Business Strategy Meeting 2026

Management Plan for the Year Ending Mar. 2031 (Fiscal 2031)



Nov. 26, 2026

Shiro Sakushima

President and Representative Director,
President and Executive Officer, CEO

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Today's Agenda

1. Introduction
2. Approach to Business Growth Toward Fiscal 2031
3. Business Strategies
   - Components Businesses
   - Solutions Business
4. Corporate-wide Initiatives
   - Business Portfolio Management
   - R&D Investment Plan
   - Capital Policy
5. Conclusion

Notes: This is an English translation of the Japanese original. This translation is prepared solely for the reference and convenience of those who do not read Japanese. In the event of any discrepancy between this translation and the Japanese original, the latter shall prevail.

Certain of the statements made in this document are forward-looking statements, which are based on our current assumptions and beliefs in light of the information currently available to us. Please refer to "Cautionary Statements with respect to Forward-Looking Statements" on the last page.

In this document, the year ended March 31, 2026 is referred to as "Fiscal 2026", the year ending March 31, 2027 is referred to as "Fiscal 2027" and six months ended/ending September 30 is referred to as "1H." Other fiscal years and half-years are referred to in a corresponding manner.

Percentage changes and business profit ratios are calculated based on figures in millions of yen.

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Kyocera's Core Values

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.

Our Vision

Becoming "The Company" that earns the trust of all stakeholders by achieving both social and economic value creation.

Kyocera's Value Creation Story



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* Formerly, "Product x Experience Value Approach".

Uniqueness of Kyocera

Continuously create growth opportunities through two business platforms

New technologies

Creation

(Components Businesses)

Supporting the development of new social infrastructure such as AI, semiconductors and telecommunications.



Advancement of society and humankind

Utilization

(Solutions Business)

Create new customer value by delivering both products and integrated “Value Beyond The Product” solutions on established social infrastructure.

Optics | Thin-film | Fine ceramics | Electronic and electrical control | Communications and software

Contribute to Society through Multifaceted Integration of Diverse

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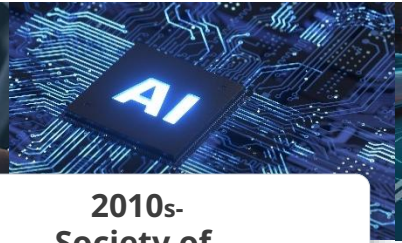
Social Background

Toward the era of co-creation among people, AI and products











1990s- Society of Connection

The Internet, PCs and cell phones became widespread, enabling individuals to make choices independently of organizations.

- PC
- Cell phones
- The Internet

2010s- Society of Connected Individuals

Smartphones and cloud services connected individuals through networks, accelerating collaboration and information sharing.

- Smartphones
- SNS
- Cloud services

2030s- Society of Co-Creation

People collaborate with AI agents and robots to co-create value with diverse stakeholders.

- Physical AI
- AI agents
- AI data centers
- Advanced semis
- AD (ADAS)

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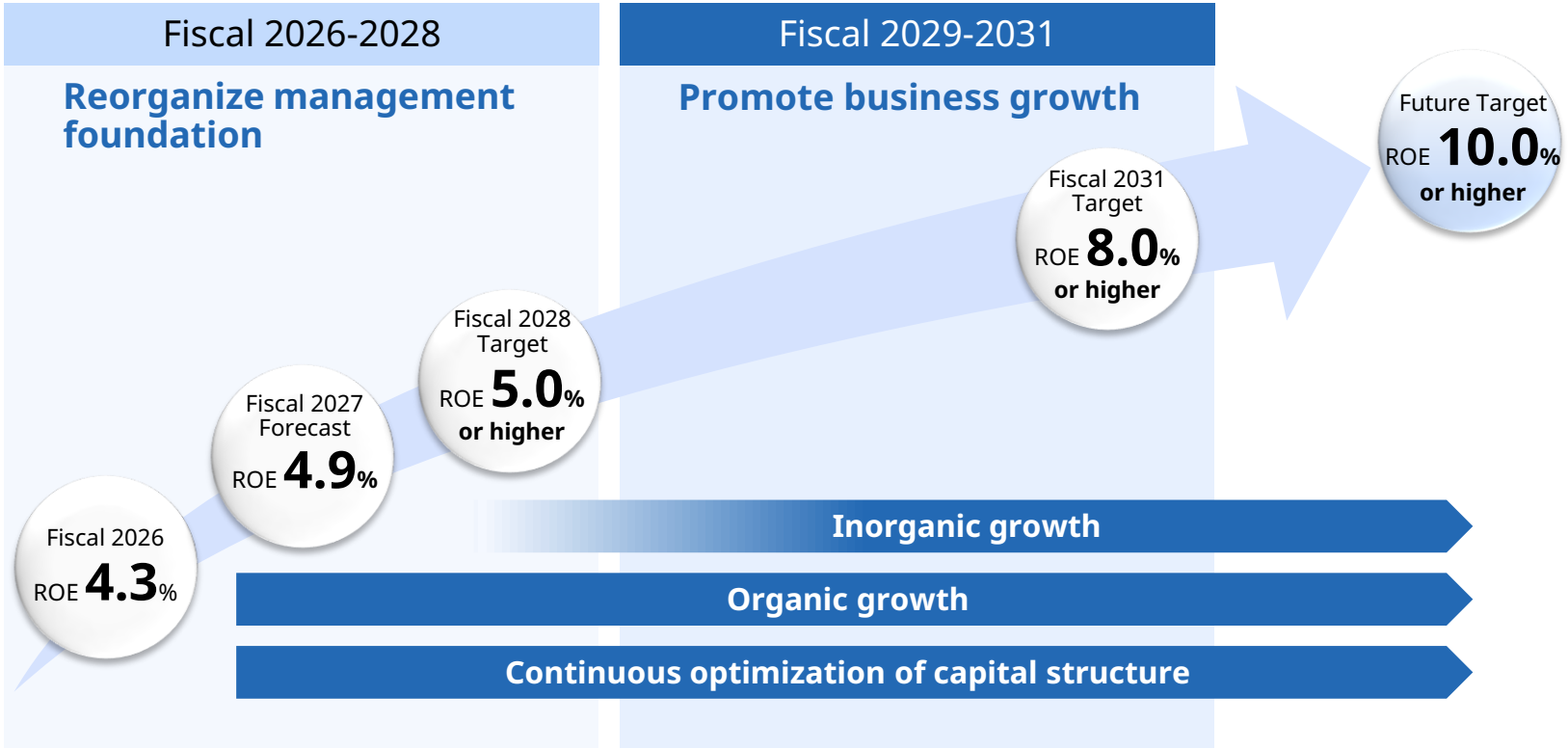
Roadmap for Enhancing Corporate Value

(Created based on presentation announced on Feb. 2026; Fiscal 2026 ROE is actual results and fiscal 2027 ROE forecast is as of Nov. 2026)



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Fiscal 2031 Management Plan

(Yen in billions)

	Fiscal 2026 Results	Fiscal 2027 Forecast	Fiscal 2031 Plan
Sales Revenue	2,070.2	2,120.0	2,600.0
Operating Profit	118.1 (5.7%)	160.0 (7.5%)	320.0 (12.3%)
Profit Before Income Taxes	169.0 (8.2%)	200.0 (9.4%)	330.0 (12.7%)
Profit Attributable to Owners of the Parent	141.0 (6.8%)	160.0 (7.5%)	250.0 (9.6%)
ROE	4.3%	4.9%	8.2%
Capital Expenditures	149.1 (7.2%)		900.0 for 5-year total
R&D Expenses	115.7 (5.6%)		650.0 for 5-year total

Note: Figures in parentheses represent percentages to sales revenue.

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Approach to Business Growth Toward Fiscal 2031

Components Businesses
(Core Components Business and Electronic Components Business)

Achieve revenue and profit growth by proactively investing in growth drivers, including components for AI network infrastructure and SPE*, and products for next-gen mobility systems.

* Semiconductor processing equipment

Solutions Business

Strengthen profitability by leveraging global business infrastructure, through the evolution of "Products" and the creation of new solutions based on "Value Beyond The Product" approach.

Headquarters

Strengthen investment discipline to closely align capex and R&D investments with business strategies through the establishment and operation of business portfolio management.

- Capex
- R&D Investments
- Capital Policies

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Components Businesses

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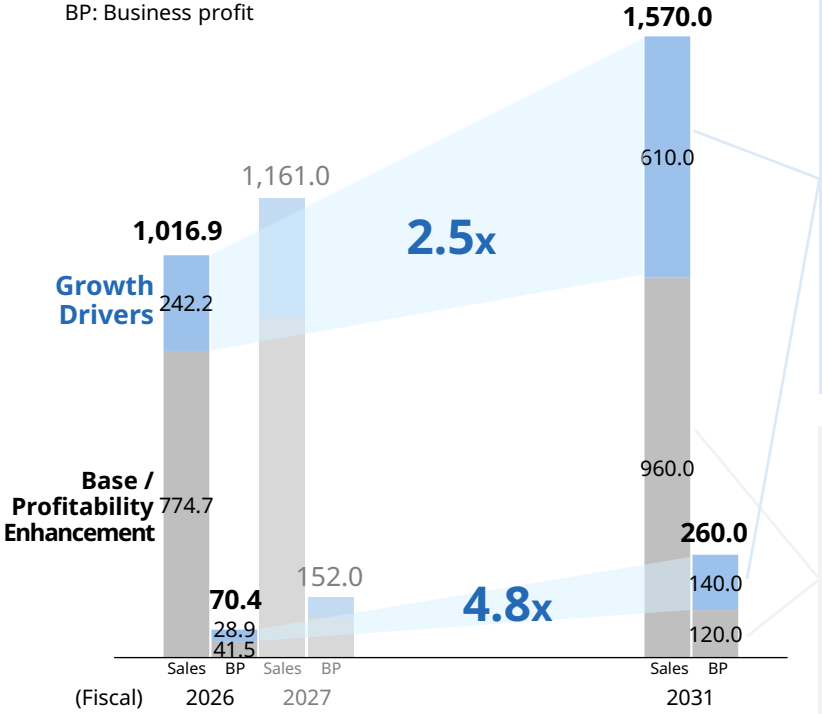
Components Businesses – Fiscal 2031 Business Plan

Plan of Sales and Business Profit

(Yen in billions)

BP: Business profit



ROIC: 4.5% → **12.5%**

Growth Drivers

- Components for AI Network Infrastructure
- Components for SPE
- Products for Next-Gen Mobility Systems

Strategically focus resources based on a diverse and strong customer base.

Base / Profitability Enhancement

Enhance sales and profitability through rigorous profitability management and innovation, leveraging the strengths of the Amoeba Management.

- KAVX*: Further improve productivity and expand market share for automotive and aerospace MLCCs, etc.
- Organic Packages and Boards: Downsize or withdraw from FCCSPs and modules, etc.

* Kyocera AVX Components Corporation

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(Yen in billions)

Growth Drivers (by Product Categories)

(CAGR of each product category is calculated for fiscal 2026-2031)

Sales CAGR 29%

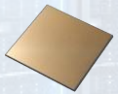
Components for AI Network Infrastructure

Utilize broad line-ups of components used within as well as around AI data centers, a key strength.

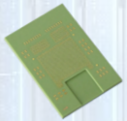
Sales Revenue (Profitability)	Fiscal 2026	Fiscal 2031
	86.0 (7.5%)	Approx. 310.0 (27%)



Packages for Long-Distance Optical Communications



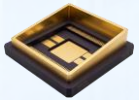
Multilayer Ceramic Core Substrates



Ceramic Substrates for Inter-Data Center Optical Communications



MLCCs



Ceramic Packages for Optical Switches



Polymer Tantalum Capacitors

Sales CAGR 14%

Components for SPE

Build on high market share in structural components and expand market share in electrostatic chucks, etc.

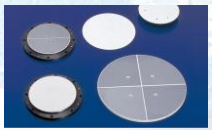
Sales Revenue (Profitability)	Fiscal 2026	Fiscal 2031
	94.1 (17.6%)	Approx. 180.0 (20%)



Structural Components



Heaters



Electrostatic Chucks



Lenses for Alignment



Lens Units for Lithography

Sales CAGR 14%

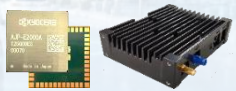
Products for Next-Gen. Mobility Systems

Establish new business pillars by leveraging automotive component technologies and quality capabilities.

Sales Revenue (Profitability)	Fiscal 2026	Fiscal 2031
	62.1 (9.4%)	Approx. 120.0 (15%)



Automotive Cameras



ITS Modules / Systems



Millimeter-Wave Sensor Substrates



Bifocal Mirrors



Optical Display Devices

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Kyocera Products Supporting AI DCs and Peripheral Network Infrastructure

PKG: package, OSC: oscillator,
DC: data center, comm: communication

Market Share Approx. 90%

Long-Distance Comms

Ceramic PKGs for Optical Comms

Inter-DC Comms

Ceramic PKGs for Optical Comms

Satellites

Ground Stations

Metropolis

Base Station Networks

Long Haul / Mid Haul

AI DCs

Cities

Base Stations

AI DCs

Edge Devices

- MLCCs
- Crystal OSCs
- PKGs for Sensors

Semiconductor PKG Substrates

- FCBGAs for Switch ASICs
- NEW Ceramic Core Substrates (Under Development)
- Ceramic PKGs for Optical Switches and Windowed Lids

Semi Chips

PKG Substrates

Server Boards

Server Rooms

Server Boards

- MLCCs
- NEW Embedded MLCCs
- Polymer Tantalum Capacitors
- NEW Crystal OSCs for Differential Clocks

Rack-to-Server Comms

Ceramic Submounts for EMLs

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Note: Market shares shown are Kyocera estimates.

Components for AI Network Infrastructure – Ceramic PKGs for Optical Comms

Market Trends

- AI optical transceiver market growth rate: **19.1%**
  (Fiscal 2026-2031 CAGR; Kyocera estimate)
- Expansion of AI Clusters
  →Rapid increase in data traffic between GPUs and servers
  →Limitations in speed and power consumption of electrical interconnects

Expansion of Optical Comm Applications

* Optoelec.: Optoelectronic



Targeted Customers

Optical comm device manufacturers
in the following fields:

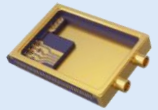
1) Inter-AI DC / Backbone Networks
2) Rack-to-Server Comms within AI DCs
3) Next-Gen Area: Optoelectronic integration

Business Strategies

Leverage over 30 years of supply experience and strong trust-based customer relationships.

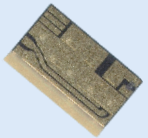
1) Inter-AI DC and Backbone Networks

- Ceramic PKGs **Current Market Share: >90%**
- Expand production capacity to meet growing demand and maintain high market share.


Ceramic PKGs for Inter-DC Comms

2) Rack-to-Server Comms

- Submounts **Current Market Share: 30% (approx.)**
- Expand market share by enhancing proposal capabilities through the combination of high-frequency design technologies and other server-related product technologies to support AI server scale-up.


Ceramic Submounts for EMLs

3) Next-Gen. Area

- Expand into areas where optics and semis become more closely integrated through new products for CPO* and optical switches.

* Co-packaged optics


Ceramic PKGs for Optical Switches


Multilayer Ceramic Core Substrates

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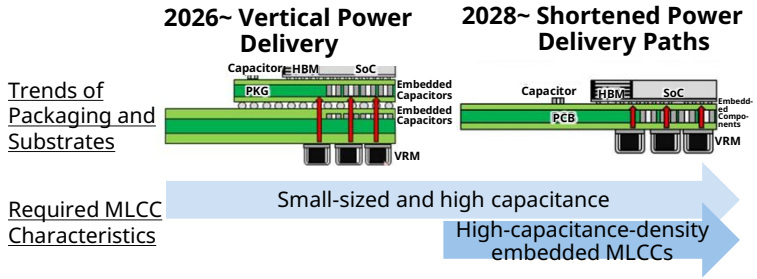
Note: Market shares shown are Kyocera estimates.

Components for AI Network Infrastructure – Small-sized High-Capacitance MLCCs

Market Trends

- AI server MLCC market growth rate: **38.5%**
  (Fiscal 2026-2031 CAGR; Kyocera estimate)
- Higher AI server computing performance
  →Increased power consumption

Growing importance of stable high-current power delivery to GPUs, etc.



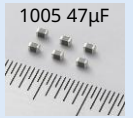
Data Processing Capacity	3x current level	10x current level
Power Consumption	1.5x current level	3.6x current level
Impedance	1mΩ	0.01mΩ
Number of Capacitors	20,000 pcs	30,000 pcs ~

Business Strategies

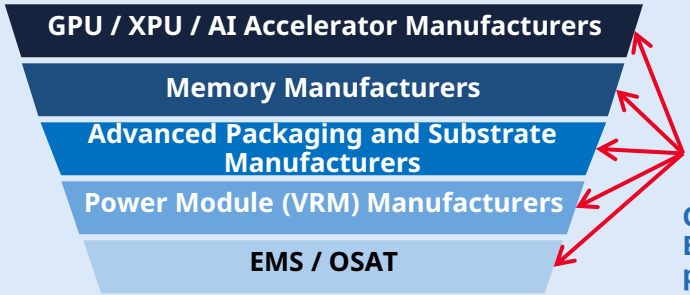
Enabling lower power consumption through products that leverage Kyocera's strengths.

- **Strengths built through over 20 years in the smartphone market.**
  - ✓ Miniaturization and high-capacitance technologies, material refinement and thin-layer/multilayer technologies
- **Industry-leading product development and mass production capabilities across each size.**





Collaboration with key companies across the AI DC value chain.



Power Circuit Simulation

KYOCERA

Capture demand / Establish mass production capacity

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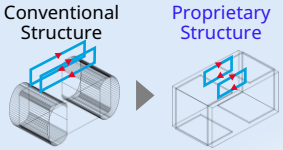
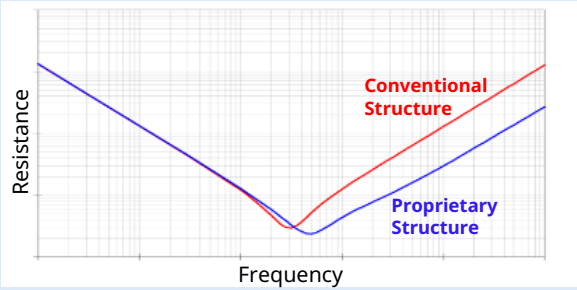
Components for AI Network Infrastructure – Embedded MLCCs

Achieved the required low inductance and high dimensional accuracy to embed MLCCs by leveraging proprietary technologies

Feature 1 Low Inductance

Achieved the required low inductance by forming a smaller inductance loop than in conventional structures.

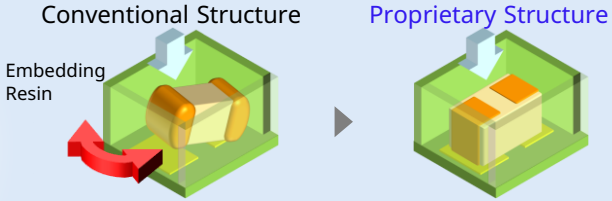






Feature 2 High Dimensional Accuracy Enabled by Flat Terminal Electrodes

Flat terminal electrode surfaces improve mounting position stability.



Highly valued by substrate manufacturers for its yield performance compared with competitors.

MLCCs for Embedding

Developed by leveraging proprietary technologies.

Why Kyocera?

Contributing to lower power consumption through the integration of technologies across the Kyocera Group.

KAVX's Intellectual Property × Market Track Record and Customer Base Built Through Smartphone Applications × Kyocera's Design Capabilities (including packaging and substrate technologies)

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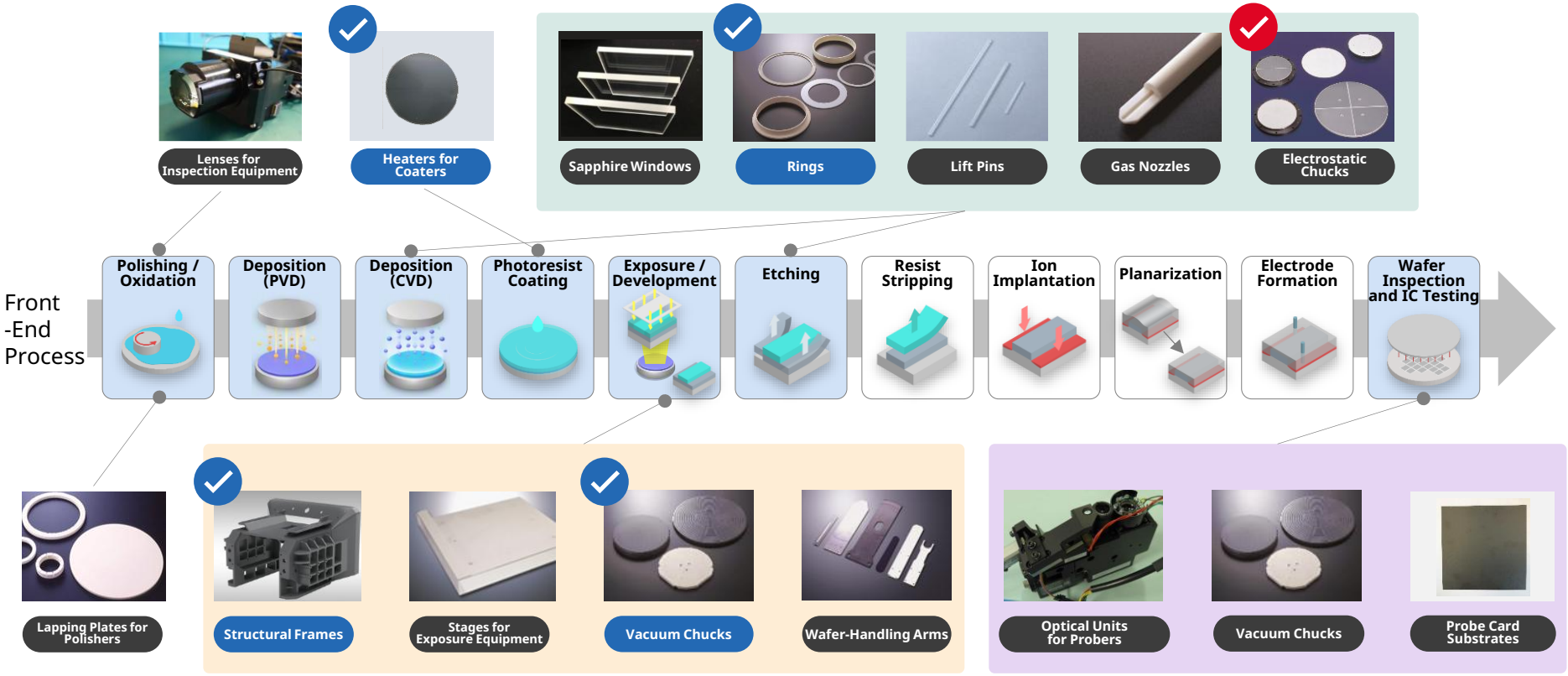
Kyocera Product Portfolio Supporting Front-End Semiconductor Manufacturing



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Components for SPE – Next-Generation Electrostatic Chucks for Etching Equipment

Market Trends

- SPE market growth rate: **14.7%**
  (Fiscal 2026-2031 CAGR; Kyocera estimate)
- Semiconductor miniaturization and advanced packaging

- Increasing number of exposure, development and etching steps

- Increasingly stringent performance requirements for etcher components

✓Higher plasma power output
✓Diversification of process gases
✓More stringent temperature requirements

Targeted Customers and Products

SPE Manufacturers that develop and provide specialized equipment and systems necessary to manufacture AI chips.

Business Strategies

Strong market track record and customer base established through decades of customized product development.

×

Differentiated capabilities in material development, molding and precision processing technologies.



Next-Gen Electrostatic Chucks

Core Technologies

1. **Proprietary high-hardness alumina material technology**
2. **High-precision simulation and mass-production technologies**

Aim to increase market share in growing markets by strategically allocating resources.

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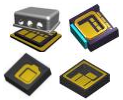
Products for Next-Generation Mobility Systems

Expanding the business toward high-value-added AD-supporting systems



Base


Ceramic PKGs


Ceramic Components for EV Relays


Automotive MLCCs


Organic PKGs and Boards


Connectors


LED PKGs

Growth Drivers


Automotive Cameras


ITS Modules / Systems


Substrates for Millimeter-wave Sensors


Bifocal Mirrors


Optical Display Devices

Strengths to Expand

Customer Relationships | **QC and Certification for Autos** + **Ceramic Technologies** × **Optic Technologies** × **Comm Technologies** × **Electronic & Electrical Control Technologies**

Create new businesses through multifaceted integration of diverse technologies.

Enhance functionality and add value around ADAS by leveraging customer relationships and high-quality manufacturing for automotive components, while exploring new applications.

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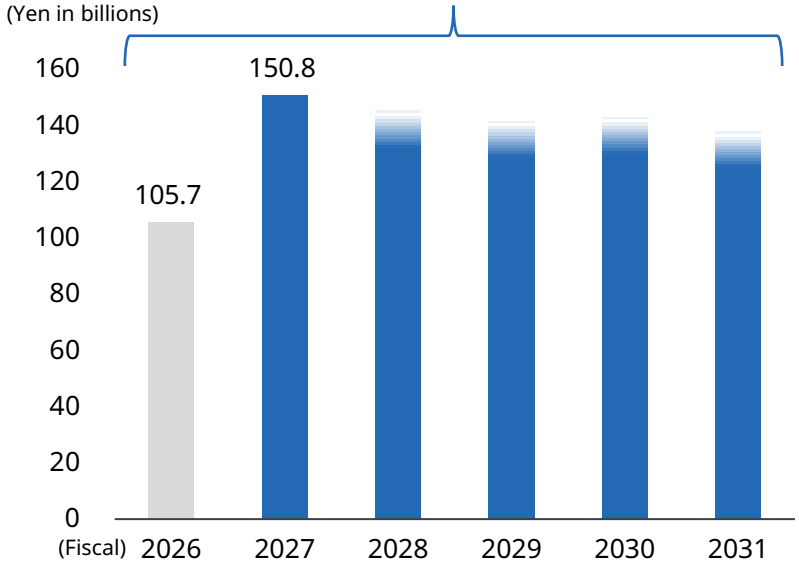
Capex and Site Strategies

Plans 810-billion-yen capex mainly for growth drivers

Capex Plan (PPE) of the Components Businesses

approx.
Total of 810 billion yen for 6 years
(+160 billion yen from figures announced in Jul. 2026)



Production Sites Targeted for Capex and Major Items to Increase Production













Building expansions to support the capacity expansion plan are largely complete as of fiscal 2027 1H.
Through fiscal 2031, investments will primarily focus on interior fit-out and mass production equipment.

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Solutions Business

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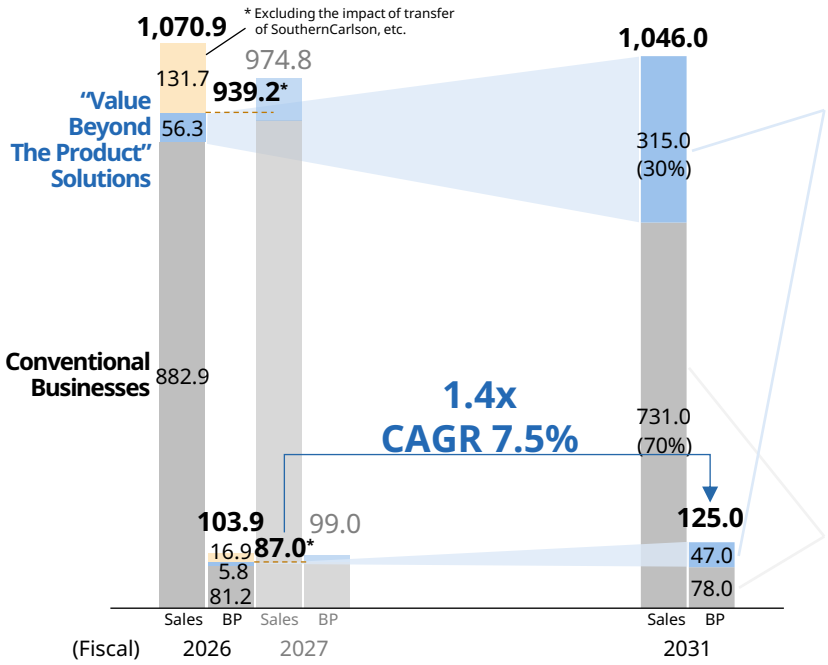
Solutions Business – Fiscal 2031 Business Plan

Plan of Sales and Business Profit

(Yen in billions)

BP: Business profit



ROIC: 9.0%* → 12.0%

"Value Beyond The Product" Solutions

Establish as a pillar of profit by fiscal 2031

Establish new framework for creating new value in customer touchpoints

- Dive deep into customer insights and optimize portfolio based on results.
- Develop highly profitable "Value Beyond The Product" solutions.

Build an AI-utilization platform and take its full advantage

- Build platforms on a global basis.
- Leverage information generated across the Group's diverse business as a source of value creation.

Globally standardize business processes and systems

- Globally promote "Value Beyond The Product" approach.

Conventional Businesses

Expansion of high-profitability products

- Develop new highly profitable products and optimize the sales organization.

Cost reduction and productivity improvement

- Expand in-house component production and smart factories.

Downsize or withdraw from unprofitable businesses

- Shift resources to "Value Beyond The Product" solutions.

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Growth Strategies

Strengthen profitability through evolution of “Products” and creation of “Value Beyond The Product” solutions by leveraging the global business platform of the Solutions Business

Business Platform

Global business platform of the Solutions Business centered on KDC*

* Kyocera Document Solutions Inc.

- Global Sales Network
- Experience and Track Record of Solutions Sales
- Global Deployment Framework



Wide Product Line-ups

Diverse product portfolios



×

Diverse data generated at customer sites

Operating Data | Business Data | Knowledge Data

AI Utilization Platform

Outcomes to Deliver

Strengthening profitability through new value creation

Ver. Up

Evolution of “Products”

- Adding higher value to products
- Review overspecified features

×

NEW

Creation of “Value Beyond The Product” Solutions



- Office
- Manufacturing
- Printing
- Information and Telecoms
- Environment

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Creating New Value in Customer Relationships

Current

Manufacturing

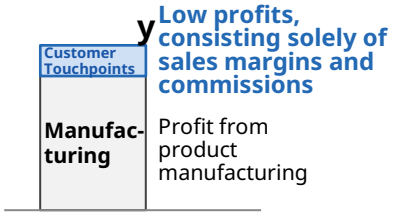
Maximize profits by enhancing the added-value of products and reducing costs through development and manufacturing.

Provide feedback

Customer Touchpoints

Provide products and services to meet customer needs.

Profitabilit y



Future

Manufacturing

Maximize profits by enhancing the added-value of products and reducing costs through development and manufacturing.

Enhance

Provide feedback

Customer Touchpoints

Strengthen

Create new value for customers

AI Utilization Platform

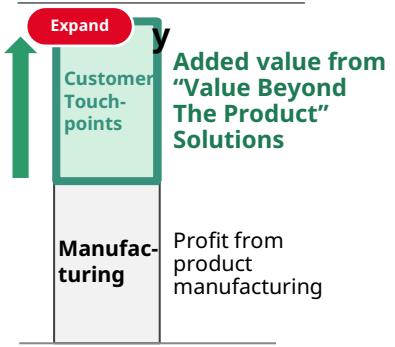
Transform customer touch-point data into value using an AI utilization platform and provide services and solutions based on the "Value Beyond The Product" approach.

- Create highly profitable solutions
- Strengthen information feedback to manufacturing divisions

Provide value to customers by addressing problems

- Improve productivity of office workers
- Long-term stable equipment operation / Improve manufacturing productivity
- Enhance power generation efficiency / Optimize power output
- ⋮

Profitabilit y



Transform business model to earn new additional profits through "Value Beyond The Product" solutions based on AI utilization platform, in addition to profits from product manufacturing

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AI Utilization Platform

Products at Customer Sites
- MFPs
- Storage Batteries
- Solar Panels
- Smartphones / Tablets
- Cutting tools

Internal Data for Analysis
- Business info
- Product info
- Field know-hows

External Data for Analysis
- Market data
- General-purpose AI

AI Utilization Platform of "Value Beyond The Product"

1 Collect
Collect product operating data and internal / external info.

2 Analyze
Utilize AI to analyze failure signs, usage patterns and customers' pain points.

3 Discover
Use AI to discover value for customers.

4 Deliver
Deliver services and solutions to customers.

"Source of Value"; Accumulated through repeated execution of Steps 1-4

Comprehensive Info of Customers
Visualize contracts, operation, inquiries and billing by customer.

Skilled Workers Know-Hows
Raise accuracy by product / task by accumulating insights earned at operational sites in AI.

Operational / Quality Data of "Products"
Apply value discovered through accumulated usage, failure and wear trends to the specs and quality of next-generation products.

Produce new "Value Beyond The Product" solutions

Enhance and optimize "product" value
Feedback value into specs and quality of next products.

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Business Objectives

Conventional Businesses

- MFPs / Printers
- Smartphones and Tablets
- Security Software
- Cutting / Pneumatic and Power Tools
- Vibration Sensors
- AGVs / AMRs
- Inkjet Heads / Engines
- Smartphones and Tablets
- 5G Millimeter Wave Equipment
- Storage Batteries
- Control Software







Framework Establishment

Create new value through customer relationships

Full-scale operation from Apr. 2028

AI Utilization Platform

Global operational process / system

5 "Value Beyond The Product" Solutions



Office Solutions

Solve customer challenges by optimizing from office documents to communications, such as improving productivity of white-collar workers.



Manufacturing Solutions

Ensure stable, long-term operation of equipment and improved productivity by optimizing machining conditions using sensing AI.



Commercial / Industrial Printing Solutions

Improve productivity through print optimization, remote support and comprehensive solutions including ink.



Info and Comms Solutions

Promote optimization through analysis and remote monitoring of comm equipment and network data as well as predictive maintenance, etc.



Environmental Solutions

Optimize power output by supporting improved power generation efficiency through data-driven O&M services.

Sales Revenue (Fiscal 2031)

(Yen in billions)

Office Solutions	550	Ratio of "Value Beyond The Product" **35% or higher**
Manufacturing Solutions	210	Ratio of "Value Beyond The Product" **25% or higher**
Commercial / Industrial Printing Solutions	82	Ratio of "Value Beyond The Product" **5% or higher**
Info and Comms Solutions	114	Ratio of "Value Beyond The Product" **25% or higher**
Environmental Solutions	90	Ratio of "Value Beyond The Product" **35% or higher**
Total	1,046	Ratio of "Value Beyond The Product" **30% or higher**

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Corporate-wide Initiatives

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Strengthening Business Portfolio Management

Starting business unit evaluations based on ROIC from fiscal 2028

Units of Business Evaluation and Main Purpose

Fiscal 2027

- **14** product lines (business divisions)
- Formulate and manage business plans focused on profitability and capital efficiency.

Fiscal 2028 onward

- **48 business units, classified by market and product**
- **Business portfolio management focusing on optimal resource allocation.**

Manage in more granular units to enhance agility and flexibility.

Annual Operating Flow

Step 1: Quantitative evaluation based on profitability

- ROIC
- Operating Profit

Step 2: Evaluation based on business potential and improvement opportunities

- Business Growth Potential
- Competitive Advantage
- Potential Risks
- Contribution to Consolidated Profitability

Step 3: Overall evaluation from Group-wide perspective

Discuss at the Monitoring Board to decide the direction.

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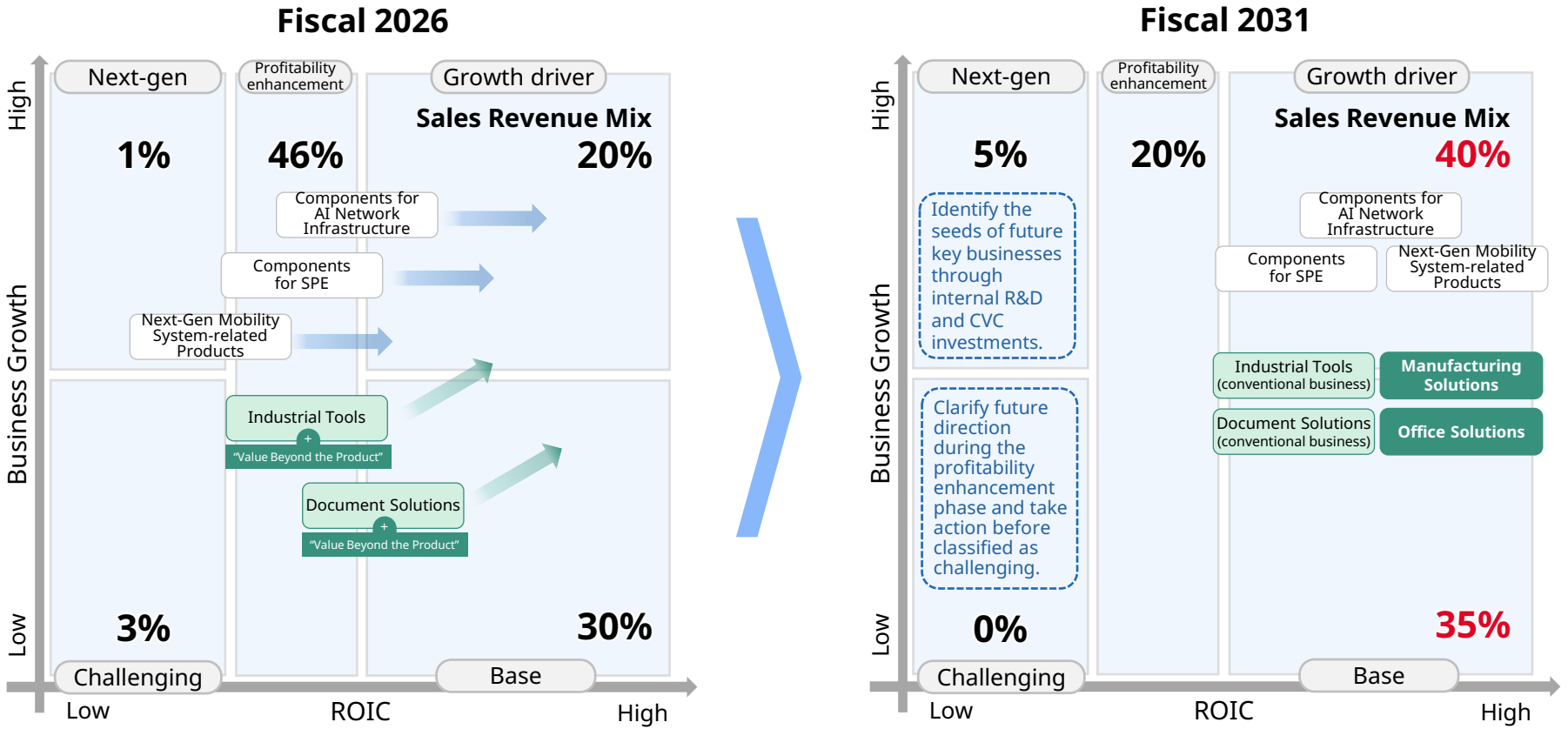
Business Portfolio Transformation Towards Fiscal 2031

Note: Only certain businesses are represented for illustrative purposes.



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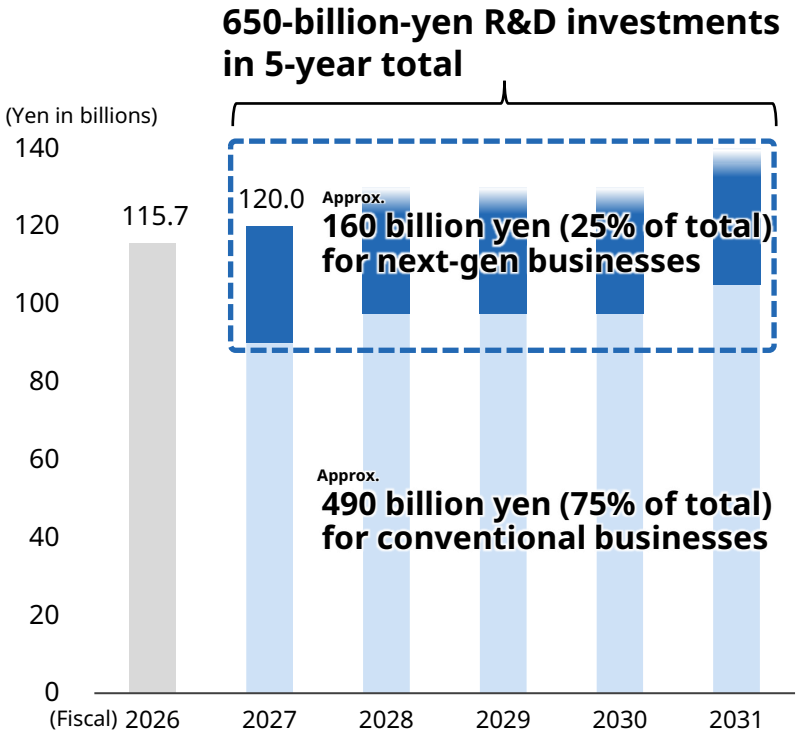
R&D Investment Plan

Accelerating the creation of next-gen businesses through advancing ceramic technologies

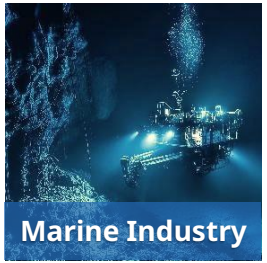


In-house development

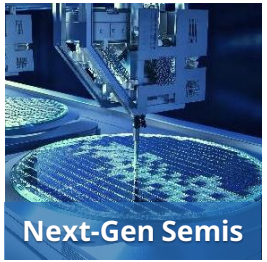
Utilization of CVCs

Advance ceramic technologies for growth markets beyond AI









Technical Characteristics of Ceramics

- Heat resistance / Thermal shock resistance
- Plasma resistance
- High rigidity
- Radiation resistance

etc.

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Promotion of Capital Policy

Capital allocation aimed at strengthening competitiveness and expanding future cash flows

Capital Allocation for 5-Year Period (Fiscal 2027-2031)

Leverage debt if necessary, in case of M&As.

Operating Cash Flow
2,100 billion yen
(Before deducting R&D expenses)

Income from Divestment of Shareholdings
700 billion yen

* Consider further debt if necessary, in case of investments for inorganic growth such as M&As.

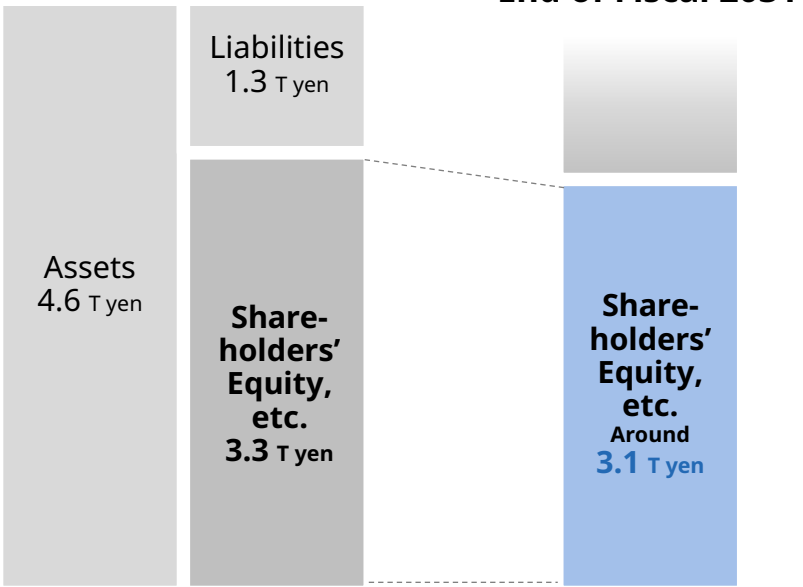
Capex
900 billion yen

R&D expenses
650 billion yen

Dividends
400 billion yen

M&As / Share Repurchases
850 billion yen

Capital Structure



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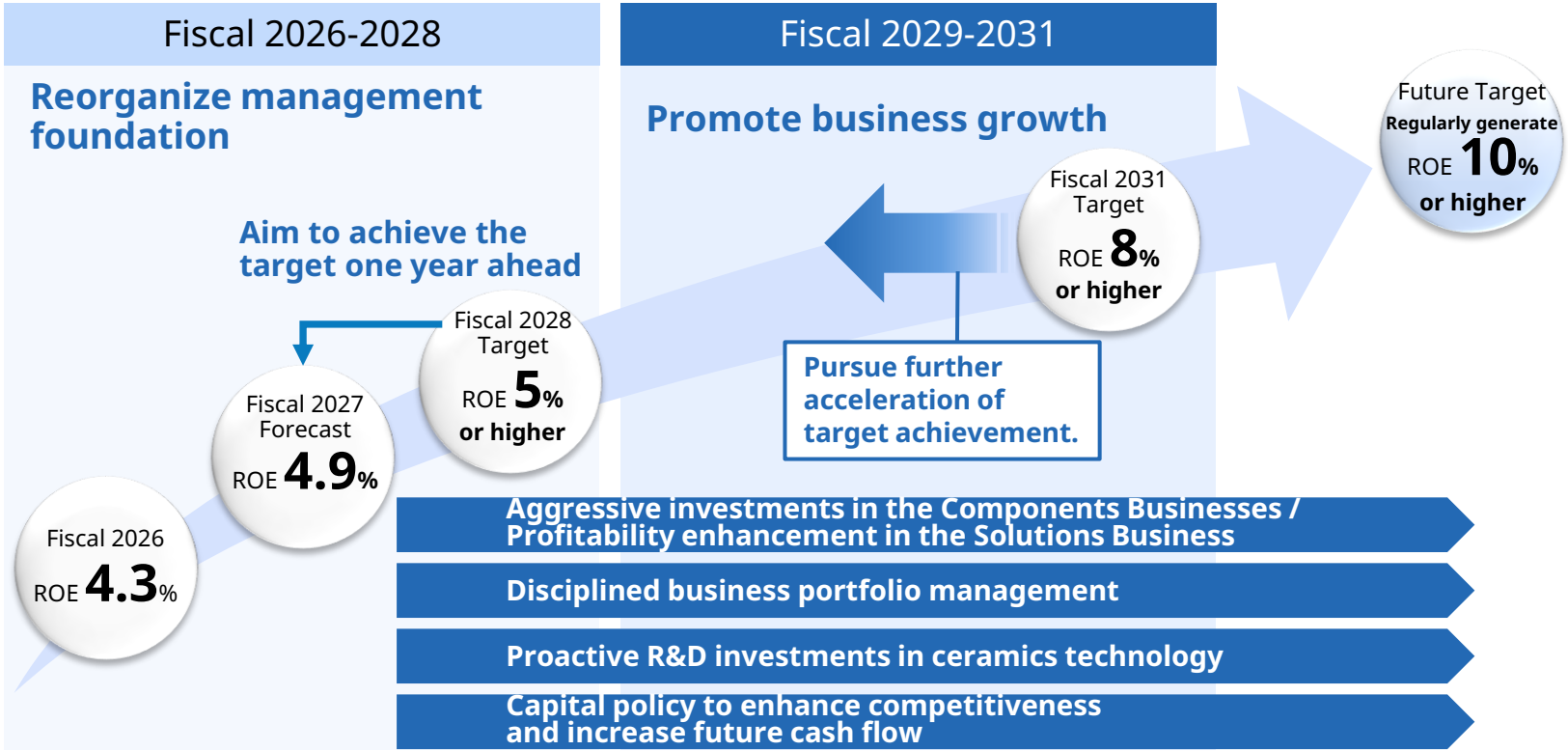
Note: Figures are approximate.

Conclusion

Aim for early achievement of ROE 8% and sustainable growth by steady implementation of business strategies and capital policy



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Cautionary Statements with respect to Forward-Looking Statements

Certain of the statements made in this document are forward-looking statements, which are based on our current assumptions and beliefs in light of the information currently available to us. These forward-looking statements involve known and unknown risks, uncertainties and other factors. Such risks, uncertainties and other factors include, but are not limited to the following:

(1) General conditions in the Japanese or global economy;
(2) Unexpected changes in economic, political and legal conditions in countries where we operate or export;
(3) The effect of foreign exchange fluctuations on our results of operations;
(4) Intense competitive pressures to which our products are subject;
(5) Fluctuations in the price and ability of suppliers to provide the required quantity of raw materials for use in our production activities;
(6) Manufacturing delays or defects resulting from outsourcing or internal manufacturing processes;
(7) The possibility that future initiatives and in-process research and development may not produce the desired results;
(8) Companies or assets acquired by us not produce the returns or benefits, or bring in business opportunities;
(9) Inability to secure skilled employees;
(10) Damages on our information security systems from cyberattacks, etc. and significant costs in order to recover and maintain the systems;
(11) Insufficient protection of our trade secrets and intellectual property rights including patents;
(12) Expenses associated with licenses we require to continue to manufacture and sell products;
(13) Unintentional conflict with laws and regulations or newly enacted laws and regulations;
(14) Environmental liability and compliance obligations by tightening of environmental laws and regulations;
(15) Inability to respond to global climate change problems or delay in such response, which may lead to increased costs and negatively impact our corporate brands;
(16) Our market or supply chains being affected by plague, infectious diseases, terrorism, wars or similar events;
(17) Earthquakes and other natural disasters affecting our headquarters and major facilities as well as our suppliers and customers;
(18) Credit risk on trade receivables;
(19) Fluctuations in the value of financial instruments held by us;
(20) Impairment losses on property, plant and equipment, goodwill and intangible assets;
(21) Uncertainty over income tax and deferred tax assets; and
(22) Changes in accounting standards.

Due to such risks, uncertainties and other factors, our actual results, performance, achievements or financial condition may be substantially different from any future results, performance, achievements or financial condition expressed or implied by these forward-looking statements.
We undertake no obligation to publicly update any forward-looking statements included in this document.

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