyocera will create the future by researching and developing unique products for the mobility society of tomorrow.

Products & Services

Industrial Tools
From cutting tools to pneumatic and electric power tools, we offer solutions for diverse needs as a comprehensive tool manufacturer.

Engineering Services for Telecommunications and Energy Infrastructure
In addition to providing IT products and solutions, Kyocera builds and operates telecommunications infrastructure and solar power generation facilities.

Lifestyle Products that Enrich People’s Daily Lives
Based on our unique fine Ceramic technology, we provide a broad range of high-quality consumer products—including jewelry and kitchen goods. We also operate several hotels in Japan based on the concept of “Hospitality with a heartfelt smile.”

Research & Development

Main R&D Facilities
Kyocera operates a global R&D network to deepen our technological capabilities in materials, components, devices, equipment, systems, software, and production process technology.

Minato/Aki R&D Laboratory
Kehanna R&D Laboratory
Hiroshima R&D Laboratory
Santa Barbara Innovation Center

Minato/Aki Research Center
Kehanna Research Center
Hiroshima R&D Laboratory
Santa Barbara Innovation Center

Oita, Japan
Kyoto, Japan
Kagoshima, Japan
Santa Barbara, California, U.S.A.

CERAPHE™ LED Lighting
Realistic AR images displayed on a high-definition LCD create a multi-dimensional user experience.

Optical Camouflage Technology
3D images and optical camouflage make the dashboard appear transparent, offering passengers a sweeping and translucent view of the scenery ahead.

HAPTIVITY™
Dashboard and center console
Dashboard with haptic feedback technology produces real button-touch feedback vibrations when interacting with the screen.

All Display
Dashboard upper right
Realistic AR images displayed on a high-definition LCD create a multi-dimensional user experience.

Laser Flashlight
Laser Diode Module

Moeye

(Edited: 2022)

Technology developed by Professors Manabu Ikoma at the University of Tokyo’s Research Center for Advanced Science and Technology
*CERAPHE and HAPTIVITY are registered trademarks of KYOCERA Corporation in Japan and other countries

(Edited: 2022)
Broader Societal Issues are the Starting Point for Kyocera’s Business Activities

We believe that contributing to society is essential for any company. Kyocera promotes corporate social responsibility because it is the right thing to do to help build a more sustainable world for everyone.

Sustainability Initiatives

The Kyocera Group’s management rationale is “To provide opportunities for the material and intellectual growth of all our employees, and through our joint efforts, contribute to the advancement of society and humankind.” We believe our mission includes achieving Sustainable Development Goals (SDGs) and helping solve critical issues facing society through our business activities.

Business Activities Based on Social Responsibility

Nearly 50 years of Solar Power Business Development

How can we develop a sustainable society without placing a burden on the global environment? One solution is by developing solar power and promoting renewable energy. Since our initial research and development into solar power generating systems in 1975, we have been motivated by a strong desire to make people’s lives environmentally friendly and prosperous.

Activities to Reduce Greenhouse Gas Emissions

The Kyocera Group considers climate change an urgent and critical issue. We have pledged to reduce our emissions of carbon dioxide and other greenhouse gases through long-term environmental goals, actively introducing renewable energy initiatives, and enhancing information disclosures.

SCIENCE BASED TARGETS

Endorsement of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) [March 2020]

Selected for Top-Ranking “A List” in CDP Climate Change Survey (December 2020)

Selected for CDP Supply Chain Engagement Leader Board (two consecutive years) (February 2021)

Greenhouse gas emissions targets certified as Science Based Targets (June 2019)

Community Engagement

As a responsible corporate citizen, the Kyocera Group promotes social and community engagement to build strong relationships with stakeholders and coexistence through sustainable development.

Supporting the Inamori Foundation’s Kyoto Prize

The Inamori Foundation honors those who have made contributions to the development of science, civilization, and the enrichment of the human spirit through the prestigious Kyoto Prize.

Environmental Education

Kyocera provides “Eco-Essentials” for elementary school students in Japan on the theme of environmental issues and energy.

Supporting Kyoto Sanga F.C.

Kyocera contributes to regional economic development in cooperation with the professional soccer club, Kyoto Sanga F.C., and has acquired naming rights for the team’s arena.

Expanding Globally to Achieve Sustainable Growth

To strengthen our ability to respond to change and accelerate the creation of new businesses, we have aggregated our operations into three segments. We will continue to expand our business by strengthening collaboration between each segment and by implementing rapid and dynamic management strategies.

Corporate Summary

[As of March 31, 2022]

Company Name: KYOCERA Corporation
Global Headquarters: 6 Takeda Tobadono-cho, Fushimi-ku, Kyoto, Japan 615-8501
Established: April 1, 1959
Common Stock: 115,703 million JPY (1,042 million USD)
Consolidated Sales: 1,526,897 million JPY (13,756 million USD) (Year ended March 31, 2022)
Revenue: 1,177,559 million JPY (1,059 million USD) (Year ended March 31, 2022)
Profit Before Income Taxes: 308 (excluding non-consolidated subsidiaries and affiliates accounted for by the equity method)

Group Companies: 78,490 (excluding non-consolidated subsidiaries and affiliates accounted for by the equity method)

*Note on exchange rates: U.S. dollar (USD) conversions are provided above as a convenience to the reader, based on the rate of 1 USD=111 JPY, rounded to the nearest unit (as of March 31, 2022)

Sales Revenue by Reporting Segment

[Year ended March 31, 2022]

<table>
<thead>
<tr>
<th>Segment</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Components Business</td>
<td>27.8%</td>
</tr>
<tr>
<td>Industrial &amp; Automotive</td>
<td>8.9%</td>
</tr>
<tr>
<td>Components Unit</td>
<td>17.3%</td>
</tr>
<tr>
<td>Others</td>
<td>1.6%</td>
</tr>
<tr>
<td>Solutions Business</td>
<td>54.7%</td>
</tr>
<tr>
<td>Industrial Tools Unit</td>
<td>12.6%</td>
</tr>
<tr>
<td>Document Solutions Unit</td>
<td>20.7%</td>
</tr>
<tr>
<td>Communications Unit</td>
<td>15.2%</td>
</tr>
<tr>
<td>Others</td>
<td>6.2%</td>
</tr>
<tr>
<td>Electronic Components Business</td>
<td>17.9%</td>
</tr>
</tbody>
</table>

Consolidated Sales Revenue Percentage by Region

[Year ended March 31, 2022]

- **Japan**: 550,161 million JPY (4,955 million USD) (36.0%)
- **Asia**: 389,659 million JPY (3,520 million USD) (25.6%)
- **U.S.A.**: 256,056 million JPY (2,307 million USD) (16.8%)
- **Europe**: 282,422 million JPY (2,544 million USD) (18.5%)

*Unit: Million JPY * "%" represents the component ratio
*Based on the rate of 1 USD=111 JPY, rounded to the nearest unit (as of March 31, 2022)
Since Kyocera’s founding in 1959, we have continuously challenged ourselves to develop new businesses through cutting-edge technologies and product innovation.

1959
Kyoto Ceramic Co., Ltd. (now KYOCERA Corp.) founded

1966
Kyocera receives a large order of substrates for general purpose computers from IBM, U.S.A.

1969
Kyocera develops CBN*1 ceramic cutting tools and enters cutting tools market

1973
Mass production of multilayer ceramic capacitors begins

1975
Kyocera develops EBM*1’Y ceramic cutting tools and enters cutting tools market

1982
Company name changed to KYOCERA Corporation

1983
Kayemco facilitates Yashica Co., Ltd.’s merger with Kyocera

1984
Amorphous silicon [a-Si] photoreceptor drum developed

1989
Eco Corp. joins Kyocera Group

2003
Kinosei, Ltd., becomes a wholly-owned subsidiary of KYOCERA Corporation

2005
Kyocera International, Inc. established in California, U.S.A.

2010
Kyocera acquires Sony Mobile Display Corporation’s TFT Liquid Crystal Display business

2015
Nihon Bieter Electronics Corp. joins Kyocera Group

1
Fine Ceramic Technology

2
Wireless Communications Technology

3
Diverse Product Portfolio and Global Network

KYOCERA’s Core Strengths

Path to Growth

Kyocera began with a single product, the U-shaped ceramic Kelima, which was an insulating component used in the cathode-ray tubes of early TV sets.

Following this, Kyocera succeeded in developing other products based on fine ceramic technology and has continuously explored new markets. We will continue to expand into new businesses by leveraging our capabilities through synergy and collaboration with external partners.