

# Financial Presentation

for the Year Ended March 31, 2025

May 14, 2025

Hideo Tanimoto  
President and Representative Director



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## **Financial Results for Fiscal 2025**

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Notes: This is an English translation of the Japanese original. This translation is prepared for the reference and convenience solely for those who do not use 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, 2025 is referred to as “Fiscal 2025”, the year ending March 31, 2026 is referred to as “Fiscal 2026”, six months ended/ending September 30 is referred to as “1H,” three months ended/ending June 30 is referred to as “1Q.” Other fiscal years, half-year and quarterly periods are referred to in a corresponding manner.

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Note: Kyocera decided to change the classification of Energy Solutions Business, which was included in “Others,” and share of net profit (loss) of investments accounted for using the equity method regarding investments in energy businesses, which was included in “Corporate gains and others,” to “Others” under “Solutions Business” from fiscal 2025. With this change, the business results for fiscal 2024 have been reclassified in the same manner.

# Financial Results for Fiscal 2025 (1)



(Unit: Yen in millions)

	Fiscal 2024	Fiscal 2025	Change	
			Amount	%
<b>Sales Revenue</b>	<b>2,004,221</b>	<b>2,014,454</b>	<b>10,233</b>	<b>0.5%</b>
<b>Operating Profit</b>	<b>92,923</b> (4.6%)	<b>27,299</b> (1.4%)	<b>-65,624</b>	<b>-70.6%</b>
<b>Profit Before Income Taxes</b>	<b>136,143</b> (6.8%)	<b>63,631</b> (3.2%)	<b>-72,512</b>	<b>-53.3%</b>
<b>Profit Attributable to Owners of the Parent</b>	<b>101,074</b> (5.0%)	<b>24,097</b> (1.2%)	<b>-76,977</b>	<b>-76.2%</b>
<b>EPS (Basic-yen)</b>	<b>71.58</b>	<b>17.11</b>		

Note: Figures in parentheses represent percentages to sales revenue.

Average	US\$	145 yen	153 yen
Exchange Rates	Euro	157 yen	164 yen

- **Sales Revenue:** Almost flat as compared with fiscal 2024
- **Profits:** Decreased significantly due to a lower utilization ratio of production facilities as well as an increase in labor costs, etc., and a loss for impairment in the Organic Packages and Boards Business

# Financial Results for Fiscal 2025 (2)



(Unit: Yen in millions)

	Fiscal 2024	Fiscal 2025	Change	
			Amount	%
<b>Capital Expenditures</b>	<b>161,684</b> (8.1%)	<b>141,932</b> (7.0%)	<b>-19,752</b>	<b>-12.2%</b>
<b>Depreciation Charge of Property, Plant and Equipment</b>	<b>111,724</b> (5.6%)	<b>112,077</b> (5.6%)	<b>353</b>	<b>0.3%</b>
<b>R&amp;D Expenses</b>	<b>104,290</b> (5.2%)	<b>116,087</b> (5.8%)	<b>11,797</b>	<b>11.3%</b>

Note: Figures in parentheses represent percentages to sales revenue.

- **Capital Expenditures:** Decreased since major part of investments to expand production capacity of the Fine Ceramic Components Business has finished
- **Depreciation Charge of Property, Plant and Equipment:**  
Almost flat; an increase due to capital investment made in previous fiscal years has been offset by a loss for impairment in the Organic Packages and Boards Business
- **R&D Expenses:** Increased mainly in the Telecommunication Infrastructure Equipment-related Business

# Sales Revenue by Reporting Segment for Fiscal 2025



(Unit: Yen in millions)

Sales Revenue by Reporting Segment	Fiscal 2024		Fiscal 2025		Change	
	Amount	Component Ratio	Amount	Component Ratio	Amount	%
<b>Core Components Business</b>	<b>569,145</b>	<b>28.4%</b>	<b>567,117</b>	<b>28.2%</b>	<b>-2,028</b>	<b>-0.4%</b>
Industrial & Automotive Components Unit	224,574	11.2%	233,055	11.6%	8,481	3.8%
Semiconductor Components Unit	314,649	15.7%	300,765	14.9%	-13,884	-4.4%
Others	29,922	1.5%	33,297	1.7%	3,375	11.3%
<b>Electronic Components Business</b>	<b>352,277</b>	<b>17.6%</b>	<b>354,646</b>	<b>17.6%</b>	<b>2,369</b>	<b>0.7%</b>
<b>Solutions Business</b>	<b>1,101,625</b>	<b>54.9%</b>	<b>1,111,008</b>	<b>55.2%</b>	<b>9,383</b>	<b>0.9%</b>
Industrial Tools Unit	310,740	15.5%	305,876	15.2%	-4,864	-1.6%
Document Solutions Unit	452,162	22.5%	479,964	23.8%	27,802	6.1%
Communications Unit	224,403	11.2%	225,497	11.2%	1,094	0.5%
Others	114,320	5.7%	99,671	5.0%	-14,649	-12.8%
Others	17,680	0.9%	17,114	0.8%	-566	-3.2%
Adjustments and Eliminations	-36,506	-1.8%	-35,431	-1.8%	1,075	-
<b>Sales Revenue</b>	<b>2,004,221</b>	<b>100.0%</b>	<b>2,014,454</b>	<b>100.0%</b>	<b>10,233</b>	<b>0.5%</b>

# Business Profit (Loss) by Reporting Segment for Fiscal 2025



(Unit: Yen in millions)

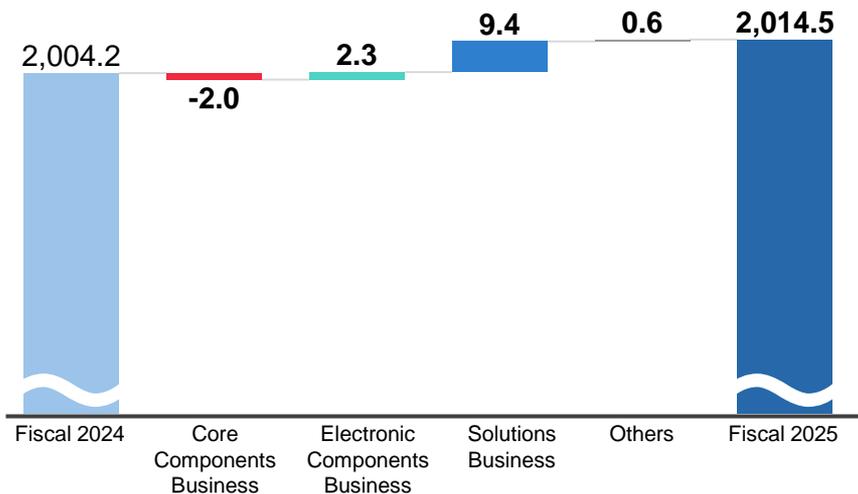
Business Profit by Reporting Segment	Fiscal 2024		Fiscal 2025		Change	
	Amount	% to Sales Revenue	Amount	% to Sales Revenue	Amount	%
<b>Core Components Business</b>	<b>57,226</b>	<b>10.1%</b>	<b>-1,111</b>	<b>-</b>	<b>-58,337</b>	<b>-</b>
Industrial & Automotive Components Unit	26,409	11.8%	24,979	10.7%	-1,430	-5.4%
Semiconductor Components Unit	30,375	9.7%	-27,824	-	-58,199	-
Others	442	1.5%	1,734	5.2%	1,292	292.3%
<b>Electronic Components Business</b>	<b>6,521</b>	<b>1.9%</b>	<b>-818</b>	<b>-</b>	<b>-7,339</b>	<b>-</b>
<b>Solutions Business</b>	<b>69,841</b>	<b>6.3%</b>	<b>72,920</b>	<b>6.6%</b>	<b>3,079</b>	<b>4.4%</b>
Industrial Tools Unit	16,837	5.4%	15,707	5.1%	-1,130	-6.7%
Document Solutions Unit	43,940	9.7%	49,038	10.2%	5,098	11.6%
Communications Unit	6,964	3.1%	9,347	4.1%	2,383	34.2%
Others	2,100	1.8%	-1,172	-	-3,272	-
Others	-41,049	-	-46,990	-	-5,941	-
<b>Total Business Profit</b>	<b>92,539</b>	<b>4.6%</b>	<b>24,001</b>	<b>1.2%</b>	<b>-68,538</b>	<b>-74.1%</b>
Corporate Gains and Others	43,604	-	39,630	-	-3,974	-9.1%
<b>Profit Before Income Taxes</b>	<b>136,143</b>	<b>6.8%</b>	<b>63,631</b>	<b>3.2%</b>	<b>-72,512</b>	<b>-53.3%</b>

# Summary of Financial Results for Fiscal 2025



## Sales Revenue

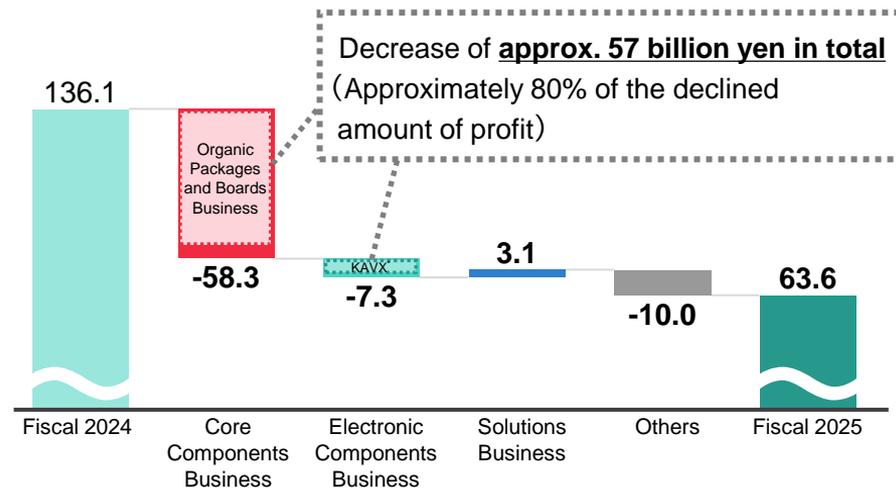
(Unit: Yen in billions)



Almost flat in all reporting segments compared to fiscal 2024

## Profit Before Income Taxes

(Unit: Yen in billions)

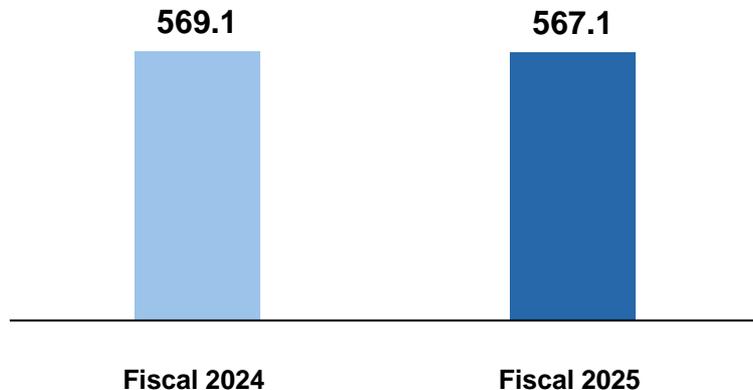


Decreased significantly due mainly to losses of the Organic Packages and Boards Business and KAVX\* Group

\* Kyocera AVX Components Corporation

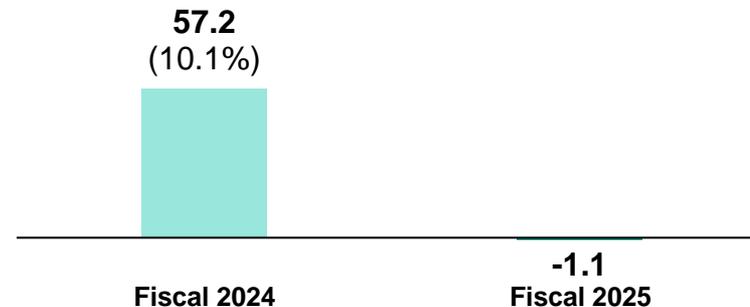
**Sales Revenue**

(Unit: Yen in billions)



**Business Profit/Loss (Ratio)**

(Unit: Yen in billions)



**Summary of Financial Results**

**<As Compared with Fiscal 2024: -0.4%>**

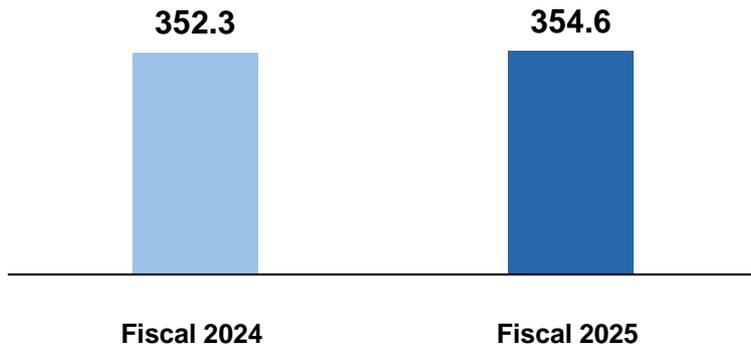
- Almost flat due to a decrease in sales of FCBGAs for general purpose data centers, which offset an increase in sales of fine ceramic components for semiconductor processing equipment, etc.

**<As Compared with Fiscal 2024: -58.3 billion yen>**

- Decreased significantly due mainly to the decrease in sales and the recording of a loss for impairment of property, plant and equipment, etc. in the amount of approximately 43 billion yen in the Organic Packages and Boards Business

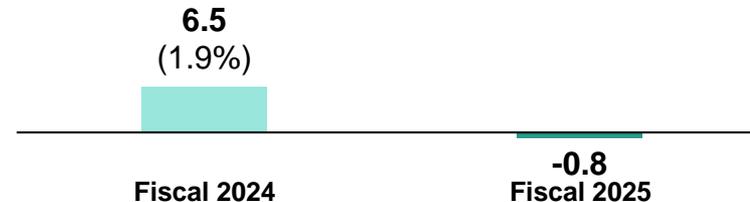
### Sales Revenue

(Unit: Yen in billions)



### Business Profit/Loss (Ratio)

(Unit: Yen in billions)



### Summary of Financial Results

**<As Compared with Fiscal 2024: +0.7%>**

- Almost flat; a decline in demand for our products from the sluggish European automotive markets was offset by an increase in sales of components such as capacitors and crystal devices in the information and communication markets and the industrial equipment markets and also by the impact of a weaker yen

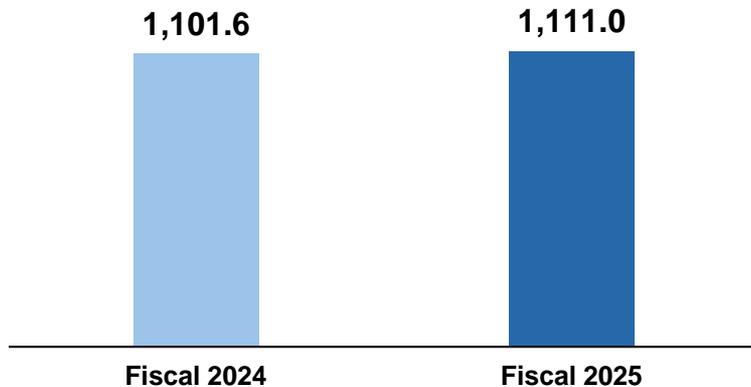
**<As Compared with Fiscal 2024: -7.3 billion yen>**

- Decreased significantly due to a higher cost of sales ratio, which resulted from the lower utilization ratio of a new manufacturing plant and to an increase in labor and other costs at KAVX Group, although the impact of restructuring costs in KAVX Group incurred in fiscal 2024 was no longer a factor

Notes: Business profit represents profit before income taxes of each reporting segment. Changes from the previous period and business profit ratio are calculated based on millions of yen.

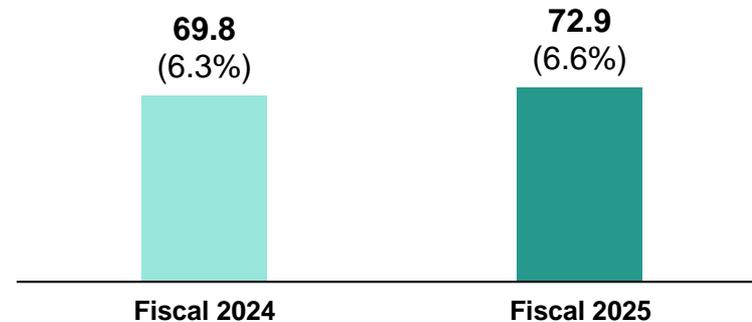
## Sales Revenue

(Unit: Yen in billions)



## Business Profit (Ratio)

(Unit: Yen in billions)



## Summary of Financial Results

### <As Compared with Fiscal 2024: +0.9%>

- Almost flat due to an increase in sales in the Document Solutions Unit reflecting the impact of a weaker yen, which offset decreases in sales in other businesses

### <As Compared with Fiscal 2024: +4.4%>

- Increased due mainly to an increase in sales in the Document Solutions Unit and to improved profitability of the Communications Unit as a result of structural reforms

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## Future Growth Scenario

Note: Kyocera decided to change the classification of Jewelry & Applied Ceramic Related Products Business, which was included in “Others” under “Core Components Business” to “Others” under “Solutions Business” and Displays Business, which was included in “Others” under “Solutions Business” to “Industrial & Automotive Components Unit” under “Core Components Business” from fiscal 2026. With this change, the business results for fiscal 2025 have been reclassified in the same manner.

## Calculated financial forecasts incorporating the impact of reciprocal tariffs by the United States and exchange rate fluctuations (stronger yen)

<Reciprocal Tariffs by the United States> **[Impact] Profits: Approx. -17 billion yen**

### Transaction subject to tariffs

- (1) Direct exports from the Kyocera Group to the United States
- (2) Exports from the Kyocera Group to the United States via third parties in third countries
- (3) Imports by the Kyocera Group into the United States from third parties other than the Kyocera Group

### Method of calculation

- ✓ April to June 2025: Used tariff rates of 10%
- ✓ July 2025 to March 2026: Country-specific tariff rates as of May 9 has been taken into account



<Exchange Rate Fluctuations> **[Impact] Sales revenue: Approx. -107 billion yen / Profits: Approx. -13 billion yen**

U.S. dollar

Fiscal 2025 153 yen → Fiscal 2026 135 yen  
(appreciation of 18 yen)

Euro

Fiscal 2025 164 yen → Fiscal 2026 150 yen  
(appreciation of 14 yen)

**Total impact for fiscal 2026 (as compared with fiscal 2025)**

**Sales revenue: Approx. -107 billion yen / Profits: Approx. -30 billion yen**

# Financial Forecasts for Fiscal 2026 (1)



(Unit: Yen in millions)

	Fiscal 2025	Fiscal 2026 (Forecast)	Change	
			Amount	%
<b>Sales Revenue</b>	<b>2,014,454</b>	<b>1,900,000</b>	<b>-114,454</b>	<b>-5.7%</b>
<b>Operating Profit</b>	<b>27,299</b> (1.4%)	<b>55,000</b> (2.9%)	<b>27,701</b>	<b>101.5%</b>
<b>Profit Before Income Taxes</b>	<b>63,631</b> (3.2%)	<b>95,000</b> (5.0%)	<b>31,369</b>	<b>49.3%</b>
<b>Profit Attributable to Owners of the Parent</b>	<b>24,097</b> (1.2%)	<b>70,500</b> (3.7%)	<b>46,403</b>	<b>192.6%</b>
<b>EPS (Basic-yen)</b>	<b>17.11</b>	<b>50.05</b>		

Notes:  
 Figures in parentheses represent percentages to sales revenue.  
 Forecasts of EPS (Basic-yen) for fiscal 2026 is calculated using the average number of shares outstanding during fiscal 2025.

Average	US\$	153 yen	135 yen
Exchange Rates	Euro	164 yen	150 yen

- **Sales Revenue:** Forecasts to decrease due to economic slowdown and impact of stronger yen
- **Profits:** Forecasts to increase due to the structural reforms in component businesses, despite the impact of stronger yen and reciprocal tariffs

(Unit: Yen in millions)

	Fiscal 2025	Fiscal 2026 (Forecast)	Change	
			Amount	%
Capital Expenditures	141,932 (7.0%)	180,000 (9.5%)	38,068	26.8%
Depreciation Charge of Property, Plant and Equipment	112,077 (5.6%)	120,000 (6.3%)	7,923	7.1%
R&D Expenses	116,087 (5.8%)	120,000 (6.3%)	3,913	3.4%

Note: Figures in parentheses represent percentages to sales revenue.

**Capital expenditures expects an increase due to construction of new factory building for future production expansion**

# Sales Revenue Forecasts by Reporting Segment for Fiscal 2026



(Unit: Yen in millions)

Sales Revenue by Reporting Segment	Fiscal 2025		Fiscal 2026 (Forecast)		Change	
	Amount	Component Ratio	Amount	Component Ratio	Amount	%
<b>Core Components Business</b>	<b>591,720</b>	<b>29.4%</b>	<b>547,000</b>	<b>28.8%</b>	<b>-44,720</b>	<b>-7.6%</b>
Industrial & Automotive Components Unit	267,028	13.3%	250,000	13.2%	-17,028	-6.4%
Semiconductor Components Unit	300,765	14.9%	272,000	14.3%	-28,765	-9.6%
Others	23,927	1.2%	25,000	1.3%	1,073	4.5%
<b>Electronic Components Business</b>	<b>354,646</b>	<b>17.6%</b>	<b>330,000</b>	<b>17.4%</b>	<b>-24,646</b>	<b>-6.9%</b>
<b>Solutions Business</b>	<b>1,086,367</b>	<b>53.9%</b>	<b>1,041,000</b>	<b>54.8%</b>	<b>-45,367</b>	<b>-4.2%</b>
Industrial Tools Unit	305,876	15.2%	292,000	15.4%	-13,876	-4.5%
Document Solutions Unit	479,964	23.8%	455,000	23.9%	-24,964	-5.2%
Communications Unit	225,497	11.2%	214,000	11.3%	-11,497	-5.1%
Others	75,030	3.7%	80,000	4.2%	4,970	6.6%
Others	17,114	0.9%	12,000	0.6%	-5,114	-29.9%
Adjustments and Eliminations	-35,393	-1.8%	-30,000	-1.6%	5,393	-
<b>Sales Revenue</b>	<b>2,014,454</b>	<b>100.0%</b>	<b>1,900,000</b>	<b>100.0%</b>	<b>-114,454</b>	<b>-5.7%</b>

# Business Profit (Loss) Forecasts by Reporting Segment for Fiscal 2026



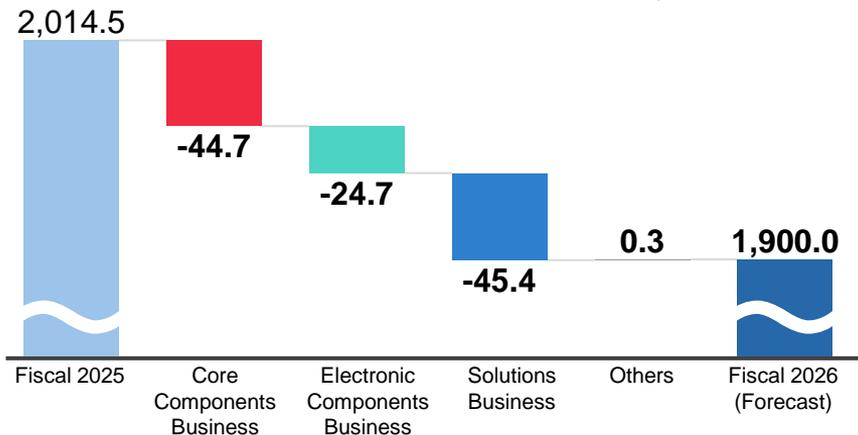
(Unit: Yen in millions)

Business Profit by Reporting Segment	Fiscal 2025		Fiscal 2026 (Forecast)		Change	
	Amount	% to Sales Revenue	Amount	% to Sales Revenue	Amount	%
<b>Core Components Business</b>	<b>-1,889</b>	<b>-</b>	<b>40,400</b>	<b>7.4%</b>	<b>42,289</b>	<b>-</b>
Industrial & Automotive Components Unit	24,673	9.2%	16,000	6.4%	-8,673	-35.2%
Semiconductor Components Unit	-27,824	-	23,000	8.5%	50,824	-
Others	1,262	5.3%	1,400	5.6%	138	10.9%
<b>Electronic Components Business</b>	<b>-818</b>	<b>-</b>	<b>10,000</b>	<b>3.0%</b>	<b>10,818</b>	<b>-</b>
<b>Solutions Business</b>	<b>73,696</b>	<b>6.8%</b>	<b>64,000</b>	<b>6.1%</b>	<b>-9,696</b>	<b>-13.2%</b>
Industrial Tools Unit	15,707	5.1%	9,000	3.1%	-6,707	-42.7%
Document Solutions Unit	49,038	10.2%	40,000	8.8%	-9,038	-18.4%
Communications Unit	9,347	4.1%	9,500	4.4%	153	1.6%
Others	-396	-	5,500	6.9%	5,896	-
Others	-46,990	-	-49,000	-	-2,010	-
<b>Total Business Profit</b>	<b>23,999</b>	<b>1.2%</b>	<b>65,400</b>	<b>3.4%</b>	<b>41,401</b>	<b>172.5%</b>
Corporate Gains and Others	39,632	-	29,600	-	-10,032	-25.3%
<b>Profit Before Income Taxes</b>	<b>63,631</b>	<b>3.2%</b>	<b>95,000</b>	<b>5.0%</b>	<b>31,369</b>	<b>49.3%</b>

# Summary of Financial Results for Fiscal 2026 Forecasts

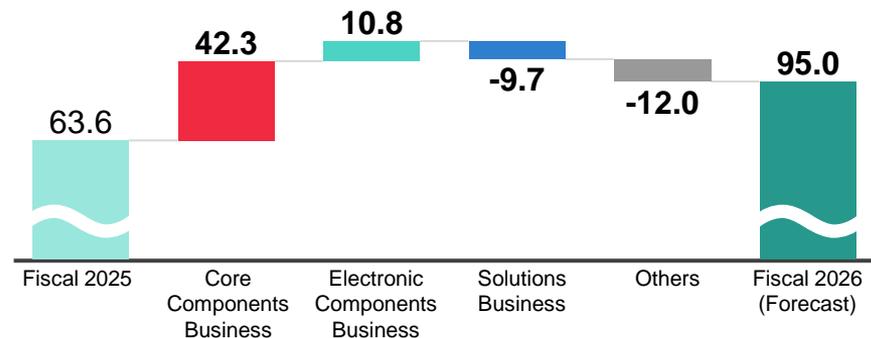
## Sales Revenue

(Unit: Yen in billions)



## Profit Before Income Taxes

(Unit: Yen in billions)



### <Sales Revenue>

Forecasts to decrease in all reporting segments by taking into account factors such as economic slowdown and stronger yen

### <Profit Before Income Taxes>

- ✓ **Core Components Business:** Forecasts to increase significantly since the impact of one-time costs in the Organic Packages and Boards Business incurred in fiscal 2025 is no longer a factor
- ✓ **Electronic Components Business:** Forecasts to increase due to the profitability improvement of MLCCs and tantalum capacitors at KAVX
- ✓ **Others:** Due to a decrease in corporate gains and others by factors such as investments for digital transformation

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**Initiatives Regarding Business Strategies  
and Capital Strategies**

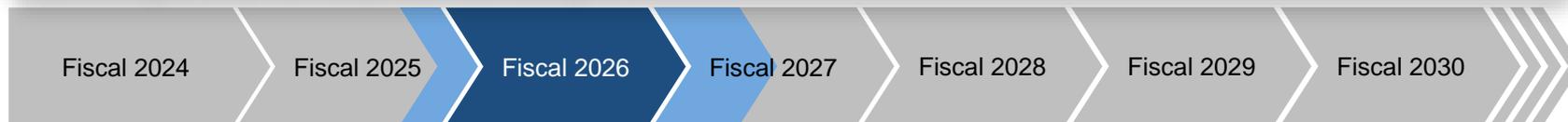
4

Future Growth Scenario

## Basic policy: Pursue competitive advantage and concentrate management resources on increasing profitability

Previous Policies	Recognized Issues	New Policies
Expand sales and profitability through diversification	Reduced investment efficiency due to dispersed management resources	Restructure the business portfolio by reporting segment and concentrate management resources on core businesses → <b>Shift to management that further grows highly profitable businesses</b>
Make advance investment in components for semiconductor-related markets	Misread the shift in data center demand from general-purpose to AI-specific	Review business strategy in components businesses
Expand business areas through M&As	Increased scale, though synergies remain limited	Focus on M&A and business partnerships on enhancing market share and strengthening technological capabilities in existing businesses
Invest in R&D across a wide range of themes	Limited investment returns (increase in R&D expenses)	Review development themes to strengthen core businesses

**Fiscal 2026 is a year of implementing structural reforms in both business strategies and capital strategies**



	Structural Reforms	Enhance Profitability Aiming for the Next Growth
<b>Selection and Concentration of Businesses</b>	<ul style="list-style-type: none"> <li>✓ Turn challenging businesses profitable</li> <li>✓ Identify non-core businesses totaling approx. 200 billion yen in sales revenue and determine their direction</li> <li>✓ Focus R&amp;D on core areas</li> </ul>	<ul style="list-style-type: none"> <li>✓ Restructure business portfolio in all reporting segments</li> <li>✓ Promote optimization of business size and amount of growth investments, such as M&amp;A and R&amp;D activities, from the perspective of investment efficiency and competitiveness</li> </ul>
<b>Review of Capital Strategies</b>	<ul style="list-style-type: none"> <li>✓ Divest cross-shareholdings on a large scale</li> <li>✓ Repurchase own shares on a large scale</li> </ul>	<ul style="list-style-type: none"> <li>✓ Continue reduction of cross-shareholdings</li> <li>✓ Continue repurchase of own shares to optimize capital structure and enhance shareholder returns</li> </ul>
<b>Enhancement of Corporate Governance</b>	<ul style="list-style-type: none"> <li>✓ Establish strategic business transformation project structure</li> <li>✓ Improve effectiveness of the Board of Directors and the Nomination and Remuneration Committee</li> </ul>	<ul style="list-style-type: none"> <li>✓ Promote efforts to share value with shareholders (consider further enhancement of shareholder returns and revision of management remuneration system, etc.)</li> <li>✓ Continue improving effectiveness of the Board of Directors and the Nomination and Remuneration Committee</li> </ul>

## Organic Packages and Boards Business

### <Structural Reforms to Make Business Profitable for Fiscal 2026>

#### (1) Reduction of Fixed Costs

- ✓ Decrease in depreciation charges of property, plant and equipment due to impairment incurred in fiscal 2025
- ✓ Decrease in labor costs (relocation of approx. 370 workers; 90% complete as of Apr.)
- ✓ Optimize production lines to meet with orders

#### (2) Improvement in Variable Costs

- ✓ Increase sales of high-profitability products (improve product mix)
- ✓ Promote internal improvements such as yield improvement

**Steadily implement measures to address internal issues such as reducing fixed costs and improving yields**

### <Future Direction: Selection and Concentration of Products and Production Plants>

#### Current Plants and its Production Items



Kyoto Ayabe Plant  
FCBGAs / FCCSPs /  
Modules



Toyama Nyuzen Plant  
Boards



Kagoshima Sendai  
Plant  
FCBGAs

#### Future Plans

**Specialize in next-generation FCBGAs**

(for data centers, switches and AI-related networks, etc.)

Production of FCCSPs / Modules

Plan to end production  
in fiscal 2028

**Specialize in high-value-added multi-layer print boards**

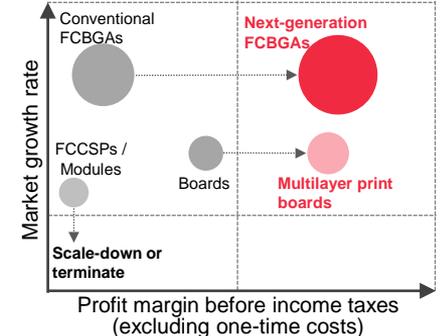
(boards for automotive millimeter-wave applications and large multi-layer boards)

Production of conventional FCBGAs

Plan to end production  
in fiscal 2029

**Improve business profitability by restructuring product portfolio**

\*Circle area represents sales revenue of Kyocera's respective business



## Transfer of Business: Silicon Diodes and Power Semiconductor Business

### <Scope of Business Transfer>

Power semiconductor business mainly composed of silicon diodes business, operated at Kanagawa Hadano Plant, Ibaraki Tsukuba Office, part of Electronic Components Domestic Sales Division of Kyocera Corporation as well as manufacturing subsidiary in Taiwan  
(Sales revenue for fiscal 2025: 7.3 billion yen)

(Major Products)



Discrete diodes



Power modules

### <Transferee and Scheme of Transfer>

Transferee: Shindengen Electric Manufacturing Co., Ltd.

Scheme: Entire power semiconductor business will be transferred to a new company which will be established by Kyocera through a corporate split, and the shares of the new company will be transferred to Shindengen Electric Manufacturing Co., Ltd.

**Other business reviews currently in progress will be announced as soon as their direction had been determined**

## [Record of Reduction from Fiscal 2024 to Fiscal 2025]

- Continuously sold shares, mainly stocks listed in Japan

### Reduction Record of Listed Company Stocks in Japan and Overseas

Reduced number of company stocks: **12**

(Approx. 3% decrease on a book value basis towards the target to reduce at least 5% by fiscal 2026)

(Number of company stocks held As of Apr. 1, 2023: **20** → As of Mar. 31, 2025: **8**)

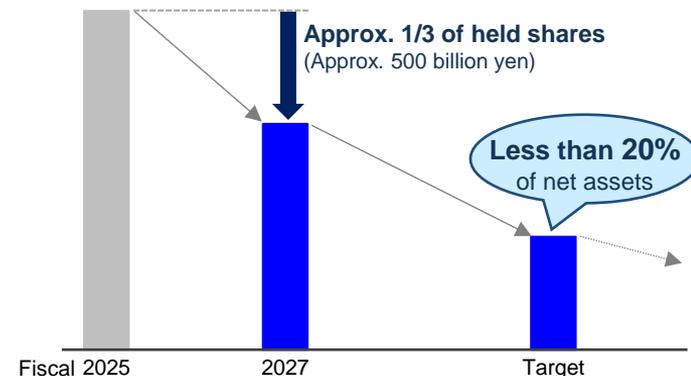
## [Reduction Plan for Fiscal 2026]

- Tender its shares in a tender offer by KDDI for its own shares  
(Expects approx. **250 billion yen** income from divestment;  
please refer to our press release for details)
- Consider reduction of other company stocks listed in Japan

## [Future Reduction Plan]

- Set future target for reducing cross-shareholdings of  
“**less than 20% of net assets**”
- Amount and method of reduction for fiscal 2027 onward will be considered by taking into account factors such as Kyocera’s business environment and condition of capital market

### Reduction of Cross-shareholdings (an image)



## [Fiscal 2026]

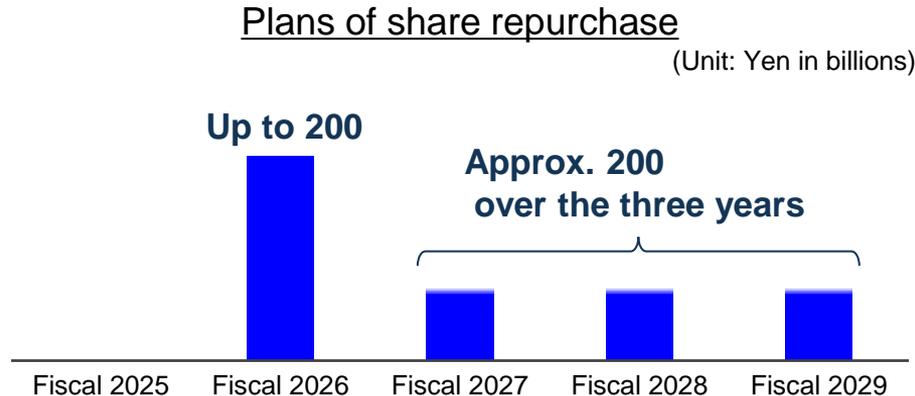
### Conduct repurchase up to 200 billion yen

Period of repurchase: From May 15, 2025 to March 24, 2026

Method of repurchase: Purchases through market (Tokyo Stock Exchange)

## [Fiscal 2027 onward]

Plans to repurchase approximately 200 billion yen worth of its own shares over the three years, while considering the balance with growth investments



## Distribution Policy

Adopted a principal guideline that dividend amounts shall fall within a range based on profit attributable to owners of the parent on a consolidated basis, and has set its dividend policy to maintain a payout ratio of around 50% of profit attributable to owners of the parent

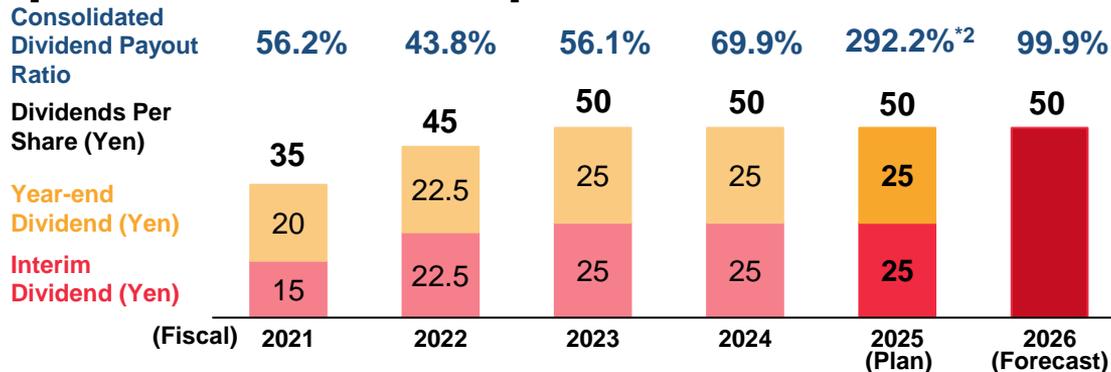
### (1) Fiscal 2025

- Plan to distribute annual dividend of 50 yen per share

### (2) Fiscal 2026

- Plan to distribute annual dividend of 50 yen per share, the same amount as in fiscal 2025

## [Trend of Dividends Per Share\*1]

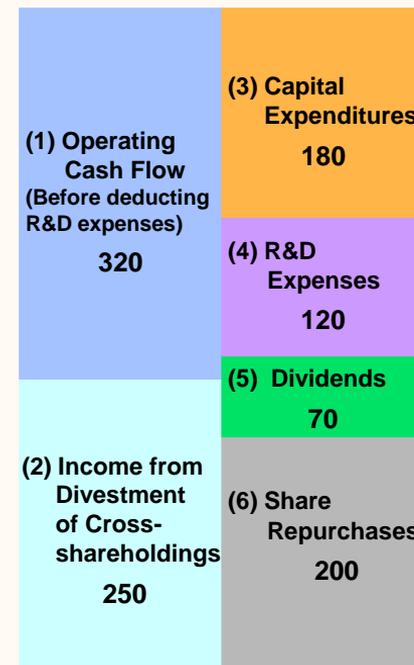


\*1: Amount of dividends per share reflects the stock split with an effective date of January 1, 2024.

\*2: Includes one-time cost of approx. 48 billion yen in the profit attributable to owner of the parent.

## Capital Allocation for Fiscal 2026 Based on Financial Forecasts

(Unit: Yen in billions)





- ◆ Gather personnel from various internal departments to formulate and implement business strategies focused on improving profitability
- ◆ Incorporate external experts to build an objective and robust decision-making framework

## (1) Appointment of a Candidate of Outside Director

Appointed one candidate for Outside Director

**Noriko Oi (Attorney)**

\* To be proposed at the Ordinary General Meeting of Shareholders scheduled on June 26, 2025

## (2) Appointment of an Outside Director as a Chairperson of the Nomination and Remuneration Committee

Appoint an Outside Director as a chairperson of the Nomination and Remuneration Committee from July 2025, in order to realize more healthy, transparent and efficient management structure

## (3) Early Issuance of Annual Report

Scheduled to issue Annual Report for fiscal 2025 on **June 20, six days prior** to the Ordinary General Meeting of Shareholders, with the aim of early disclosure of information necessary for voting decisions



## Enhance Profitability Aiming for the Next Growth

<b>Selection and Concentration of Businesses</b>	<ul style="list-style-type: none"> <li>✓ Restructure business portfolio in all reporting segments</li> <li>✓ Promote optimization of business size and amount of growth investments, such as M&amp;A and R&amp;D activities, from the perspective of investment efficiency and competitiveness</li> </ul>
<b>Review of Capital Strategies</b>	<ul style="list-style-type: none"> <li>✓ Continue reduction of cross-shareholdings</li> <li>✓ Continue repurchase of own shares to optimize capital structure and enhance shareholder returns</li> </ul>
<b>Enhancement of Corporate Governance</b>	<ul style="list-style-type: none"> <li>✓ Promote efforts to share value with shareholders (consider further enhancement of shareholder returns and revision of management remuneration system, etc.)</li> <li>✓ Continue improving effectiveness of the Board of Directors and the Nomination and Remuneration Committee</li> </ul>

## Aim for ROE above cost of capital

- Business portfolio reform focusing on profitability
- Expanding investments in core businesses
- Control costs aligned with business scale

**Profit attributable to owners of the parent**

**Equity**

- Gradual optimization of capital structure in consideration of business aspects (reduction of cross-shareholdings and planned share repurchases)
- Maintaining a high level of shareholder returns (maintain dividends during the restructuring period)

1

Financial Results for Fiscal 2025

2

Financial Forecasts for Fiscal 2026

3

Initiatives Regarding Business Strategies  
and Capital Strategies

4

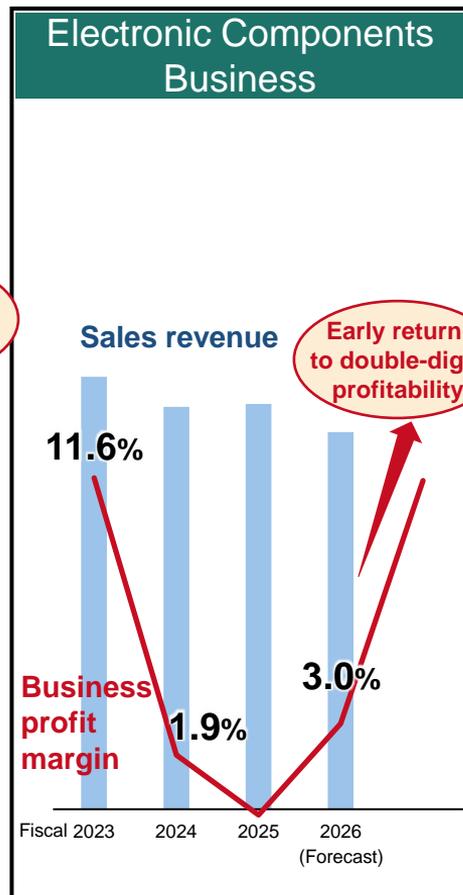
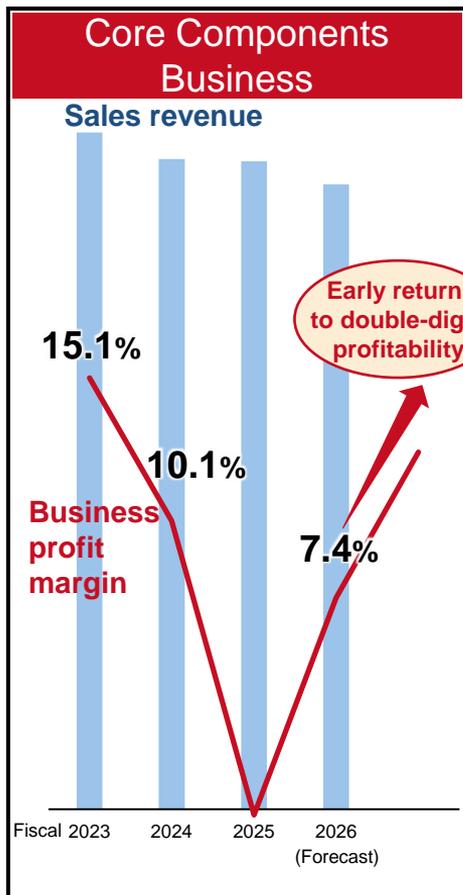
**Future Growth Scenario**

# Future Growth Scenerio

for the Components Businesses

May 14, 2025

Shiro Sakushima  
Senior Managing Executive Officer  
in charge of Strategic Business Transformation



## Basic Approach to Reform of Components Businesses

Identify business areas with existing or potential competitive advantage and concentrate management resources accordingly

### [Short-term challenges (approx. 2 years)]

- ◆ Accelerate improvement of challenging businesses
- ◆ Rebuild the business portfolio

→ **Improve profitability to achieve double-digit margins**

### [Medium-term challenges (approx. 3–5 years)]

- ◆ Establish competitive advantage and a unique market position
- ◆ Formulate investment strategies (R&D, M&A, facilities, HR, etc.)

**Continuously develop and review plans under strategic business transformation project**

Concentrate management resources primarily on the “ceramics-related business”, which leverages Kyocera’s strengths

## Expand SPE\* Components Business

\* Semiconductor processing equipment

- ✓ Strong customer base with SPE manufacturers
- ✓ Manufacturing capabilities to meet growing demand
- ✓ Advanced ceramic materials and manufacturing technologies

- ✓ Share development roadmap with major SPE manufacturers
- ✓ Increase production capacity in line with demand
- ✓ Ensure continuous advancement of ceramic materials and manufacturing technologies



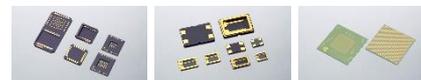
<As compared with fiscal 2025>  
**Sales revenue +45%**  
**Profit ratio +3.0P**



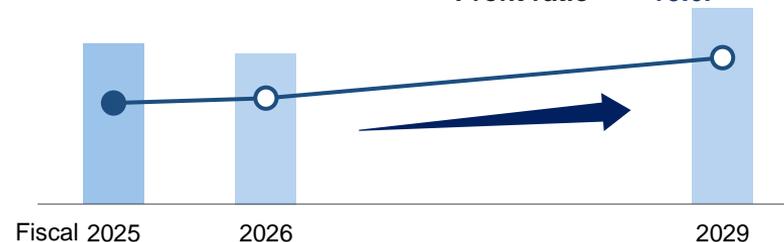
## Expand Ceramic Package Business

- ✓ Miniaturization technology for crystal device packages; 100% share in ultra-compact products
- ✓ Technological capabilities in image sensor package manufacturing
- ✓ High-density and high-speed technologies for optical communication packages

- ✓ Share roadmap and conduct joint technology development with strategic customers
- ✓ Increase production capacity through expansion of Vietnam plant
- ✓ Promote ceramic adoption in chiplet packaging



<As compared with fiscal 2025>  
**Sales revenue +21%**  
**Profit ratio +5.6P**



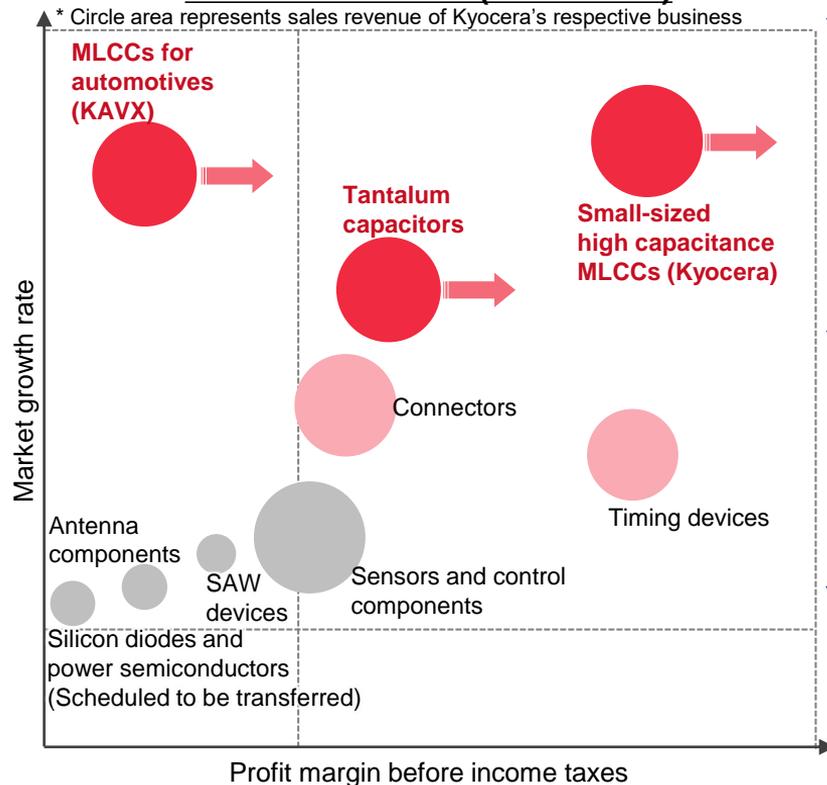
Strengths

Strategies

Target

## Focus on “MLCCs and tantalum capacitors” with strong share growth potential

### Business Portfolio (Fiscal 2025)



### ◆ Strengthen competitiveness of MLCC business

- ✓ Allocate Kyocera's high profitability and competitively advantaged MLCC resources (technology and talent) to KAVX to enhance production technology and capability  
→ KAVX MLCC expected to achieve profitability by fiscal 2026
- ✓ Continue exploring strategic M&A for market share expansion

### ◆ Expand tantalum capacitor business

- ✓ Increase polymer product share alongside high-share MnO<sub>2</sub> products, aiming for a quick return to double-digit profit margins  
Targeted market share of polymer products  
Current: **7%** → Fiscal 2028: **15%**

### ◆ Further business portfolio restructuring

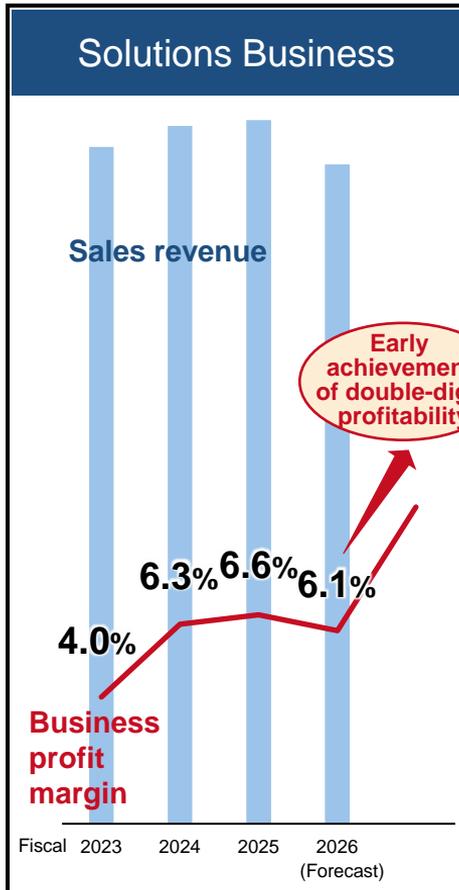
- ✓ In addition to transfer of the silicon diodes and power semiconductors business, consider further consolidation of businesses to accelerate profitability improvement in the Electronic Components Business

# Future Growth Scenerio

## for the Solutions Business

May 14, 2025

Norihiko Ina  
Senior Managing Executive Officer  
in charge of Strategic Business Transformation,  
Executive General Manager of Solutions Business



\* Bar for fiscal 2026 are illustrated taking into account the change of classification of product lines between reporting segments

## Basic Approach to Reform of the Solutions Business

Prioritize profitability improvement and then develop a new growth scenario

### 1. Improve revenue and implement structural reform by product line

(1) Improve revenue through proactive efforts to address challenges in key businesses

Document Solutions / Cutting Tools/ KCCS / Printing Devices

(2) Implement thorough structural reforms to enhance profitability

✓ Smart Energy ✓ Telecommunications Equipment

Pneumatic and Power Tools

### 2. Next period growth scenario

Maximize business growth and profitability in two directions

(1) Refine Kyocera's strengths (core competencies) and reorganize the business portfolio to focus on resolving customer and societal challenges

(2) Strengthen manufacturing and build a common business model and platform to promote selling products and services together

Promote with strategic business transformation project

## Shift from “product sales” alone to “products and services”

– Focus on increasing profitability and transitioning to businesses that contribute to a sustainable society –

**Increase sales of semi-solid (clay-type) lithium-ion storage batteries**

**Provide high value-added solutions by combining highly safe semi-solid (clay-type) lithium-ion storage batteries with solar cells**

**ENEREZZA<sup>+</sup> Plus**  
エネレッザプラス

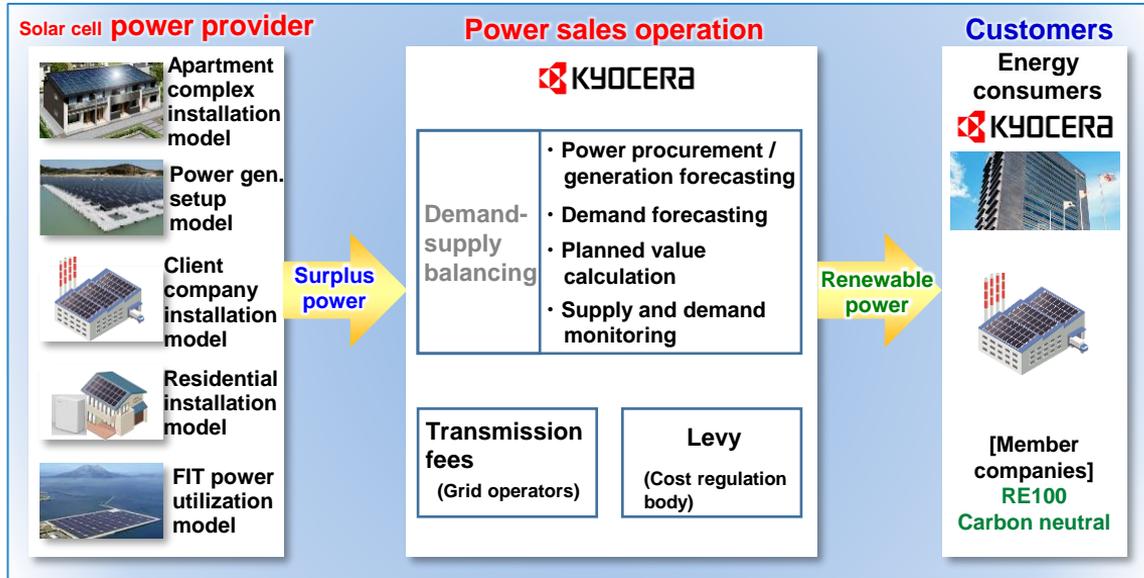


 **Expand renewable energy power sales business**

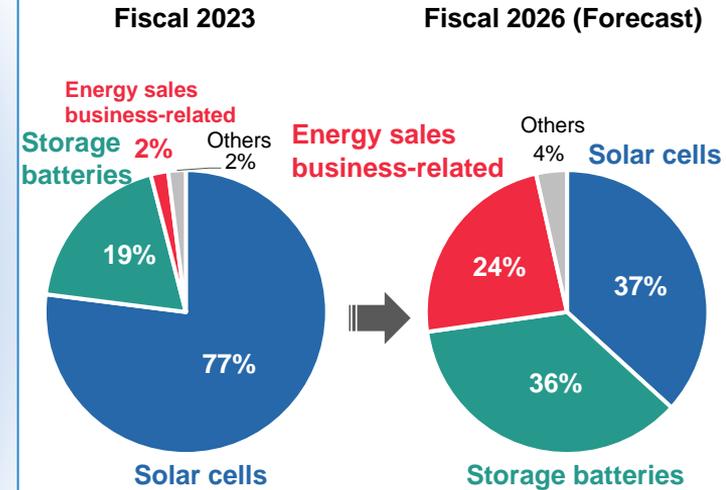
**Move away from a one-off product sales model and expand the renewable energy power sales business in response to growing demand, helping solve customer and societal challenges while building a high-margin, long-term business**

## Renewable energy power sales model

Secure diverse sources of renewable energy, purchase surplus electricity from suppliers, manage supply and demand within Kyocera, and provide power to environmentally-conscious companies, including those in the RE100 initiative.



## Sales Mix of the Smart Energy Business



## Phase out consumer business, shift focus further to corporate business, and transition to 5G infrastructure-related business

### Direction of reform

#### Enhance profitability

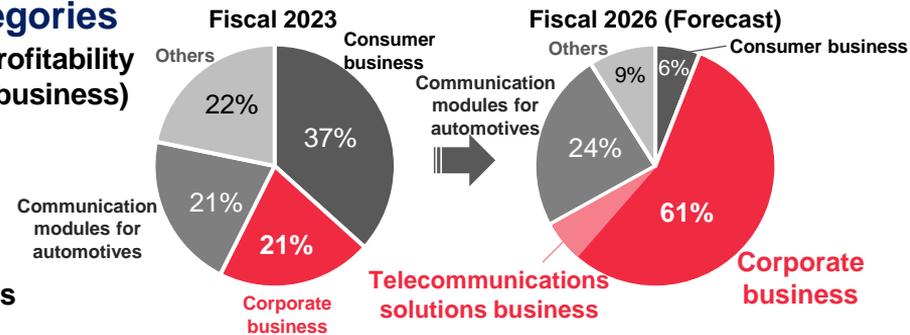
#### ➤ Selection and concentration of products and categories

- Focus on business-use devices, and strategically exit low-profitability products and categories (phase out consumer smartphone business)

#### ➤ Further focus on corporate business

- Respond to customer needs and drive business expansion with products and services of communication solutions
  - Focus on specific markets such as “food and beverage as well as retail” and “transportation and logistics”

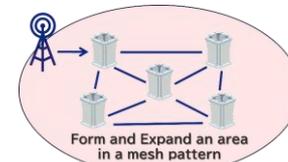
### Sales Mix of the Telecommunications Equipment Business



#### Growth: Launch of 5G infrastructure-related business

Develop a wireless relay technology with KDDI to efficiently expand the 5G millimeter-wave communication area using Kyocera's telecommunications technologies (targeting practical use by fiscal 2026)

Contribute to the spread and development of 5G communication systems, aiming to realize a comfortable and convenient society



Wireless Relay Technology to Expand Millimeter-Wave Area



Repeater Installation in Nishi-Shinjuku Area

As the first step in transforming into a company that delivers value to all internal and external stakeholders, Kyocera will rigorously execute the following business and capital strategies by fiscal 2026.

## Key Initiatives for Fiscal 2026

### Business Strategies

- **Make challenging businesses profitable**  
Reconsider strategies for the Organic Packages and Boards Business and improve profitability of KAVX group
- **Develop the portfolio restructuring plan and start execution (strategic business transformation project)**  
Identify areas of competitive advantage from a short- to medium-term perspective and concentrate management resources accordingly

### Capital Strategies

- **Reduce cross-shareholdings**  
Divest 250 billion yen worth of cross-shareholdings
- **Conduct share repurchases**  
Repurchase up to 200 billion yen worth of its own shares

## **Appendix:**

**p. 41      Financial Results for Fiscal 2025 Excluding One-time Costs**

**pp. 42-45      Quarterly Trends of Financial Results from 1Q of Fiscal 2024  
to 4Q of Fiscal 2025**

# Financial Results for Fiscal 2025 Excluding One-time Costs



● Profit Ratio



One-time Costs

\* Figures Excluding One-time Costs

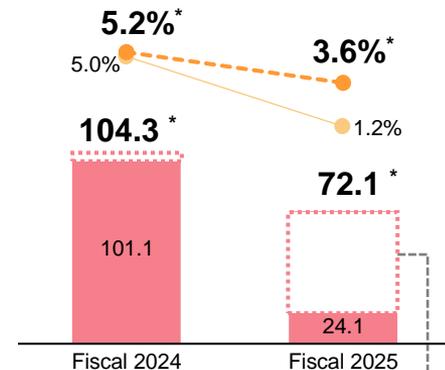
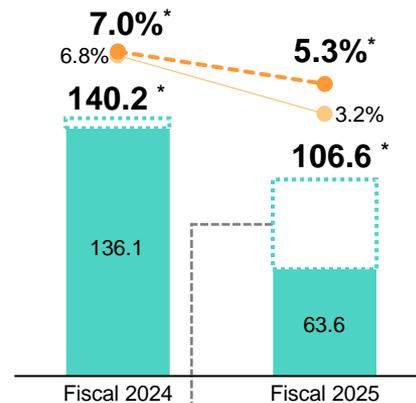
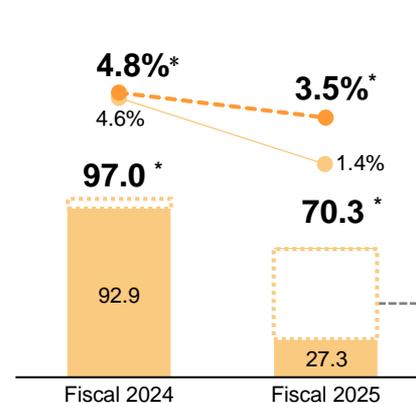
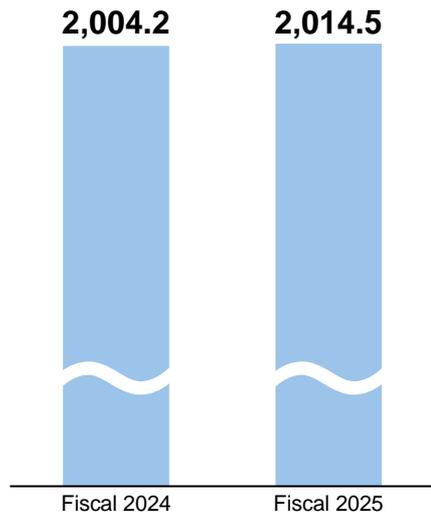
(Unit: Yen in billions)

## Sales Revenue

## Operating Profit

## Profit Before Income Taxes

## Profit Attributable to Owners of the Parent



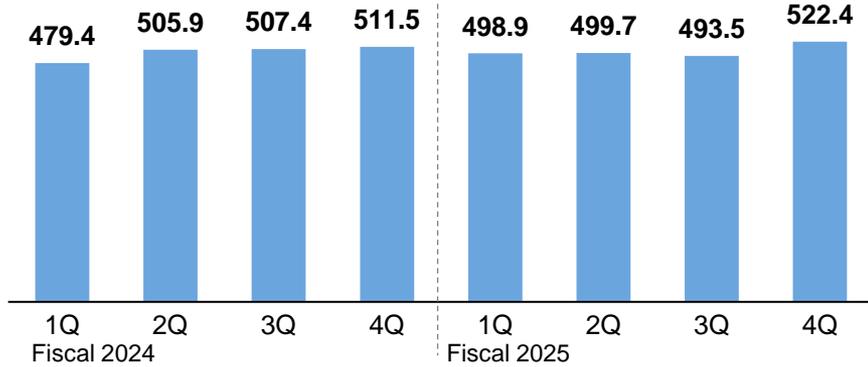
Impairment Loss, etc. Approx. 43 billion yen

Impairment Loss, etc. Approx. 30 billion yen  
 Reversal of Deferred Tax Assets, etc. Approx. 18 billion yen  
 Total Approx. 48 billion yen

Note: Each profit margin is calculated based on millions of yen.

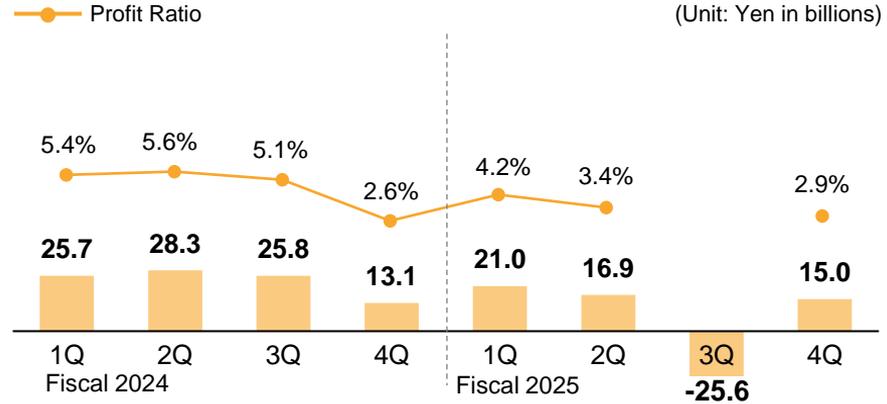
## Sales Revenue

(Unit: Yen in billions)



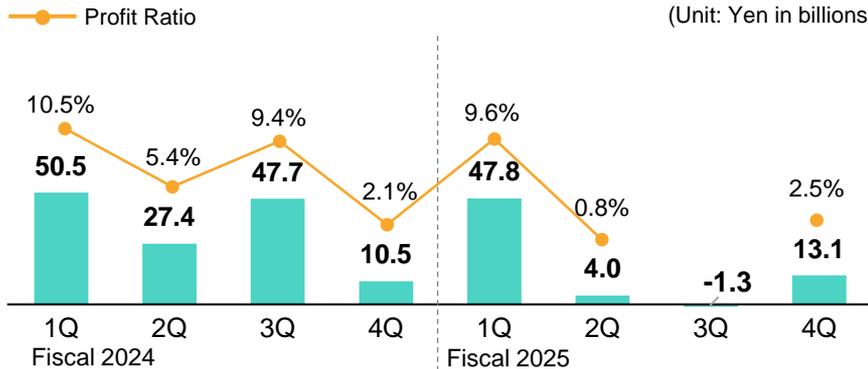
## Operating Profit

(Unit: Yen in billions)



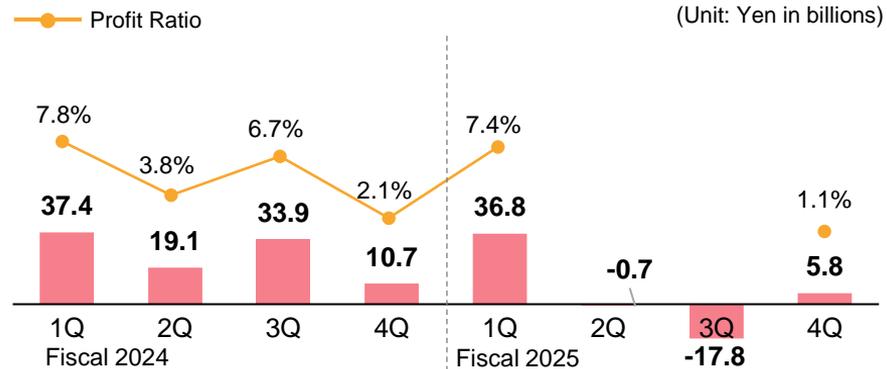
## Profit Before Income Taxes

(Unit: Yen in billions)



## Profit Attributable to Owners of the Parent

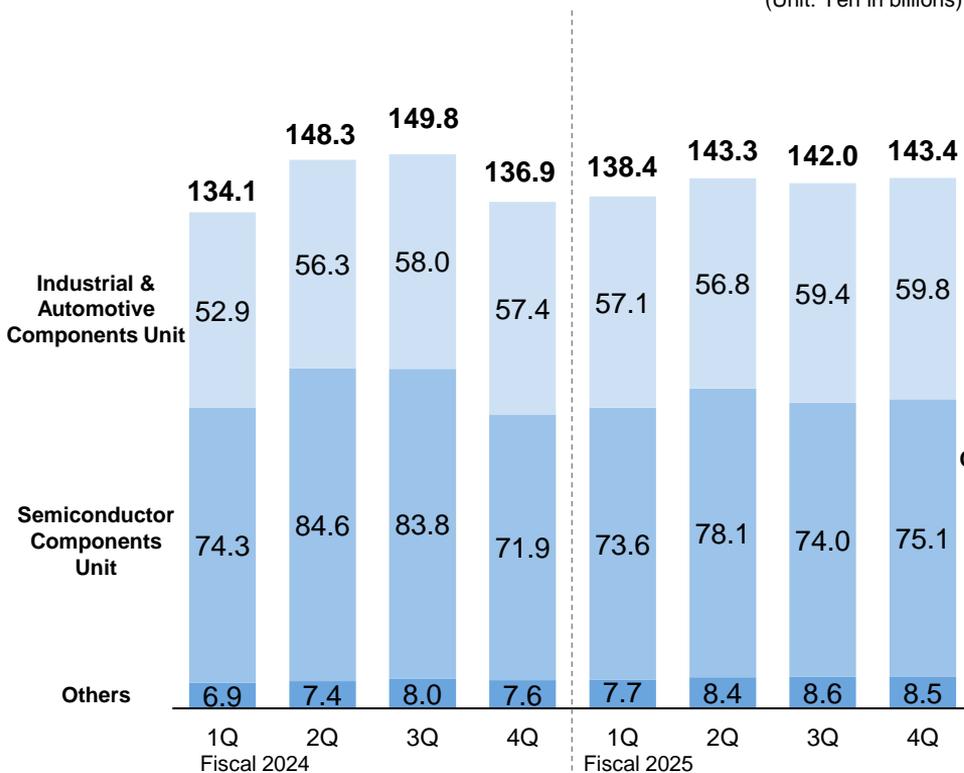
(Unit: Yen in billions)



Note: Each profit margin is calculated based on millions of yen.

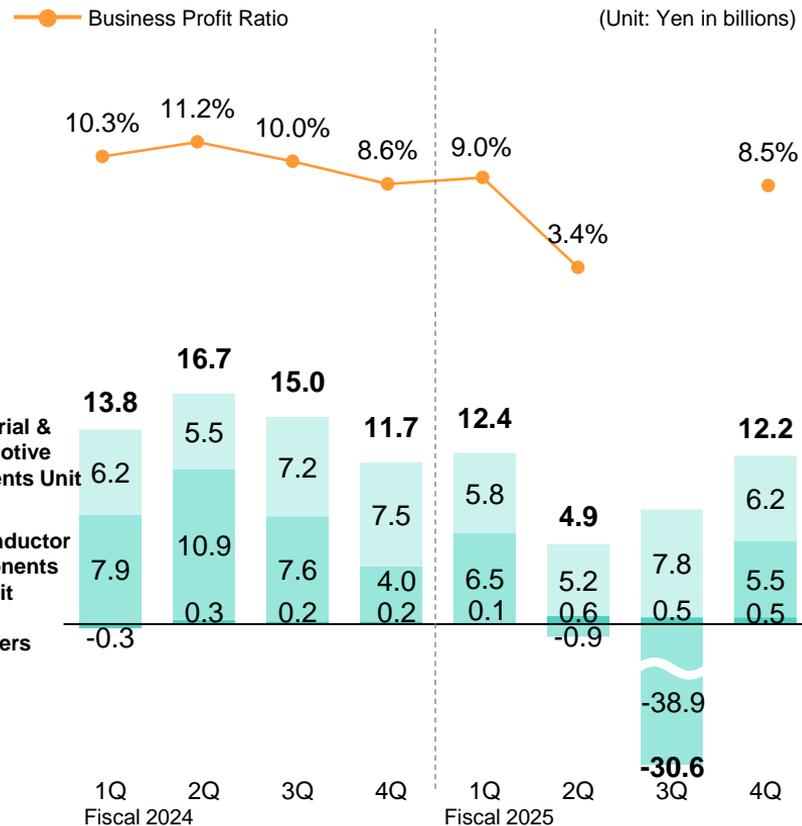
**Sales Revenue**

(Unit: Yen in billions)



**Business Profit / Loss**

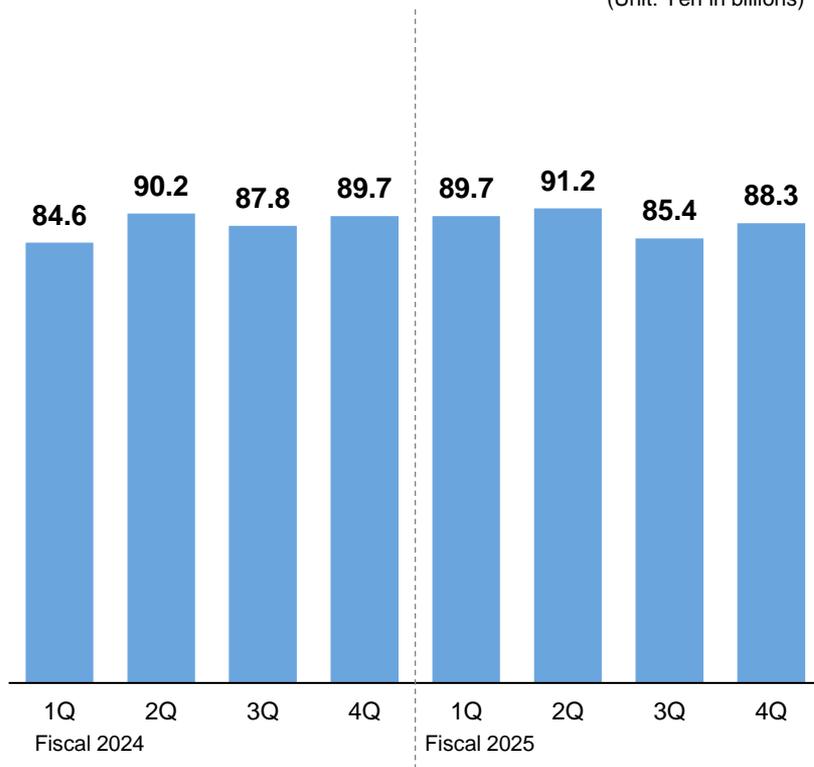
(Unit: Yen in billions)



Notes: Business profit is the profit before income taxes of each business.  
Business profit ratio is calculated based on millions of yen.

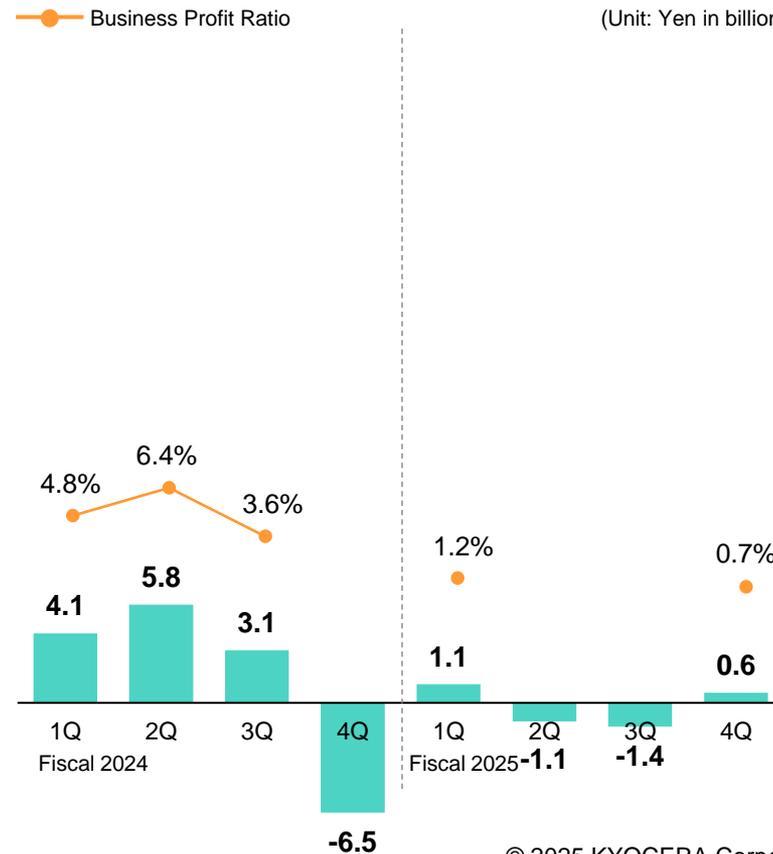
### Sales Revenue

(Unit: Yen in billions)



### Business Profit / Loss

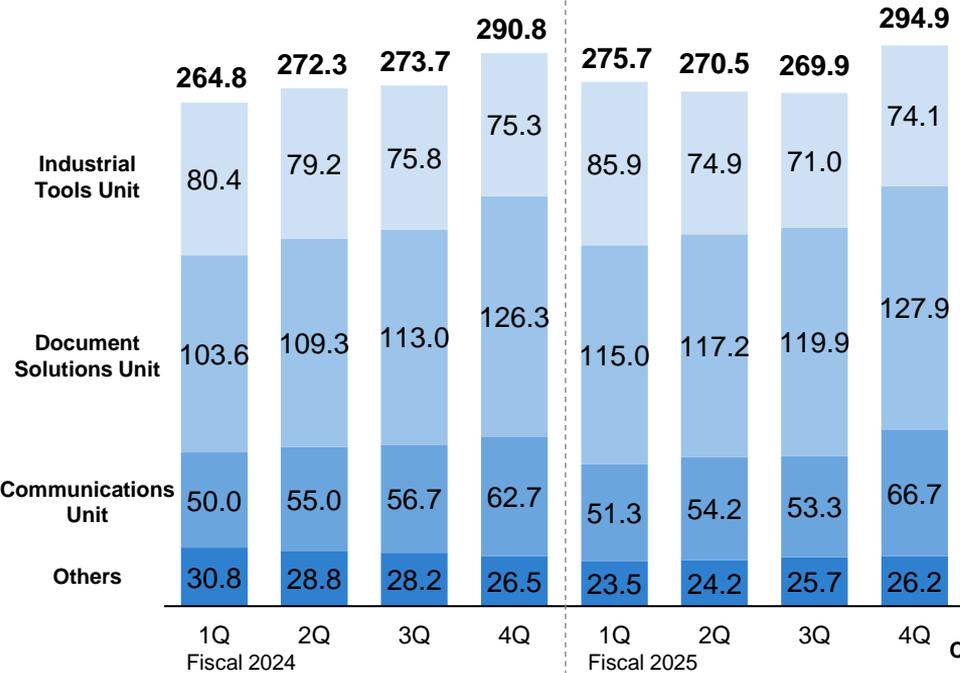
(Unit: Yen in billions)



Notes: Business profit is the profit before income taxes of each business.  
Business profit ratio is calculated based on millions of yen.

### Sales Revenue

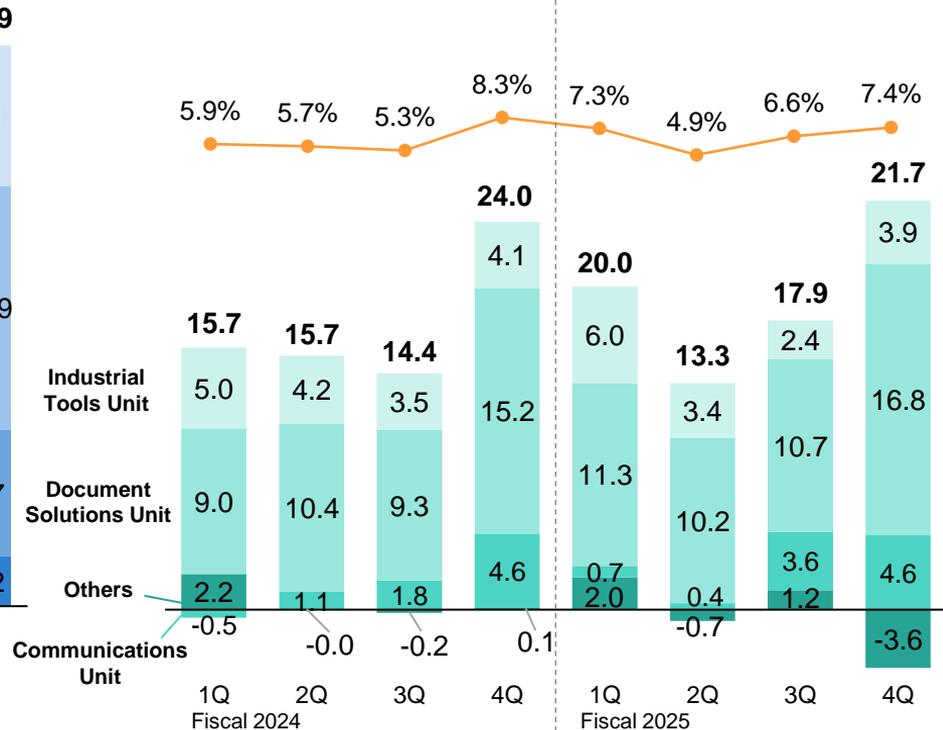
(Unit: Yen in billions)



### Business Profit / Loss

(Unit: Yen in billions)

Business Profit Ratio



Notes: Business profit is the profit before income taxes of each business.  
Business profit ratio is calculated based on millions of yen.

## 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.



KYOCERA Corporation