Financial Presentation
(For the Year Ended March 31, 2023)

May 16, 2023

Hideo Tanimoto
President and Representative Director

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. Financial Results for the Year Ended March 31, 2023

2. Financial Forecasts for the Year Ending March 31, 2024

3. Medium-Term Management Plan
1 Financial Results for the Year Ended March 31, 2023

2 Financial Forecasts for the Year Ending March 31, 2024

3 Medium-Term Management Plan
## Financial Results for the Year Ended March 31, 2023 (1)

### Years Ended March 31, Change

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales Revenue</strong></td>
<td>1,838,938</td>
<td>2,025,332</td>
<td>186,394</td>
<td>10.1%</td>
</tr>
<tr>
<td><strong>Operating Profit</strong></td>
<td>148,910</td>
<td>128,517</td>
<td>-20,393</td>
<td>-13.7%</td>
</tr>
<tr>
<td></td>
<td>(8.1%)</td>
<td>(6.3%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Profit Before Income Taxes</strong></td>
<td>198,947</td>
<td>176,192</td>
<td>-22,755</td>
<td>-11.4%</td>
</tr>
<tr>
<td></td>
<td>(10.8%)</td>
<td>(8.7%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Profit Attributable to Owners of the Parent</strong></td>
<td>148,414</td>
<td>127,988</td>
<td>-20,426</td>
<td>-13.8%</td>
</tr>
<tr>
<td></td>
<td>(8.1%)</td>
<td>(6.3%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EPS (Basic-yen)</strong></td>
<td>411.15</td>
<td>356.60</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Average Exchange Rate

<table>
<thead>
<tr>
<th>Currency</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$</td>
<td>112 yen</td>
<td>135 yen</td>
</tr>
<tr>
<td>Euro</td>
<td>131 yen</td>
<td>141 yen</td>
</tr>
</tbody>
</table>

Sales Revenue: Reached record high and achieved our long-stated target of 2 trillion yen

Profits: Decreased due to rising costs from inflation and substantial decrease of sales revenue of the Communications Unit, as well as the recording of one-time costs totaling approx. 19 billion yen

Note: Figures in parentheses represents percentages to sales revenue.
## Financial Results for the Year Ended March 31, 2023 (2)

(Unit: Yen in millions)

<table>
<thead>
<tr>
<th></th>
<th>Years Ended March 31,</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>151,771 (8.3%)</td>
<td>173,901 (8.6%)</td>
</tr>
<tr>
<td>Depreciation Charge of Property, Plant and Equipment</td>
<td>90,229 (4.9%)</td>
<td>108,757 (5.4%)</td>
</tr>
<tr>
<td>R&amp;D Expenses</td>
<td>84,123 (4.6%)</td>
<td>94,277 (4.7%)</td>
</tr>
</tbody>
</table>

Note: Figures in parentheses represents percentages to sales revenue.
## Sales Revenue by Reporting Segment for the Year Ended March 31, 2023

(Units: Yen in millions)

<table>
<thead>
<tr>
<th>Sales Revenue by Reporting Segment</th>
<th>2022</th>
<th>2023</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Component Ratio</td>
<td>Amount</td>
</tr>
<tr>
<td>Core Components Business</td>
<td>527,933</td>
<td>28.7%</td>
<td>592,376</td>
</tr>
<tr>
<td>Industrial &amp; Automotive Components Unit</td>
<td>172,908</td>
<td>9.4%</td>
<td>199,194</td>
</tr>
<tr>
<td>Semiconductor Components Unit</td>
<td>327,746</td>
<td>17.8%</td>
<td>364,579</td>
</tr>
<tr>
<td>Others</td>
<td>27,279</td>
<td>1.5%</td>
<td>28,603</td>
</tr>
<tr>
<td>Electonic Components Business</td>
<td>339,102</td>
<td>18.4%</td>
<td>378,536</td>
</tr>
<tr>
<td>Solutions Business</td>
<td>983,689</td>
<td>53.5%</td>
<td>1,068,597</td>
</tr>
<tr>
<td>Industrial Tools Unit</td>
<td>251,062</td>
<td>13.7%</td>
<td>308,406</td>
</tr>
<tr>
<td>Document Solutions Unit</td>
<td>366,691</td>
<td>19.9%</td>
<td>434,914</td>
</tr>
<tr>
<td>Communications Unit</td>
<td>262,306</td>
<td>14.3%</td>
<td>207,793</td>
</tr>
<tr>
<td>Others</td>
<td>103,630</td>
<td>5.6%</td>
<td>117,484</td>
</tr>
<tr>
<td>Others</td>
<td>17,817</td>
<td>1.0%</td>
<td>23,403</td>
</tr>
<tr>
<td>Adjustments and Eliminations</td>
<td>-29,603</td>
<td>-1.6%</td>
<td>-37,580</td>
</tr>
<tr>
<td>Sales Revenue</td>
<td>1,838,938</td>
<td>100.0%</td>
<td>2,025,332</td>
</tr>
<tr>
<td>Business Profit by Reporting Segment</td>
<td>Years Ended March 31,</td>
<td>Change</td>
<td></td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-----------------------</td>
<td>--------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2022</td>
<td>2023</td>
<td>Amount</td>
</tr>
<tr>
<td>Core Components Business</td>
<td></td>
<td></td>
<td>61,640</td>
</tr>
<tr>
<td>Industrial &amp; Automotive Components Unit</td>
<td>19,872</td>
<td>11.5%</td>
<td>24,743</td>
</tr>
<tr>
<td>Semiconductor Components Unit</td>
<td>44,239</td>
<td>13.5%</td>
<td>67,702</td>
</tr>
<tr>
<td>Others</td>
<td>-2,471</td>
<td>—</td>
<td>-2,970</td>
</tr>
<tr>
<td></td>
<td>47,896</td>
<td>14.1%</td>
<td>44,064</td>
</tr>
<tr>
<td>Electronic Components Business</td>
<td></td>
<td></td>
<td>68,730</td>
</tr>
<tr>
<td>Solutions Business</td>
<td></td>
<td></td>
<td>27,211</td>
</tr>
<tr>
<td>Industrial Tools Unit</td>
<td>33,334</td>
<td>9.1%</td>
<td>33,706</td>
</tr>
<tr>
<td>Document Solutions Unit</td>
<td>15,288</td>
<td>5.8%</td>
<td>-11,729</td>
</tr>
<tr>
<td>Others</td>
<td>-7,103</td>
<td>—</td>
<td>-3,017</td>
</tr>
<tr>
<td>Others</td>
<td>-14,649</td>
<td>—</td>
<td>-28,795</td>
</tr>
<tr>
<td></td>
<td>163,617</td>
<td>8.9%</td>
<td>146,983</td>
</tr>
<tr>
<td>Corporate Gains and Others</td>
<td>35,330</td>
<td>—</td>
<td>29,209</td>
</tr>
<tr>
<td>Profit Before Income Taxes</td>
<td>198,947</td>
<td>10.8%</td>
<td>176,192</td>
</tr>
</tbody>
</table>
### Sales Revenue

<table>
<thead>
<tr>
<th></th>
<th>Year Ended March 31, 2022</th>
<th>Year Ended March 31, 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>527.9</td>
<td>592.4</td>
</tr>
</tbody>
</table>

**Change:** +12.2\%  
**Comparison with the previous period:**

### Business Profit

<table>
<thead>
<tr>
<th></th>
<th>Year Ended March 31, 2022</th>
<th>Year Ended March 31, 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11.7%</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

**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.

### Major Reasons for Changes: Year Ended March 31, 2023 Compared with Year Ended March 31, 2022

- **Semiconductor Components Unit:**
  An increase in sales of organic packages and boards for the information and communication infrastructure-related markets

- **Industrial & Automotive Components Unit:**
  An increase in sales of high-value-added products such as fine ceramic components for semiconductor processing equipment

- **Effect of increased sales, as well as the impact of the depreciation of yen**

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Financial Results by Reporting Segment for the Year Ended Mar. 31, 2023

Sales Revenue

<table>
<thead>
<tr>
<th>Year Ended March 31, 2022</th>
<th>Year Ended March 31, 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>339.1</td>
<td>378.5</td>
</tr>
</tbody>
</table>

Business Profit

<table>
<thead>
<tr>
<th>Year Ended March 31, 2022</th>
<th>Year Ended March 31, 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>47.9</td>
<td>44.1</td>
</tr>
</tbody>
</table>

Business Profit Ratio

- **Year Ended March 31, 2022**: 14.1%
- **Year Ended March 31, 2023**: 11.6%

**<Major Reasons for Changes: Year Ended March 31, 2023 Compared with Year Ended March 31, 2022>**

- Growing demand for components such as ceramic capacitors mainly for the industrial and the automotive-related markets
- The impact of the depreciation of yen
- Increases in costs for raw materials, etc.
- Weakening demand for smartphone components
- The recording of the additional cost in the amount of approximately 3 billion yen such as costs relating to pension obligations in Kyocera AVX Components Corporation (“KAVX”) Group

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.

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## Solutions Business

### Financial Results by Reporting Segment for the Year Ended Mar. 31, 2023

#### Sales Revenue

<table>
<thead>
<tr>
<th></th>
<th>Year Ended March 31, 2022</th>
<th>Year Ended March 31, 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>983.7</td>
<td>1,068.6</td>
</tr>
<tr>
<td>(Unit: Yen in billions)</td>
<td></td>
<td>+8.6%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Comparison with the previous period)</td>
</tr>
</tbody>
</table>

#### Business Profit

<table>
<thead>
<tr>
<th></th>
<th>Year Ended March 31, 2022</th>
<th>Year Ended March 31, 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>68.7</td>
<td>42.2</td>
</tr>
<tr>
<td>(Unit: Yen in billions)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Profit Ratio</td>
<td>7.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td></td>
<td>-38.5%</td>
<td>(Comparison with the previous period)</td>
</tr>
</tbody>
</table>

<Major Reasons for Changes: Year Ended March 31, 2023 Compared with Year Ended March 31, 2022>

- Increased sales of major products in the Document Solutions Unit and the Industrial Tools Unit
- The impact of the depreciation of yen
- A substantial decrease in mobilephone sales volume in the Communications Unit
- The recording of the one-time cost of approximately 8.0 billion yen in connection with structural reforms, including the write-down of inventory
- Increases in costs for raw materials, energy and logistics, etc.

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.

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1. Financial Results for the Year Ended March 31, 2023

2. Financial Forecasts for the Year Ending March 31, 2024

3. Medium-Term Management Plan
# Financial Forecasts for the Year Ending March 31, 2024 (1)

<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>
<tr>
<td>Average Exchange Rate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>US$</td>
<td>135 yen</td>
<td>125 yen</td>
<td></td>
</tr>
<tr>
<td>Euro</td>
<td>141 yen</td>
<td>130 yen</td>
<td></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></td>
<td></td>
<td>Amount</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>173,901 (8.6%)</td>
<td>275,000 (13.1%)</td>
<td>101,099</td>
</tr>
<tr>
<td>Depreciation Charge of</td>
<td>108,757 (5.4%)</td>
<td>123,000 (5.9%)</td>
<td>14,243</td>
</tr>
<tr>
<td>Property, Plant and</td>
<td></td>
<td></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 (4.7%)</td>
<td>115,000 (5.5%)</td>
<td>20,723</td>
</tr>
</tbody>
</table>

Note: Figures in parentheses represents percentages to sales revenue.
## Sales Revenue Forecasts by Reporting Segment for the Year Ending Mar. 31, 2024

<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</td>
<td>Component Ratio</td>
<td>Amount</td>
</tr>
<tr>
<td>Core Component Business</td>
<td>592,376</td>
<td>29.2%</td>
<td>620,000</td>
</tr>
<tr>
<td>Industrial &amp; Automotive Components Unit</td>
<td>199,194</td>
<td>9.8%</td>
<td>225,000</td>
</tr>
<tr>
<td>Semiconductor Components Unit</td>
<td>364,579</td>
<td>18.0%</td>
<td>365,000</td>
</tr>
<tr>
<td>Others</td>
<td>28,603</td>
<td>1.4%</td>
<td>30,000</td>
</tr>
<tr>
<td>Electronic Components Business</td>
<td>378,536</td>
<td>18.7%</td>
<td>390,000</td>
</tr>
<tr>
<td>Solutions Business</td>
<td>1,068,597</td>
<td>52.8%</td>
<td>1,115,000</td>
</tr>
<tr>
<td>Industrial Tools Unit</td>
<td>308,406</td>
<td>15.2%</td>
<td>315,000</td>
</tr>
<tr>
<td>Document Solutions Unit</td>
<td>434,914</td>
<td>21.5%</td>
<td>455,000</td>
</tr>
<tr>
<td>Communications Unit</td>
<td>207,793</td>
<td>10.3%</td>
<td>225,000</td>
</tr>
<tr>
<td>Others</td>
<td>117,484</td>
<td>5.8%</td>
<td>120,000</td>
</tr>
<tr>
<td>Others</td>
<td>23,403</td>
<td>1.2%</td>
<td>20,000</td>
</tr>
<tr>
<td>Adjustments and Eliminations</td>
<td>-37,580</td>
<td>-1.9%</td>
<td>-45,000</td>
</tr>
<tr>
<td>Sales Revenue</td>
<td>2,025,332</td>
<td>100.0%</td>
<td>2,100,000</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>Electronic Components Business</td>
<td>44,064</td>
<td>11.6%</td>
<td>55,000</td>
</tr>
<tr>
<td>Solutions Business</td>
<td>42,239</td>
<td>4.0%</td>
<td>79,000</td>
</tr>
<tr>
<td>Industrial Tools Unit</td>
<td>23,279</td>
<td>7.5%</td>
<td>26,000</td>
</tr>
<tr>
<td>Document Solutions Unit</td>
<td>33,706</td>
<td>7.8%</td>
<td>40,000</td>
</tr>
<tr>
<td>Communications Unit</td>
<td>-11,729</td>
<td>—</td>
<td>3,000</td>
</tr>
<tr>
<td>Others</td>
<td>-3,017</td>
<td>—</td>
<td>10,000</td>
</tr>
<tr>
<td>Others</td>
<td>-28,795</td>
<td>—</td>
<td>-45,000</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>
Summary of Financial Forecasts for the Year Ending March 31, 2024

**Core Components Business and Electronic Components Business:**
In the semiconductor-related, automotive-related and smartphone-related markets, demand adjustments are expected for a time being. However, Kyocera expects the environment to gradually improve from the latter half of the first half of the Year Ending March 2024, and this will lead to increases in sales revenue.

**Solutions Business:**
Sales revenue increases due to aggressive development of new products and businesses, primarily in the Document Solutions Unit.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales Revenue (Unit: Yen in billions)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Components Business</td>
<td>2,025.3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electronic Components Business</td>
<td>27.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solutions Business</td>
<td>11.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>-10.8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2,100.0</td>
<td></td>
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</tr>
</tbody>
</table>

**Profit Before Income Taxes**

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit Before Income Taxes (Unit: Yen in billions)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Components Business</td>
<td>176.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electronic Components Business</td>
<td>-3.5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Solutions Business</td>
<td>10.9</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>-20.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>200.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Core Components Business:**
Business profit is expected to slightly decrease due to the preparatory capital expenditures necessary to achieve the medium-term management plan.

**Electronic Components Business:**
Business profit is expected to increase due to the absence of a one-time expense, which was recorded in the Year Ended March 2023, in addition to recovery of demand for high profitable components such as capacitors.

**Solutions Business:**
Business profit is expected to increase greatly due to an increase in sales revenue as well as a result of the improved profitability through the structural reforms in low growth and/or low profitability businesses.
1 Financial Results for the Year Ended March 31, 2023

2 Financial Forecasts for the Year Ending March 31, 2024

3 Medium-Term Management Plan

✓ Overview
✓ Business Strategy
✓ Strengthening of Management Foundation
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
**Overview**

**Business Environment and Social Conditions**

**Medium- to long-term expansion of semiconductor market**

- **Size of Semiconductor Market** (Unit: Yen in trillions)
  - CY2022: 50
  - CY2030: 100

**How we contribute**

Supply components that address the recent industry-wide semiconductor shortage

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

**How we contribute**

Supply components and equipment to automotive and electronic equipment markets to meet growing demand due to digitalization

**Growing global environmental awareness**

**How we contribute**

Provide eco-friendly products and solutions that address social issues

---

**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

Overview
Stages of Growth

FY Mar. 2001
Sales Revenue: 1 trillion yen

FY Mar. 2023
Sales Revenue: 2 trillion yen

Aim to achieve in 6 years
FY Mar. 2024 ~ FY Mar. 2026
Medium-Term Management Plan

FY Mar. 2026
Sales Revenue: 2.5 trillion yen
Profit Ratio: 14%

FY Mar. 2029
Sales Revenue: 3 trillion yen
Profit Ratio: 20%

FY Mar. 2024
Sales Revenue: 3 trillion yen
Profit Ratio: 20%

22 years

Regain our challenging spirit by returning to a growth trajectory
Overview
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: Max. of 1,200.0

- 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: 850.0

Breakdown of Capex

- Core Components Business (Components for semiconductor-related markets): 47%
- Solutions Business (Information equipment, industrial tools, etc.): 25%
- Electronic Components Business (Capacitors, timing devices etc.): 16%
- Headquarters, R&D etc.: 12%

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

Prioritize investment in markets and products with high growth potential
### Numerical Targets (Kyocera Group Consolidated)

<table>
<thead>
<tr>
<th>(Unit: Yen in billions)</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 Taxes</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>Maximum of 350.0 for 3 years</td>
</tr>
<tr>
<td><strong>R&amp;D Expenses</strong></td>
<td>94.3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

**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 reform in Communications Unit and energy business
Overview

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%

(Uunit: Yen in billions)

Electronic Components Business

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

(Uunit: Yen in billions)

Solutions Business

**FY Mar. 2026**
- **Sales Revenue:** 1,250.0 bil. yen
- **Business Profit:** 125.0 bil. yen
- **Profit Ratio:** 10.0%

(Uunit: Yen in billions)

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Financial Results for the Year Ended March 31, 2023

Financial Forecasts for the Year Ending March 31, 2024

Medium-Term Management Plan

- Overview
- Business Strategy
- Strengthening of Management Foundation
Core Components Business

Business Environment

Market

(Global; Kyocera forecast)

- **Semiconductor:**
  Increasing demand for cutting-edge products

  ![Graph showing Logic and Memory CAGR](Image)

  **Logic:**
  - CY2022: 1,857
  - CY2030: 4,152
  - CAGR 11%

  **Memory:**
  - CY2022: 3,503
  - CY2030: 5,107
  - CAGR 5%

- **Semiconductor Processing Equipment:**
  Generational evolution leads to more processing and demand

<table>
<thead>
<tr>
<th>Process</th>
<th>CY2022</th>
<th>CY2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lithography</td>
<td>Approx. 2.0 x</td>
<td></td>
</tr>
<tr>
<td>Coater/Developer</td>
<td>Approx. 2.0 x</td>
<td></td>
</tr>
<tr>
<td>Etching</td>
<td>Approx. 2.5 x</td>
<td></td>
</tr>
<tr>
<td>Film forming</td>
<td>Approx. 2.5 x</td>
<td></td>
</tr>
</tbody>
</table>

Key Products

- Organic Packages for Network Servers
- Ceramic Packages for Semiconductors
- Fine Ceramic Components for Semiconductor Processing Equipment

Kyocera Strengths

- **Package Products**
  - Manufacturing technology supporting larger size and advanced multi-layering
  - High market share of strategic customers

- **Fine Ceramic Components for Semiconductor Processing Equipment**
  - Advanced technology, quality and production capabilities such as precision processing and temperature uniformity
  - Strong relationships of trust with leading equipment makers

Expand and maintain high market share by meeting customer demands, particularly for cutting-edge semiconductors
Core Components Business

Medium-Term Management Plan

(Unit: Yen in billions)

Sales Revenue

<table>
<thead>
<tr>
<th>Unit</th>
<th>FY Mar. 2023</th>
<th>FY Mar. 2024 (Forecast)</th>
<th>FY Mar. 2026 (Medium-Term Target)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Others</td>
<td>592.4</td>
<td>620.0</td>
<td>780.0</td>
</tr>
<tr>
<td>Semiconductor</td>
<td>620.0</td>
<td>613.9</td>
<td>617.0</td>
</tr>
<tr>
<td>Unit</td>
<td>15.1%</td>
<td>13.9%</td>
<td>18.0%</td>
</tr>
<tr>
<td>Profit Ratio</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industrial &amp;</td>
<td>89.5</td>
<td>86.0</td>
<td>140.4</td>
</tr>
<tr>
<td>Automotive</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Components Unit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business Profit</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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
Basic Policy

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

Capex Plan

(Unit: Yen in billions)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>172.6</td>
<td>400.0</td>
</tr>
<tr>
<td>2.3x Increase</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

- Organic packages and boards: 2.4 x
- Fine ceramic components: 1.8 x
- Ceramic packages: 1.4 x

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

Core Components Business
Construction of New Facility
Demand for electronic components is expected to grow further as the electronic industry develops.

(Unit: Yen in billions)

<table>
<thead>
<tr>
<th>Product</th>
<th>CY2022</th>
<th>CY2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connectors</td>
<td>7,910.0</td>
<td>9,000.0</td>
</tr>
<tr>
<td>MLCCs</td>
<td>1,790.0</td>
<td>2,380.0</td>
</tr>
<tr>
<td>Timing Devices</td>
<td>280.0</td>
<td>320.0</td>
</tr>
<tr>
<td>Polymer Tantalum Capacitors</td>
<td>70.0</td>
<td>85.0</td>
</tr>
</tbody>
</table>

**Kyocera Strengths**

- Small-design and high-precision technologies contributing to higher density ICs
- KAVX’s broad distributor sales channels and logistics network, capable of dealing from industrial equipment markets to automotive, medical and aerospace markets

**Market Share**

- Maintain high market share in tantalum capacitors and timing devices
- Aim to boost market share in MLCCs and connectors

Increase market share by creating unique technologies and focusing on areas of competitive advantage where they can be fully leveraged.
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

<table>
<thead>
<tr>
<th>Component</th>
<th>FY Mar. 2023</th>
<th>FY Mar. 2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tantalum Capacitors</td>
<td>30% → 40%</td>
<td></td>
</tr>
<tr>
<td>Timing Devices</td>
<td>10% → 20%</td>
<td></td>
</tr>
<tr>
<td>MLCCs</td>
<td>5% → 10%</td>
<td></td>
</tr>
<tr>
<td>Connectors</td>
<td>2% → 5%</td>
<td></td>
</tr>
</tbody>
</table>

Leverage synergies to achieve faster-than-market growth.
Basic Policy

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

Capex Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>MLCCs</th>
<th>Timing Devices</th>
<th>Tantalum Capacitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>132.3 (FY Mar. 2021)</td>
<td>1.9x</td>
<td>1.8x</td>
<td>1.4x</td>
</tr>
<tr>
<td>210.0 (FY Mar. 2024)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Promote capital expenditures to create a system for enhanced production and global optimization of production sites, and digitalization to boost productivity
1. Expand existing business
   Industrial Tools Unit:
   Increase global market share of cutting tools and pneumatic and power tools
   Information Equipment Unit:
   Maintain profitability of MFPs and printers and expand business domain to commercial inkjet printers and ECM and document BPOs

2. Promote structural reforms
   Telecommunications equipment business:
   Shift business domain to B2B and transform into telecommunications solutions business
   Energy business:
   Swiftly achieve profitability in three energy equipment businesses (solar cells, storage battery and fuel cells) by doubling productivity and reducing costs, and expand renewable energy power services

Evaluate each business for both marketability and profitability and focus and integrate resources into future growth areas
Markets for both cutting tools and pneumatic and power tools are expected to grow.

Cutting Tools:
- Approx. 1.2X growth

Pneumatic and Power Tools:
- Approx. 1.15X growth

Key Measures

Cutting Tools
- Strengthen sales in Europe and Asia
- Develop products for growth industries by leveraging expertise in developing high-value-added custom tools and new manufacturing methods (EV, semiconductor-related, medical, aircraft, etc.)
- Promote value-added DX services

Pneumatic and Power Tools
- Expand global share by leveraging advantages of an integrated system for development, production, sales and service
- Create added value by standardizing charging platforms and other technology collaborations within the business segment

Business Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales Revenue (Unit: Yen in billions)</th>
<th>Profit Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY Mar. 2023</td>
<td>308.4</td>
<td>7.5%</td>
</tr>
<tr>
<td>FY Mar. 2024</td>
<td>315.0</td>
<td>8.3%</td>
</tr>
<tr>
<td>FY Mar. 2026 (Forecast)</td>
<td>350.0</td>
<td>12.0%</td>
</tr>
<tr>
<td>FY Mar. 2026 (Medium-Term Target)</td>
<td></td>
<td>42.0%</td>
</tr>
</tbody>
</table>

Continue aggressive investment to expand business as a global comprehensive tool manufacturer
While offices go paperless, commercial printing equipment and ECM markets grow.

**Key Measures**

**MFPs and Printers**
- Expand market share by launching new eco-friendly products leveraging strengths in long-life design
- Enhance profitability by increasing production in Vietnam

**Commercial Inkjet Printers**
- Expand sales and profit by introducing new products capable of printing on various types of paper

**ECM and Document BPO**
- Expand the lineup of ECM software developed in-house and expand services globally

Contribute to the realization of a sustainable society with eco-friendly products and solutions
Reform Theme

Fundamentally transform business structure
- Selection and concentration of products and categories
- Focus on corporate solutions business

Business Plan (Unit: Yen in billions)

<table>
<thead>
<tr>
<th>Sales Revenue</th>
<th>FY Mar. 2023</th>
<th>FY Mar. 2024 (Forecast)</th>
<th>FY Mar. 2026 (Medium-Term Target)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smartphones for consumers</td>
<td>207.8</td>
<td>225.0</td>
<td>270.0</td>
</tr>
<tr>
<td>B2B Business (Equipment, ICT service engineering etc. for corporate customers)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit Ratio</td>
<td>1.3%</td>
<td>7.0%</td>
<td></td>
</tr>
</tbody>
</table>

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
**Business model of renewable energy selling service we aim**

**Power generation and storage system**
- Solar power generation system
- Storage battery system
- SOFC

**Source of solar-generated electricity**
- Power generation on housing complex
- Solar power plant (Non-FIT)
- On-site PPA

**Sales of electricity**
- Procure electricity and forecast electricity production
- Forecast demand
- Calculate planned power supply
- Supervise supply and demand

**Renewable energy**
- Companies with environmental awareness

**Use in own sites**
- Improve renewable energy ratio of Kyocera Group

**Proactively expand sales to other companies**

**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>Sales revenue from selling services</td>
<td>36.8</td>
<td>37.5</td>
</tr>
<tr>
<td>Sales revenue from selling products</td>
<td>1.4%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

- **Profit ratio**

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”)

Improve renewable energy ratio of Kyocera Group

Proactively expand sales to other companies
Signed power purchase agreement with Daito Trust Construction

- Kyocera to use power generated by ZEH* rental apartments in its plants, etc.
- Kyocera purchases surplus power generated from Daito Trust Construction’s ZEH* rental apartments to enhance its internal use of renewable power.
- This boosts the asset value for rental property owners by turning them into eco-conscious housing.
- Through the scheme, Daito Trust Construction will expand the sales area of ZEH* rental apartments using a low-voltage integrated power management system. (2,628 units as of Mar. 10, 2023)

Concluded capital and business alliance with KDDI Group to promote renewable energy business

- Speed up carbon neutrality and contribute to stable power supply using energy storage systems

1. Supply power generated to KDDI’s base stations, communications infrastructure, data centers, etc.
2. Store surplus power in daytime in large energy storage systems and sell it to supply-demand adjustment market, etc.

*ZEH (Net Zero Energy House): A house with an annual net energy consumption around zero (or less) by saving much energy as possible while maintaining comfortable living environment, achieved through better heat insulation, high-efficiency equipment, and creating energy with solar power generation.
Ongoing Projects

**High-Efficiency GaN* Laser**
- Unique Laser Light technology achieves both illuminance/brightness and safety

**Digital Textile Printing System**
- Unique printhead and ink technologies realize water-free concept

**Collaborative Robots**
- AI control technology and extensive production training data simplify work instructions for robots

**Cooperative Road-Vehicle System**
- ITS wireless roadside system and far infrared camera technology detect objects in blind spot

- Realize low-carbon society
- Reduce wastewater and waste in apparel industry
- Alleviate labor shortages
- Create safe and secure communities

Aim to achieve future sales of 100 billion yen per project
Financial Results for the Year Ended March 31, 2023

Financial Forecasts for the Year Ending March 31, 2024

Medium-Term Management Plan

- Overview
- Business Strategy
- Strengthening of Management Foundation
Capital Allocation from FY Mar. 2024 through FY Mar. 2026

(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

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

(Unit: Yen in billions)
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 payout ratio**
  - FY Mar. 2019: 49.1%
  - FY Mar. 2020: 53.8%
  - FY Mar. 2021: 56.2%
  - FY Mar. 2022: 43.8%
  - FY Mar. 2023 (Plan): 56.1%
  - FY Mar. 2024 (Forecast): 49.5%

- **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%**
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
(1) Align Interest with Shareholders

**Introduction of Performance-Linked Restricted Stock Compensation Plan***

Reinforce incentives to continuously improve corporate value, as well as to promote even further aligning interest with shareholders.

*The proposals related to the two items will be submitted to the Ordinary General Meeting of Shareholders scheduled for June 2023.

(2) Appointment of an Outside Director

**Appoint person with management experience as a new Outside Director***

Shigenobu Maekawa  
(Chairman of Nippon Shinyaku Co., Ltd.)

(3) Enhance Effectiveness of the Board of Directors

**Introduce off-site meeting**

Conducted two meetings regarding the medium-term management plan separately from the Board of Directors meetings and had active discussions about strategies and policies
To procure necessary human resource to achieve the medium-term management plan as competition for human resources intensifies

**Key Measures**

- Secure workforce in the new location (Isahaya, Nagasaki)
- Expand adoption of location suitable for production, including overseas
- Set salary levels with the inflation rate and condition of labor market considered
- Promote further localization of overseas business

**Recruitment Activities**

- Strengthen recruitment activities by promoting Kyocera’s uniqueness and attractiveness in various aspects
  1. Strong public interest towards management philosophy of our founder, Kazuo Inamori
  2. Cultivate a sense of affinity among young people (e.g. Creating original animation video)
**Environment**

- Endorsed TCFD (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

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Female Managers</th>
<th>Ratio of Female in Management Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1.5%</td>
<td>1.8%</td>
</tr>
<tr>
<td>2018</td>
<td>1.8%</td>
<td>2.7%</td>
</tr>
<tr>
<td>2019</td>
<td>2.7%</td>
<td>3.6%</td>
</tr>
<tr>
<td>2020</td>
<td>3.7%</td>
<td>4.4%</td>
</tr>
<tr>
<td>2021</td>
<td>4.4%</td>
<td>4.4%</td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td></td>
<td></td>
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<tr>
<td>2024</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2026 (Target)</td>
<td></td>
<td><strong>8.0%</strong></td>
</tr>
</tbody>
</table>
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: Expand market shares for the Industrial Tools Unit and the Document Solutions Unit, as well as the drastic restructuring of business structure of the Communications Unit and the energy business
- Create new businesses that address social issues
  ✓ Active investment in R&D and technology acquisition

Strengthen Management Foundation

- Capital strategies
  ✓ Procure fund by effectively combining capital assets and borrowings
  ✓ Shareholder return initiatives; combination of dividends and share repurchases
  ✓ Reducing cross-holding of shares
- Corporate governance initiatives
  ✓ Introduction of performance-linked stock compensation
  ✓ Appointment of a new outside director
  ✓ Enhancing the effectiveness of the Board of Directors
- 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
Appendix: Quarterly Trends of Financial Results
Quarterly Trends of Financial Results

**Sales Revenue**

- Q1 of FY Mar. 2022: 420.7
- Q2: 455.6
- Q3: 479.4
- Q4: 483.2
- Q1 of FY Mar. 2023: 492.0
- Q2: 520.2
- Q3: 514.3
- Q4: 498.8

(Unit: Yen in billions)

**Operating Profit**

- Q1 of FY Mar. 2022: 32.4
- Q2: 43.3
- Q3: 42.8
- Q4: 30.4
- Q1 of FY Mar. 2023: 41.4
- Q2: 35.1
- Q3: 37.4
- Q4: 14.6

(Unit: Yen in billions)

**Profit Before Income Taxes**

- Q1 of FY Mar. 2022: 54.5
- Q2: 44.9
- Q3: 63.7
- Q4: 35.8
- Q1 of FY Mar. 2023: 68.7
- Q2: 35.6
- Q3: 58.5
- Q4: 13.4

(Unit: Yen in billions)

**Profit Attributable to Owners of the Parent**

- Q1 of FY Mar. 2022: 40.8
- Q2: 32.4
- Q3: 46.6
- Q4: 28.6
- Q1 of FY Mar. 2023: 50.0
- Q2: 25.6
- Q3: 43.2
- Q4: 9.2

(Unit: Yen in billions)

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

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### Core Components Business

#### Quarterly Trends of Financial Results by Reporting Segment

<table>
<thead>
<tr>
<th>Sales Revenue</th>
<th>Business Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales Revenue</strong></td>
<td><strong>Business Profit</strong></td>
</tr>
<tr>
<td>(Unit: Yen in billions)</td>
<td>(Unit: Yen in billions)</td>
</tr>
<tr>
<td><strong>Industrial &amp; Automotive Components Unit</strong></td>
<td><strong>Business Profit Ratio</strong></td>
</tr>
<tr>
<td>119.0</td>
<td>141.5</td>
</tr>
<tr>
<td>133.0</td>
<td>49.9</td>
</tr>
<tr>
<td>140.2</td>
<td>141.5</td>
</tr>
<tr>
<td>135.7</td>
<td>141.5</td>
</tr>
<tr>
<td><strong>Semiconductor Components Unit</strong></td>
<td><strong>Business Profit Ratio</strong></td>
</tr>
<tr>
<td>72.1</td>
<td>87.9</td>
</tr>
<tr>
<td>83.5</td>
<td>87.9</td>
</tr>
<tr>
<td>88.5</td>
<td>87.9</td>
</tr>
<tr>
<td>83.6</td>
<td>87.9</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td><strong>Business Profit Ratio</strong></td>
</tr>
<tr>
<td>6.3</td>
<td>6.7</td>
</tr>
<tr>
<td>6.6</td>
<td>6.7</td>
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<tr>
<td>7.5</td>
<td>6.7</td>
</tr>
<tr>
<td>6.9</td>
<td>6.7</td>
</tr>
</tbody>
</table>

#### Notes:
- Business profit is the profit before tax of each business segment.
- Business profit ratio is calculated based on millions of yen.

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Electronic Components Business

Quarterly Trends of Financial Results by Reporting Segment

Sales Revenue
(Unit: Yen in billions)

<table>
<thead>
<tr>
<th></th>
<th>Q1 of FY Mar. 2022</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>76.8</td>
<td>86.5</td>
<td>86.3</td>
<td>89.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Q1 of FY Mar. 2023</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>95.4</td>
<td>100.5</td>
<td>94.6</td>
<td>88.0</td>
</tr>
</tbody>
</table>

Business Profit
(Unit: Yen in billions)

<table>
<thead>
<tr>
<th></th>
<th>Q1 of FY Mar. 2022</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Pressure</td>
<td>11.5</td>
<td>14.6</td>
<td>13.7</td>
<td>8.1</td>
</tr>
<tr>
<td>Business Profit Ratio</td>
<td>16.8%</td>
<td>14.5%</td>
<td>9.1%</td>
<td>4.5%</td>
</tr>
</tbody>
</table>

Notes: Business profit is the profit before tax of each business segment. Business profit ratio is calculated based on millions of yen.
Solutions Business

Quarterly Trends of Financial Results by Reporting Segment

Sales Revenue

(Unit: Yen in billions)

<table>
<thead>
<tr>
<th></th>
<th>Q1 of FY Mar. 2022</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Tools Unit</td>
<td>228.0</td>
<td>239.5</td>
<td>255.2</td>
<td>261.0</td>
</tr>
<tr>
<td>Document Solutions Unit</td>
<td>86.0</td>
<td>89.2</td>
<td>95.0</td>
<td>96.5</td>
</tr>
<tr>
<td>Communications Unit</td>
<td>55.3</td>
<td>65.2</td>
<td>70.5</td>
<td>71.3</td>
</tr>
<tr>
<td>Others</td>
<td>24.8</td>
<td>25.6</td>
<td>26.5</td>
<td>26.7</td>
</tr>
</tbody>
</table>

Business Profit

(Unit: Yen in billions)

<table>
<thead>
<tr>
<th></th>
<th>Q1 of FY Mar. 2022</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Profit Ratio</td>
<td>6.7%</td>
<td>8.6%</td>
<td>7.0%</td>
<td>5.7%</td>
</tr>
</tbody>
</table>

Quarterly Trends of Financial Results by Reporting Segment

Notes: Business profit is the profit before tax of each business segment. 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.