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.

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

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.

Corporate Motto

お天愛人

Respect the Divine and Love People

Preserve the spirit to work fairly and honorably, respecting people, our work, our company and our global community.

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.

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 worked hard and shared the same vision and goals. We wanted to be an excellent company where all employees could believe in each other, respect each other’s 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.

Goro Yamaguchi
Chairman and Representative Director

Hideo Tanimoto
President and Representative Director

Kazuo Inamori
Founder
How Kyocera Creates Value for Society

Kyocera contributes to sustainability through our business activities by acting on critical issues arising from global economic conditions, trends in the international community, and stakeholders’ expectations.

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.

Critical Issues Facing Society

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

- 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

Management Foundation

We strive to solve critical issues facing society using the Kyocera Philosophy and Amoeba Management System as the foundation of our business activities.

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 valuing 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

We aim to develop new technologies and create synergies within the Kyocera Group focusing on four main growth markets.

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

 ● Innovative 5G-Related Solutions and Applications

5G Millimeter-Wave Infrastructure Equipment

As more and more people upgrade to 5G, millimeter wave technology, which enables greater coverage of 5G communication traffic, is gaining attention. Kyocera is conducting research and development of 5G millimeter-wave infrastructure equipment, such as CPRI (customer premises equipment) and metamaterial refractors and reflectors, by combining various technologies that we have developed over many years in our telecommunications business. By developing infrastructure equipment compatible with millimeter waves, we can help unleash the full potential of 5G to help solve labor shortages at manufacturing sites using remote robots, streamline remote monitoring using high-definition video, and solve other issues in a wide range of situations.

Products & Solutions

Full Support from Network Devices to Services

Kyocera is committed to offering "JAPAN MADE" mobile communication solutions — providing rugged devices with targeted hardware and software capabilities along with a dedicated device lifecycle support system.

Helping Customers Put Knowledge to Work to Drive Change

MFPs, Printers, and ECM* and CSP** Solutions

Kyocera’s document solutions product portfolio includes a wide range of environmentally friendly products (MFPs and printers) in addition to commercial inkjet printers. We provide ECM and CSP solutions that improve the operability, efficiency, productivity, and maintainability of companies through managed and safe use of their enterprise information and data.

* ECM (Enterprise Content Management)
** CSP (Content Services Provider)

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 Semiconductor 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.

Ceramic Capacitors
Sintered Capacitors
Ceramic Semiconductors
Organic Semiconductors
Ceramic Packaging
Organic Packaging
Semiconductor Manufacturing Components
Contributing to a Safe and Secure Mobility Society

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.

World’s First* Headlight Sensor System
Combining White and Near-Infrared Light

Automotive Night Vision

We are developing a system that accurately senses and displays hazardous objects to drivers to support safe driving at night. In rain, fog, or other environments that reduce visibility, our system integrates the world’s first headlight to combine white and near-infrared light with onboard RGB-IR sensors to help overcome common visibility impediments. Our original fusion recognition AI technology enables highly accurate object detection from captured image data.


Products

Improving Safety and Assisting Drivers

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

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

In-Vehicle Millimeter-Wave Radar Substrates
Substrates with embedded antennas for obstacle detection.

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

Environmentally Friendly High-Performance Automotive Components

Oxygen-Sensor Heaters
Our sensor heaters reach operating temperature just seconds after a cold engine starts, ensuring cold-temperature vehicle performance.

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

EV Components
Our high-reliability ceramic components are used for inverter 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.

Proprietary Energy Technology Development

Advanced Battery Technologies for Clean Energy

Kyocera develops three types of battery solutions to create, store, and save renewable energy: solar panels, storage batteries that store electricity as an emergency power source, and high-efficiency Solid Oxide Fuel Cells that generate electricity from hydrogen or natural gas, while producing hot water from the heat created by power generation. We want to make sustainable smart cities a reality, so we are carrying out tests to solve energy problems faced by different regions, companies, and factories. Our concept uses artificial intelligence (AI) to predict both power demand from commercial users and power supply from renewable sources, enabling energy supply-demand balance on a building-by-building or area-by-area basis.

Products & Solutions

Inkjet Textile Printer for Sustainable Fashion

FOREARTH™

Machines cleaning and other processes in conventional textile and fabric printing* produce huge volumes of industrial wastewater. To solve this large and growing environmental problem, Kyocera’s new inkjet textile printer, FOREARTH™, has a water-free concept which eliminates many processes that use excessive amounts of water, such as pre-treatment, cleaning, and steaming. WITH FOREARTH™, we aim to reduce the fashion industry’s impact on the environment.

* "FOREARTH™" is a registered trademark or trademark of KYOCERA Corporation in Japan and other countries.

"Printing here refers to the printing of patterns on fabric.

Environmentally Friendly Product Development

CERAPHC® LED Lighting

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

Ceramic Knife with a Bio-Derived Handle

The handle of this knife is made of a biodegradable material sourced from sugarcane to reduce petroleum consumption. We are also expanding our use of 100% recyclable plastic-free packaging.

"CERAPHC®" is a registered trademark of KYOCERA Corporation in Japan and other countries.
Advancing Medical Care and Improving Lives

Kyocera develops medical and dental products for orthopaedic joint and tooth replacement, which restore lost physical functions, as well as unique devices and systems that enable advanced medical care and optimize daily health management. We provide comprehensive solutions for preventive medical care to extend healthy lifespan and improve Quality of Life (QOL).

- Ensuring Early Detection

AI System that Supports Osteoporosis Diagnoses

Osteoporosis can cause not only fractured bones, but many other diseases, increasing a person’s risk of becoming bedridden or requiring nursing care. Early detection and treatment are essential for maintaining the patient’s QOL and curbing medical costs.

Kyocera is conducting joint research with the University of Tokyo for the early detection of osteoporosis. Our system uses AI to estimate bone density from X-ray imaging, improving examinations for earlier diagnosis and better treatment outcomes.

Products

Restorative and Regenerative Medical Solutions

- Artificial Joints / Dental Implants
  - Kyocera’s orthopaedic and dental implants incorporate proprietary materials and surface treatment technologies to optimise the performance and longevity of ceramics and metals.

- High-Quality Devices and Components for Advanced Medical Care
  - Cell Separation and Concentration Measurement Device
    - This device automatically separates specific cells from blood and other bodily fluids and measures their concentration to support research and development in the life sciences. By reducing labor, it allows more time for analysis, where demand continues to increase.
  - 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.

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

**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.”

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.

- **Providing Unique Solutions Through Cutting-Edge Technology**

  **High-Resolution Aerial Display**

  This holographic aerial display can project high-resolution, high-quality, realistic images into the air by combining the optical technology of our mirrors, which we designed to be foldable and compact using our proprietary display and lens technologies. Kyocera’s aerial display has potential applications anywhere high-resolution images are needed, including displays for medical equipment, museums, retail stores, and automotive dashboards.

**GaN® Micro-Light Sources**

Kyocera has been making progress in the development of GaN-based micro-light sources, such as short-cavity lasers and microLEDs. The substrates we developed and the manufacturing method we use make it possible to produce high-quality microLEDs and semiconductor lasers at a low cost. Potential applications include transmissive displays, VR, and AR, as well as in telecommunications and medical devices because of their high resolution, small size, and light weight.

*GaN: Gallium nitride
**Micro-light source: A light source with one side of an elementless than 100 micrometers (μm)

**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.

- **Minoh Research Center** (Osaka, Japan)
- **Kakahana Research Center** (Kyoto, Japan)
- **Kirishima R&D Center** (Kagoshima, Japan)
- **Santa Barbara Innovation Center** at KYOCERA SLD Laser Inc. (California, U.S.A.)

*Develops GaN devices
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.

Participation in ESG Initiatives and External Evaluations

Kyocera actively participates in ESG (environmental, social, and corporate governance) initiatives and is evaluated by external parties.

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.

Community Engagement

As a responsible corporate citizen, the Kyocera Group promotes social and community engagement to build strong relationships with stakeholders and constituencies 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 “EcoLessons” 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 through 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, 2023)

Company Name: KYOCERA Corporation

Global Headquarters: 6 Takada Tobadera-cho, Fushimi-ku, Kyoto, Japan 612-8501

Established: April 1, 1959

Common Stock: 115,703 million JPY (863 million USD)

Consolidated Sales Revenue: 2,025,332 million JPY (15,114 million USD) (Year ended March 31, 2023)

Profit Before Income Taxes: 176,192 million JPY (1,315 million USD) (Year ended March 31, 2023)

Group Companies: 298 (including KYOCERA Corporation)

Group Employees: 81,209 (including 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 = 114 JPY, rounded to the nearest unit (as of March 31, 2023)

Sales Revenue by Reporting Segment (Year ended March 31, 2023)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Sales Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Components Business</td>
<td>29.2%</td>
</tr>
<tr>
<td>Industrial &amp; Automotive Components Unit</td>
<td>9.8%</td>
</tr>
<tr>
<td>Semiconductor Components Unit</td>
<td>18.0%</td>
</tr>
<tr>
<td>Solutions Business</td>
<td>52.8%</td>
</tr>
<tr>
<td>Industrial Tools Unit</td>
<td>15.2%</td>
</tr>
<tr>
<td>Document Solutions Unit</td>
<td>21.5%</td>
</tr>
<tr>
<td>Communications Unit</td>
<td>10.3%</td>
</tr>
<tr>
<td>Others</td>
<td>1.4%</td>
</tr>
<tr>
<td>Others</td>
<td>5.8%</td>
</tr>
</tbody>
</table>

Electronic Components Business 18.7%

Consolidated Sales Revenue Percentage by Region (Year ended March 31, 2023)

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>570,285MM JPY (4,255MM USD) 28.2%</td>
</tr>
<tr>
<td>Asia</td>
<td>543,458MM JPY (4,056MM USD) 26.8%</td>
</tr>
<tr>
<td>Europe</td>
<td>381,141MM JPY (2,444MM USD) 18.8%</td>
</tr>
<tr>
<td>U.S.A.</td>
<td>451,568MM JPY (3,370MM USD) 22.3%</td>
</tr>
</tbody>
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*Unit: Million *% represents the component ratio
*Based on the rate of 1 USD = 114 JPY, rounded to the nearest unit (as of March 31, 2023)
Since Kyocera’s founding in 1959, we have continuously challenged ourselves to develop new businesses through cutting-edge technologies and product innovation.

Kyocera began with a single product, the U-shaped ceramic Kelzima, 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 relentlessly explored new markets. We will continue to expand into new businesses by leveraging our capabilities through synergy and collaboration with external partners.