Kyocera Corporation

Company Presentation

(Code Number: 6971, TSE Prime Market)

May 31, 2023

Hiroaki Chida
Executive Officer,
Senior General Manager of
Corporate Management Control Group

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.
1 Corporate Profile
2 Medium-Term Management Plan
3 Shareholder Returns
1 Corporate Profile

2 Medium-Term Management Plan

3 Shareholder Returns
Established in 1959

Location of Head Office
Kyoto

Group Companies 298
(Including Kyocera Corporation; as of Mar. 31, 2023)

Group Employees 81,209
(As of Mar. 31, 2023)

Shares Listed on Prime Market, Tokyo Stock Exchange

Market Capitalization Approx. 2.9 Trillion Yen
(Closing price, as of May 26, 2023)

Annual Sales Revenue Approx. 2 Trillion Yen
(Results for FY Mar. 2023)

Overseas Sales Ratio Approx. 70%
(Results for FY Mar. 2023)
Corporate Motto

“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.
1) Unique Philosophy and Management Methods

A guiding principle based on a criterion “Do what is right as a human being” to realize the management rationale.

Amoeba Management

Management methods to operate small group called “amoeba” in a financially independent manner.

Kyocera’s Accounting Principles

Practical accounting principals based on fairness and transparency.

The Kyocera Philosophy

(Management Philosophy)

Kazuo Inamori’s Practical Study of Management and Accounting

Kyocera Philosophy
2) Strong Financial Base

Total Assets
Approx. 4 Trillion Yen

Shareholder’s Equity Ratio
Approx. 74%

Strong financial base and high shareholder’s equity ratio enables sustainable management

As of March 31, 2023

Total Assets
Shareholder’s Equity Ratio

(FY Mar.)

2018 74.3%
2019 76.3%
2020 74.8%
2021 74.2%
2022 73.3%
2023 73.9%

(Unit: Yen in trillions)
3) Various Elemental Technologies and Global Business Operations

Fine Ceramic Technologies

Kyocera offers a wide range of products for markets such as industrial, electronics, automotive and renewable energy, by utilizing core technology fostered from the start of business.

Wireless Communication Technologies

In addition to communication terminals and various communication modules, Kyocera provides engineering business such as base station construction.

Broad Business Domains and Global Business Operations

Kyocera operates production, sales and R&D activities globally to support various customers world-wide.
What are Fine Ceramics?

Ceramics are non-metallic, inorganic substances that are manufactured through a process of exposure to high temperature, such as pottery, glass, cement. Fine ceramics are type of ceramics in which the chemical composition has been precisely adjusted and manufactured in well-controlled production process and possess high material property as well as dimensional precision.

A Key Components for the Manufacturing Equipment of Semiconductors, the Essential Components for Smartphones and Automobiles

Fine ceramic components are used in semiconductor processing equipment, particularly in harsh processes that generates plasmas, which metal etc. would be corroded.
Forecasts to reach a record high sales revenue for the third consecutive year (2.1 trillion yen)

1960
(FY Mar.)

1965~
Started ceramic packages and substrates business

1966
Alumina substrates got adopted by IBM

1966
U-shaped Kelcima

1970

1973~
Started mass production of MLCCs

1975~
Started development of solar power generation system

1979~
Started equipment business

1990~
U.S. based AVX *1 Group joins the Kyocera Group

1991~
Started telecommunication business

2000~
Mita Corp.,*2 a MFP manufacturer, joins the Kyocera Group

2011~
Started pneumatic and power tools business

Path of Growth (1) Sales Revenue

(U: Yen in trillions)

1.5
1
0.5
0

1960
1970
1980
1990
2000
2010
2020
2024
(Forecast)

*1 Currently Kyocera AVX Components Corporation (“KAVX”)

*2 Currently Kyocera Document Solutions Inc.

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Continuing to post profit every year since establishment

(Unit: Yen in billions)


200 Bil. Yen

Path of Growth (2) Profit Before Income Taxes

1973, 1979 The oil shocks
1987 Black Monday
1991 Burst of Japan’s bubble economy
2001 Burst of dot-com bubble
2008 Global financial crisis
2011 Great East Japan Earthquake
Thailand floods
2020 Spread of COVID-19

*2001: Including the impact of the increase in the equity interest of Kyocera in the amount of 174.1 billion yen due to the formation of KDDI following the merger of predecessor companies of KDDI.

Texts in blue are that of calendar year.

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Business Overview

Solutions Business
Solutions Business provides wide-range of equipment and systems such as pneumatic and power tools for general and industrial use, MFPs and printers, mobile phones, and residential electricity storage systems as well as solutions-based services.

Core Components Business
Core Components Business provides various components, including fine ceramics, our founding business, for the industrial, automotive-related and information and communication markets.

Electronic Components Business
Electronic Components Business provides various electronic components and devices to information and communication, automotive-related and consumer markets.
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1 Corporate Profile

2 Medium-Term Management Plan

3 Shareholder Returns
1. Realization of our 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.

2. Practice of High-Profit Management
   Maximize revenues and minimize expenses.

Return to the basics of our management philosophy in formulating the Medium-Term Management Plan
Business Environment and Social Conditions

Medium- to long-term expansion of semiconductor market

<table>
<thead>
<tr>
<th>How we contribute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply components that address the recent industry-wide semiconductor shortage</td>
</tr>
</tbody>
</table>

Full-scale application of AI, 5G, ADAS and other new technologies

<table>
<thead>
<tr>
<th>How we contribute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply components and equipment to automotive and electronic equipment markets to meet growing demand due to digitalization</td>
</tr>
</tbody>
</table>

Growing global environmental awareness

<table>
<thead>
<tr>
<th>How we contribute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide eco-friendly products and solutions that address social issues</td>
</tr>
</tbody>
</table>

Practice high-growth, high-profit management by solving issues facing society and humankind through our technologies and products
Regain our challenging spirit by returning to a growth trajectory
Proactive Investment in Key Areas

Trend of Capital Expenditures and R&D Expenses
(Unit: Yen in billions)

Capital Expenditures
- Total of 3 years from FY Mar. 2018 through FY Mar. 2020: 516.9
- Total of 3 years from FY Mar. 2021 through FY Mar. 2023: 696.7
- Total of 3 years from FY Mar. 2024 through FY Mar. 2026: 850.0

R&D Expenses
- Total of 3 years from FY Mar. 2018 through FY Mar. 2020: 309.5
- Total of 3 years from FY Mar. 2021 through FY Mar. 2023: 442.8
- Total of 3 years from FY Mar. 2024 through FY Mar. 2026: 253.9

Max. of 1,200.0

Breakdown of Capex
- Headquarters, R&D etc.: 12%
- Solutions Business: 47%
- Electronic Components Business: 25%
- Core Components Business: 16%

R&D expenses: About 5% of sales revenue
- Technology development to evolve existing businesses
- Creation of new businesses that address social issues

Medium-Term Management Plan

Prioritize investment in markets and products with high growth potential
<table>
<thead>
<tr>
<th></th>
<th>FY Mar. 2023</th>
<th>FY Mar. 2024</th>
<th>FY Mar. 2026</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales Revenue</strong></td>
<td>2,025.3</td>
<td>2,100.0</td>
<td>2,500.0</td>
</tr>
<tr>
<td><strong>Profit Before Income</strong></td>
<td>176.2</td>
<td>200.0</td>
<td>350.0</td>
</tr>
<tr>
<td><strong>Profit Ratio</strong></td>
<td>8.7%</td>
<td>9.5%</td>
<td>14.0%</td>
</tr>
<tr>
<td><strong>ROE</strong></td>
<td>(Result) 4.3%</td>
<td>(Target) 5.0% or more</td>
<td>(Target) 7.0% or more</td>
</tr>
<tr>
<td><strong>Capital Expenditures</strong></td>
<td>173.9</td>
<td>Maximum of 850.0 for 3 years</td>
<td></td>
</tr>
<tr>
<td><strong>R&amp;D Expenses</strong></td>
<td>94.3</td>
<td>Maximum of 350.0 for 3 years</td>
<td></td>
</tr>
</tbody>
</table>

**Leverage the collective strengths of the Kyocera Group to achieve targets**

(Unit: Yen in billions)
Management Strategy to Achieve Financial Targets

**Group-wide**
- Continue proactive investment on a record scale
- Realize high growth by concentrating internal resources into areas of competitive advantage
- Enhance profitability by maximizing use of digital technology
- Allocate management resources optimally by expediting decision-making on business continuity/withdrawal

**Core Components Business**
- Focus on components for high-growth potential semiconductor-related markets
- Make aggressive capital investment to increase production and productivity

**Electronic Components Business**
- Increase market share by maximizing synergies between Kyocera and KAVX
- Focus on capacitors and timing devices

**Solutions Business**
- Expand eco-friendly products and businesses that address social issues
- Enhance profitability through structural reforms in Communications Unit and energy business
Medium-Term Target by Reporting Segment (FY Mar. 2026)

**Core Components Business**
- **FY Mar. 2026**
  - Sales Revenue: 780.0 bil. yen
  - Business Profit: 140.4 bil. yen
  - Profit Ratio: 18.0%

**Electronic Components Business**
- **FY Mar. 2026**
  - Sales Revenue: 500.0 bil. yen
  - Business Profit: 100.0 bil. yen
  - Profit Ratio: 20.0%

**Solutions Business**
- **FY Mar. 2026**
  - Sales Revenue: 1,250.0 bil. yen
  - Business Profit: 125.0 bil. yen
  - Profit Ratio: 10.0%
Core Components Business
Medium-Term Management Plan
(Unit: Yen in billions)

Sales Revenue
- Semiconductor Components Unit: 592.4
- Others: 620.0
- Profit Ratio: 15.1%
  - FY Mar. 2023: 89.5
  - FY Mar. 2024 (Forecast): 86.0
  - FY Mar. 2026 (Medium-Term Target): 140.4
  - Profit Ratio: 18.0%

Business Strategy
Take advantage of increasing demand over medium to long term to expand business, particularly in areas of competitive advantages.

Semiconductor Components Unit
- Expand production of organic packages and boards and ceramic packages for information and communications-related markets
- Focus on high-value-added products
- Enhance production technology for highly complex products

Industrial & Automotive Components Unit
- Increase production of fine ceramic components for semiconductor processing equipment of cutting-edge semiconductors
- Capture demand in fields related to automotive ADAS and EVs

Sales Revenue
- FY Mar. 2023: 364.6 bil. yen
- FY Mar. 2024 (Forecast): 490.0 bil. yen
- FY Mar. 2026 (Medium-Term Target): 592.4 bil. yen

Profit Ratio
- FY Mar. 2023: 13.9%
- FY Mar. 2024 (Forecast): 14.0%
- FY Mar. 2026 (Medium-Term Target): 18.0%
Major Capital Expenditures

◆ Increase capacity via new facilities in view of long-term demand growth

• Fine ceramic components: Kagoshima Kokubu Plant and Shiga Yohkaichi Plant
• Ceramic packages: Vietnam Plant and Kagoshima Sendai Plant
• Organic packages and boards: Kyoto Ayabe Plant and Kagoshima Sendai Plant

◆ Scrap and build existing facilities by utilizing new facilities
Location and planned timing for commencement of production in new buildings

Long-Term Goal:
Production expansion target

Make record capital investment to meet growing medium- to long-term demand

Capex Plan

(Unit: Yen in billions)

Accelerate investment to expand production

• Further enhancement of preparatory investment by working closely with customers
• Early preparation for constructing new buildings and plants as a response to prolonged material procurement and construction period
Acquire land for new factory in Isahaya, Nagasaki

Overview
- Name: Nagasaki Isahaya Plant (tentative name), Kyocera Corporation
- Location: Minami Isahaya Industrial Park, Oguri District, Isahaya City, Nagasaki Pref.
- Investment: Approx. 62 billion yen (through FY Mar. 2029)
- Total area: Approx. 150,000m²
- Main structure: Steel-framed 6-story building (Planned to start construction in FY Mar. 2024)

Production Items
Fine ceramic components for semiconductor processing equipment, ceramic and organic packages, etc.

Production Plan
- FY Mar. 2026: Open plant
- FY Mar. 2027: Commence production
- FY Mar. 2028: Expand facility and production items
- Annual production in FY Mar. 2029: 25 billion yen
**Business Strategy**

Focus on areas of expertise and leverage synergies between Kyocera and KAVX to expand market share and enhance profitability

**<Sales>**
Utilize KAVX’s global sales network and strong relationships with key customers to expand sales of Kyocera’s electronic components business

**<Production>**
Incorporate Kyocera’s labor-saving and high-efficiency production technology to KAVX’s production sites to increase productivity

**<Target market share based on synergy effects>**

- **Tantalum Capacitors**
  - FY Mar. 2023: 30%
  - FY Mar. 2026: 40%

- **Timing Devices**
  - FY Mar. 2023: 10%
  - FY Mar. 2026: 20%

- **MLCCs**
  - FY Mar. 2023: 5%
  - FY Mar. 2026: 10%

- **Connectors**
  - FY Mar. 2023: 2%
  - FY Mar. 2026: 5%

**Leverage synergies to achieve faster-than-market growth**

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**Electronic Components Business**

**Medium-Term Management Plan**

(Unit: Yen in billions)

**Sales Revenue**

- **KAVX**
  - 378.5
  - 390.0

- **Kyocera’s electronic components business**
  - 11.6%
  - 14.1%

**Business Profit**

- **KAVX**
  - 44.1
  - 55.0

- **Kyocera’s electronic components business**
  - 500.0

**Profit Ratio**

- **KAVX**
  - 11.6%
  - 14.1%

- **Kyocera’s electronic components business**
  - 44.1
  - 55.0

**FY Mar. 2023**

- **FY Mar. 2024**
  - Forecast

- **FY Mar. 2026**
  - Medium-Term Target
Optimize production sites of Kyocera and KAVX

- Building global production structure for future expansion of production capacity
- Proactive adoption of digital technologies necessary for automation and labor saving

Major Capital Expenditures

◆ Expand production capacity by creating new plants and buildings
  - New Thai plant: Realize collaboration between Kyocera and KAVX as a production base for MLCCs and tantalum capacitors
  - Kagoshima Kokubu Plant: Introduce cutting-edge labor-saving and automation technology
  - El Salvador Plant: Make maximum use of strong labor pool as a production base for MLCCs and tantalum capacitors

◆ Introduce automated lines in existing KAVX facilities
  - New Thai plant: Realize collaboration between Kyocera and KAVX as a production base for MLCCs and tantalum capacitors
  - Kagoshima Kokubu Plant: Introduce cutting-edge labor-saving and automation technology
  - El Salvador Plant: Make maximum use of strong labor pool as a production base for MLCCs and tantalum capacitors

Promote capital expenditures to create a system for enhanced production and global optimization of production sites, and digitalization to boost productivity

Capex Plan

(Unit: Yen in billions)

<table>
<thead>
<tr>
<th>Year Range</th>
<th>MLCCs</th>
<th>Timing Devices</th>
<th>Tantalum Capacitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total of 3 years from FY Mar. 2021 through FY Mar. 2023</td>
<td>1.9x</td>
<td>1.8x</td>
<td>1.4x</td>
</tr>
<tr>
<td>Total of 3 years from FY Mar. 2024 through FY Mar. 2026</td>
<td>210.0</td>
<td>1.8x</td>
<td>1.4x</td>
</tr>
</tbody>
</table>
1. Expand existing businesses

Industrial Tools Unit:
Increase global market share of cutting tools and pneumatic and power tools

Document Solutions Unit:
Maintain profitability of MFPs and printers and expand business domain to commercial inkjet printers and ECM and document BPOs

2. Promote structural reforms

Communications Unit:
Discontinue consumer smartphone business

Energy business:
Swiftly achieve profitability in three energy equipment businesses (solar power generating system, storage battery and fuel cells) by doubling productivity and reducing costs, and expand renewable energy power services

3. Create new businesses

Digital Textile Printing System
Collaborative Robots
Cooperative Road-Vehicle System
Discontinue consumer smartphone business

- Ended new product development in FY Mar. 2023
- End supply and sales of products in FY Mar. 2025

Focus resources for development on infrastructure-related business to further promote adoption of millimeter-wave 5G communication

Continue and expand communication terminal business and telecommunication services business for corporate customers

- Shift to developing high-profit custom devices and providing telecommunication services for corporations
- Expand existing ICT service and engineering business

Transform to telecommunications solutions business and infrastructure-related business for corporate customers
Expand corporate renewable energy selling business that address increasing demand of renewable energy and rising energy costs

- Double productivity and cost reduction
- Transform to selling renewable energy business (Shift from selling “products” to “services”)

### Business Plan

<table>
<thead>
<tr>
<th>FY Mar. 2023 (Forecast)</th>
<th>FY Mar. 2024</th>
<th>FY Mar. 2026 (Medium-term target)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36.8</td>
<td>37.5</td>
<td>60.0</td>
</tr>
<tr>
<td><strong>Profit ratio</strong></td>
<td>1.4%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

- **Sales revenue from selling services**
- **Sales revenue from selling products**

**Sources of solar-generated electricity**

- Solar power plant (Non-FIT)
- On-site PPA
- Solar power generation system
- Storage battery system
- SOFC

**Sales of electricity**

- **Manage and match supply and demand**
- Procure electricity and forecast electricity production
- Forecast demand
- Calculate planned power supply
- Supervise supply and demand

**Renewable energy**

- Use in own sites
- Improve renewable energy ratio of Kyocera Group
- Companies with environmental awareness
- Proactively expand sales to other companies

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**Capital Strategy to Support Business Growth**

**Clarified capital allocation for the three years based on the medium-term management plan**

【Capital Allocation from FY Mar. 2024 through FY Mar. 2026】

(Unit: Yen in billions)

- **Funding Policy**
  - Plan to raise funds by borrowings to meet future funding needs, such as active investment and for maintenance and improvement of shareholder returns
  - Use KDDI shares as collateral to reduce borrowing costs in anticipation of future increases in interest rates

- **Proactive investment for business growth**
  - Focus on investments to increase production capacity and improve productivity of the Semiconductor Components Unit and the Electronic Components Business

- **Proactive investment in R&D activities**
  - Continue investments necessary for expansion of the Solutions Business and the creation of new businesses

- **Shareholder Return Policy**
  - Maintain current dividend policy

- **Other Policies**
  - Consider M&A with an emphasis on synergy
  - Conduct share repurchases when appropriate

### Capital Expenditures

1. **Operating cash flow**: 1,400.0 - 1,500.0 (Before deducting R&D expenses)
2. **Raise capital using KDDI stock, etc.**: Maximum of 500.0
3. **Capital expenditures**: Maximum of 850.0
4. **R&D expenses**: Maximum of 350.0
5. **Dividend**: Approx. 300.0
6. **M&A and share repurchases, etc.**: 400.0 - 500.0

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Adopt a numerical target to further reduce its shareholdings

Reducing its shareholdings from the past, at appropriate timing

• Conduct an annual review of all individual shareholdings, considering the need to maintain the business relationship and/or efficiency in use of assets
• Conduct assessment by the Board of Directors whether the Company’s holding of the relevant shares is appropriate

<Reference: Number of its shareholdings of listed company stocks in Japan>

Set a numerical target to clarify the immediate policy to further reduce its shareholdings

Target
Amount of reduction: At least 5% on a book value basis
Period: By FY Mar. 2026
(Within the time frame of the medium-term management plan)

• Updated the Corporate Governance Report and specified the above-mentioned target
Promote Sustainable Management

Environment

- Endorsed TCFD (From Mar. 2020)
- Set and achieve long-term environmental goals
  1. Reduce greenhouse gas emissions (Scope 1, 2, 3) by 46% by FY Mar. 2031 (vs. FY Mar. 2020)
  2. Increase renewable energy use by 20x by FY Mar. 2031 (vs. FY Mar. 2014)
  3. Become carbon neutral by FY Mar. 2051
- Promote introduction of renewable energy
- Implement company-wide energy-saving initiatives

Human Capital etc.

- Respect human rights
  - Joined the Responsible Business Alliance (RBA)
  - Conduct human rights due diligence for Kyocera and its suppliers
  - Provide training to eliminate harassment and discrimination
- Create pleasant work environment and sites
  - Enhance employee engagement
  - Pursue diversity
    - Promote the active participation of female employees
    - Support plans for balance work with childcare, nursing care, medical care, etc.
    - Promote male employees’ engagements in childcare
    - Foster understanding of LGBTQ+

Trend of Female Managers (As of Apr. 1 each year)

- No. of female managers
- Ratio of female in management position

- CY2017: 1.5%
- CY2018: 1.8%
- CY2019: 2.7%
- CY2020: 3.6%
- CY2021: 3.7%
- CY2022: 4.4%
- CY2023: 4.6%
- Target: 8.0%

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Summary of Medium-Term Management Plan

Implement Business Strategy

- Strategic investments in areas of competitive advantage
  - Core Components Business
    Active investment for components for semiconductor-related markets
  - Electronic Components Business
    Focus on capacitors and timing devices by maximizing synergies between Kyocera’s electronic components business and KAVX
- Promote expansion of existing businesses as well as restructuring
  - Solutions Business
    - Industrial Tools Unit/Document Solutions Unit: Expand market shares
    - Communications Unit/Energy business: Fundamentally transform business structure

Strengthen Management Foundation

- Capital strategies
  Procure fund by effectively combining capital assets and borrowings
- Corporate governance initiatives
  Reducing cross-holding of shares
- Promotion of sustainable management
  - Environment:
    Initiatives to achieve carbon neutrality
  - Human capitals etc.:
    Recruitment strategies, respect for human rights, diversity, and increased employee engagement

Aim to continuously increase ROE and improve PBR
Enhancing shareholder returns through a combination of dividends and share repurchases

- **Share repurchase**
  - **Approx. 40.0 billion yen** (Total payout ratio: 87.8%)
  - **Approx. 24.1 billion yen** (Total payout ratio: 60.0%)
  - **Max. of 50.0 billion yen** (Total payout ratio: 84.0%)

- **Dividend per share (Yen)**
  - **FY Mar. 2019**: 140
  - **FY Mar. 2020**: 160
  - **FY Mar. 2021**: 140
  - **FY Mar. 2022**: 180
  - **FY Mar. 2023 (Plan)**: 200
  - **FY Mar. 2024 (Forecast)**: 200

- **Period of repurchase:** From May 16, 2023, by Mar. 22, 2024

- **Conduct share repurchase continuously depending on capital structure and share prices**

- **Maintain dividend based on a payout ratio of around 50%**
Shareholder Benefits

Offers shareholders products and services of Kyocera Group at special prices and in special programs

Examples

- Offers jewelry, kitchen appliances, power tools, garden equipment, cleaning tools, MFPs and printers at special prices

- Offers gift certificates to shareholders who installed Kyocera’s solar power generation systems or electricity storage systems

- Provides shareholder exclusive plans and back-order gourmet foods of Hotel Nikko Princess Kyoto and Hotel Kyocera

- We send a new catalog regarding shareholder benefits in late June and early December to all shareholders on our shareholder list at the end of March and September.
- Details and period of shareholder benefits vary depending on the time of announcement.
IR Website

Financial highlights and corporate profile video etc. are available on the website.

- Financial Highlights
- Corporate Profile Video & Brochure

Please have a look and subscribe!

IR News Mail Service

We share latest IR news such as earnings release and press release by email.

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- Financial Highlights
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IR News Mail Service

We share latest IR news such as earnings release and press release by email.

To Find Out More: IR Website and IR News Mail Service
Appendix
Real time share prices are available on the IR website.

https://global.kyocera.com/ir/s_info/chart.html
## Financial Forecasts for the Year Ending March 31, 2024 (1)

### (Unit: Yen in millions)

<table>
<thead>
<tr>
<th></th>
<th>Year Ended March 31, 2023</th>
<th>Year Ending March 31, 2024</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Amount</td>
</tr>
<tr>
<td>Sales Revenue</td>
<td>2,025,332</td>
<td>2,100,000</td>
<td>74,668</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>128,517 (6.3%)</td>
<td>147,000 (7.0%)</td>
<td>18,483</td>
</tr>
<tr>
<td>Profit Before Income Taxes</td>
<td>176,192 (8.7%)</td>
<td>200,000 (9.5%)</td>
<td>23,808</td>
</tr>
<tr>
<td>Profit Attributable to Owners of the Parent</td>
<td>127,988 (6.3%)</td>
<td>145,000 (6.9%)</td>
<td>17,012</td>
</tr>
<tr>
<td>EPS (Basic-yen)</td>
<td>356.60</td>
<td>404.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Exchange Rate</th>
<th>US$</th>
<th></th>
<th>Euro</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>135 yen</td>
<td>125 yen</td>
<td>141 yen</td>
<td>130 yen</td>
</tr>
</tbody>
</table>

Notes: Figures in parentheses represents percentages to sales revenue. Forecast of EPS (Basic-yen) for the Year ending March 31, 2024 is calculated using the average number of shares outstanding during the Year ended March 31, 2023.
## Financial Forecasts for the Year Ending March 31, 2024 (2)

(Unit: Yen in millions)

<table>
<thead>
<tr>
<th></th>
<th>Year Ended March 31, 2023</th>
<th>Year Ending March 31, 2024</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>173,901</td>
<td>275,000</td>
<td>101,099</td>
</tr>
<tr>
<td></td>
<td>(8.6%)</td>
<td>(13.1%)</td>
<td></td>
</tr>
<tr>
<td>Depreciation Charge of</td>
<td>108,757</td>
<td>123,000</td>
<td>14,243</td>
</tr>
<tr>
<td>Property, Plant and</td>
<td>(5.4%)</td>
<td>(5.9%)</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R&amp;D Expenses</td>
<td>94,277</td>
<td>115,000</td>
<td>20,723</td>
</tr>
<tr>
<td></td>
<td>(4.7%)</td>
<td>(5.5%)</td>
<td></td>
</tr>
</tbody>
</table>

Note: Figures in parentheses represents percentages to sales revenue.
### Sales Revenue by Reporting Segment

<table>
<thead>
<tr>
<th>Sales Revenue by Reporting Segment</th>
<th>Year Ended March 31, 2023</th>
<th>Year Ending March 31, 2024</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount Component Ratio</td>
<td>Amount Component Ratio</td>
<td>Amount %</td>
</tr>
<tr>
<td>Core Component Business</td>
<td>592,376 29.2%</td>
<td>620,000 29.5%</td>
<td>27,624 4.7%</td>
</tr>
<tr>
<td>Industrial &amp; Automotive Components Unit</td>
<td>199,194 9.8%</td>
<td>225,000 10.7%</td>
<td>25,806 13.0%</td>
</tr>
<tr>
<td>Semiconductor Components Unit</td>
<td>364,579 18.0%</td>
<td>365,000 17.4%</td>
<td>421 0.1%</td>
</tr>
<tr>
<td>Others</td>
<td>28,603 1.4%</td>
<td>30,000 1.4%</td>
<td>1,397 4.9%</td>
</tr>
<tr>
<td></td>
<td>378,536 18.7%</td>
<td>390,000 18.6%</td>
<td>11,464 3.0%</td>
</tr>
<tr>
<td>Electronic Components Business</td>
<td>1,068,597 52.8%</td>
<td>1,115,000 53.1%</td>
<td>46,403 4.3%</td>
</tr>
<tr>
<td>Solutions Business</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industrial Tools Unit</td>
<td>308,406 15.2%</td>
<td>315,000 15.0%</td>
<td>6,594 2.1%</td>
</tr>
<tr>
<td>Document Solutions Unit</td>
<td>434,914 21.5%</td>
<td>455,000 21.7%</td>
<td>20,086 4.6%</td>
</tr>
<tr>
<td>Communications Unit</td>
<td>207,793 10.3%</td>
<td>225,000 10.7%</td>
<td>17,207 8.3%</td>
</tr>
<tr>
<td>Others</td>
<td>117,484 5.8%</td>
<td>120,000 5.7%</td>
<td>2,516 2.1%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>23,403 1.2%</td>
<td>20,000 0.9%</td>
<td>-3,403 -14.5%</td>
</tr>
<tr>
<td>Adjustments and Eliminations</td>
<td>-37,580 -1.9%</td>
<td>-45,000 -2.1%</td>
<td>-7,420 —</td>
</tr>
<tr>
<td>Sales Revenue</td>
<td>2,025,332 100.0%</td>
<td>2,100,000 100.0%</td>
<td>74,668 3.7%</td>
</tr>
</tbody>
</table>

(Unit: Yen in millions)
## Business Profit (Loss) Forecasts by Reporting Segment for the Year Ending Mar. 31, 2024

(Unit: Yen in millions)

<table>
<thead>
<tr>
<th>Business Profit by Reporting Segment</th>
<th>Year Ended March 31, 2023</th>
<th>Year Ending March 31, 2024</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>% to Sales Revenue</td>
<td>Amount</td>
</tr>
<tr>
<td>Core Components Business</td>
<td>89,475</td>
<td>15.1%</td>
<td>86,000</td>
</tr>
<tr>
<td>Industrial &amp; Automotive Components Unit</td>
<td>24,743</td>
<td>12.4%</td>
<td>32,000</td>
</tr>
<tr>
<td>Semiconductor Components Unit</td>
<td>67,702</td>
<td>18.6%</td>
<td>53,000</td>
</tr>
<tr>
<td>Others</td>
<td>-2,970</td>
<td>-</td>
<td>1,000</td>
</tr>
<tr>
<td>Total Business Profit</td>
<td>146,983</td>
<td>7.3%</td>
<td>175,000</td>
</tr>
<tr>
<td>Corporate Gains and Others</td>
<td>29,209</td>
<td>-</td>
<td>25,000</td>
</tr>
<tr>
<td>Profit Before Income Taxes</td>
<td>176,192</td>
<td>8.7%</td>
<td>200,000</td>
</tr>
</tbody>
</table>

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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.