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, and under 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 the 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 wanted their maximum efforts and managers devoted their lives to earning 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.
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 humanism.” 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 choosing 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.

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

1. System Development to Rapidly Expand 5G Coverage

5G Millimeter-Wave Backhaul System

Kyocera has developed an advanced system to enable rapid construction of 5G service areas. Utilizing our reliable wireless base station technology, 5G base stations can be effectively deployed to areas where optical fiber cannot be used or would be difficult to install, achieving speedy and cost-efficient expansion of 5G coverage.

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 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.

It’s great to work remotely — anytime, anywhere!
 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.

- Advancing Autonomous Driving with Next Generation Sensing Technology

Self-Driving Buses
Kyocera has conducted self-driving tests between our Shiga-Go and Shiga-Go plants using a compact EV bus equipped with stereo cameras, millimeter-wave radar, laser sensors, perimeter detection cameras, and a self-driving system jointly developed with Advanced Smart Mobility Co., Ltd. Our goals are to support vulnerable road users and solve transportation-related issues, such as delivery delays due to driver shortages.

*EV: Electric Vehicle

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 braiding-structure board-to-board connector that avoids 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 consistent accuracy by allowing emissions sensors to begin operation almost immediately.

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

- EV Relay Components
  - Our high-reliability ceramic components are ideal for use in electric vehicles and other applications.
Let’s create a greener future for the world!

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 is developing three types of battery technologies to create, store, and save energy: solar power cells that create electricity from sunlight, storage batteries that can be used in emergencies and disasters, and high-efficiency SOFCs* that redirect residual energy from power generation to heat water, etc. In addition, we have developed Li-ion batteries that use clay instead of liquid electrodes for safe, long-lasting batteries at a reasonable price.

*SOFC (Solid Oxide Fuel Cell)

Products & Solutions

Optimized Regional Energy Management, Tailored to Local Needs

Kyocera is testing an AI-forecast energy management system that estimates energy demand and generation for businesses and factories, promoting efficient use of renewables. We also aim to achieve the development of sustainable smart cities using self-sustaining power transmission*, emergency power systems for disaster relief, and activities for regional development.

*Electricity generated in their own power plants in remote locations to the grid

Environmentally Friendly Product Development

CERAPLUS® 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.

Digital Printing Inkjet Printheads

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

**CERAPLUS® is a registered trademark of KYOCERA Corporation in Japan and other countries.
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 lifespans and improve people’s quality of life.

● Researching Cell Preparation Technology to Extend Healthy Lifespans

Entering the Field of Regenerative Medicine

PRP™ is a regenerative medical therapy in which concentrated platelets containing growth factors from the blood are injected into diseased or injured tissues to accelerate healing. Kyocera has developed Condensa™, a PRP preparation kit to improve the quality of PRP medical solutions. Additionally, we entered a technical collaboration with Australia-based Regenus Ltd. for cell preparation using stem cell technology. We will utilize our existing strengths to establish orthopedic medical technologies and contribute to improving the quality of life of patients suffering from knee osteoarthritis.

*PRP: Platelet-Rich Plasma
**“Condensa” is a registered trademark of KYOCERA Corporation in Japan

Example of PRP Therapy (Condensa System)

1. Blood is taken in the same manner as blood donation.
2. The blood is passed through a centrifuge to separate red blood cells from plasma.
3. PRP is administered to patient.

Cell preparation for knee osteoarthritis

Donor

Collection

Culture

Patient

Administration

Products

Restorative and Regenerative Medical Solutions

Orthopedic and Dental Implants

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

Surface coating technology for long-lasting artificial hip joints

Technology combines antibacterial properties with bone conduction and fixation

Artificial Joints

Dental Implants

Ceramic medical materials

High-Quality Components for Advanced Medical Care

Optical Flow Measurement Module

A laser irradiated in liquid provides contactless flow rate 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**

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**

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**

"12X″ Roadside Units

To improve safety at intersections, we are combining our expertise in wireless communications technology and automotive solutions to develop "12X″ roadside units that gather and transmit pedestrian and vehicle location information. In addition, we have conducted road tests for ADAS, and are developing critical ITS* infrastructure systems for autonomous driving in Japan.

* ITS: Intelligent Transport System

Smart Checkout System

Kyocera's proprietary AI accurately recognizes grocery items for smooth checkout. Compared to conventional checkout systems, Kyocera's AI database reduces the need to register all items when making updates, so this system is expected to reduce costs and labor through fast, contactless self-checkout at stores.

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.
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 consistencies through sustainable development.

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

Company Name: KYOCERA Corporation
Global Headquarters: 6 Taidea Tobadenera-cho, Fushimi-ku, Kyoto, Japan 615-8501
Established: April 1, 1959
Common Stock: 115,703 million JPY (984 million USD)
Consolidated Sales Revenue: 1,838,938 million JPY (15,073 million USD) (Year ended March 31, 2022)
Profit Before Income Taxes: 198,947 million JPY (2,631 million USD) (Year ended March 31, 2022)
Group Companies: 239 (including KYOCERA Corporation)
Group Employees: 83,001 (excluding non-consolidated subsidiaries and affiliates accounted for by the equity method)

Sales Revenue by Reporting Segment (Year ended March 31, 2022)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Sales Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Components Business</td>
<td>28.7%</td>
</tr>
<tr>
<td>Industrial &amp; Automotive Components Unit</td>
<td>9.4%</td>
</tr>
<tr>
<td>Semiconductor Components Unit</td>
<td>17.8%</td>
</tr>
<tr>
<td>Other Business</td>
<td>18.4%</td>
</tr>
<tr>
<td>Solutions Business</td>
<td>53.5%</td>
</tr>
<tr>
<td>Industrial Tools Unit</td>
<td>13.7%</td>
</tr>
<tr>
<td>Document Solutions Unit</td>
<td>19.9%</td>
</tr>
<tr>
<td>Communications Unit</td>
<td>14.3%</td>
</tr>
<tr>
<td>Other Adjustments &amp; Eliminations</td>
<td>-1.6%</td>
</tr>
</tbody>
</table>

Consolidated Sales Revenue Percentage by Region (Year ended March 31, 2022)

<table>
<thead>
<tr>
<th>Region</th>
<th>Sales Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>613,752 MM JPY (5,011 MM USD) 33.4%</td>
</tr>
<tr>
<td>Asia</td>
<td>485,207 MM JPY (3,977 MM USD) 26.4%</td>
</tr>
<tr>
<td>Europe</td>
<td>339,082 MM JPY (2,799 MM USD) 18.4%</td>
</tr>
<tr>
<td>U.S.A.</td>
<td>341,522 MM JPY (2,799 MM USD) 18.6%</td>
</tr>
</tbody>
</table>
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 Keltech, 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.

1959

Kyocera Ceramic Co., Ltd. (now Kyocera Corp.) founded

1982

Changed name to "Kyocera Corp."