



## **Kyocera Corporation**

Financial Presentation for the Year Ended March 31, 2026

April 30, 2026

## Event Summary

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<b>[Company Name]</b>	Kyocera Corporation
<b>[Company ID]</b>	6971
<b>[Event Language]</b>	JPN
<b>[Event Type]</b>	Earnings Announcement
<b>[Event Name]</b>	Financial Presentation for the Year Ended March 31, 2026
<b>[Fiscal Period]</b>	Fiscal 2026 Annual
<b>[Date]</b>	April 30, 2026
<b>[Time]</b>	16:50 – 17:56 (Total: 66 minutes, Presentation: 31 minutes, Q&A: 35 minutes)
<b>[Venue]</b>	Webcast
<b>[Number of Speakers]</b>	2 Shiro Sakushima President, Representative Director, CEO Hiroaki Chida Director, Managing Executive Officer, CFO, Executive General Manager of Corporate Planning Office and Headquarters

## Presentation

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**Moderator:** Ladies and gentlemen. Thank you for taking time out of your busy schedule to participate in today's Kyocera Corporation webinar. It is time to commence the full-year financial results briefing for the year ended March 31, 2026. Please refer to our website for the presentation materials that will be used today. Please note that today's webinar is being recorded and thank you for your understanding in advance.

First, I would like to introduce today's attendees: Shiro Sakushima, President, Representative Director, CEO. Hiroaki Chida, Director, Managing Executive Officer, CFO, Executive General Manager of Corporate Planning Office and Headquarters.

We will now begin the explanation. President Sakushima, please.



# Financial Presentation for the Year Ended Mar. 31, 2026

Apr. 30, 2026

Shiro Sakushima  
President and Representative Director,  
President and Executive Officer, CEO

KYOCERA Corporation

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**Sakushima:** I would like to take this opportunity to thank you all for your continued support. Thank you very much for taking time out of your busy schedule today to participate in our financial result briefing. Again, I am Sakushima, who assumed the position of President in April of this year. Thank you.

I will now explain the results for the year ended March 31, 2026, in accordance with the presentation material.

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2. Financial Results for Fiscal 2026
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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, 2026 is referred to as "Fiscal 2026," the year ending March 31, 2027 is referred to as "Fiscal 2027," six months ended/ending September 30 is referred to as "1H," nine months ended/ending December 31 is referred to as "9M," and three months ended/ending June 30 is referred to as "1Q." Other fiscal years, half-year, nine months and quarterly periods are referred to in a corresponding manner.

Figures of change rates and business profit ratio are calculated based on millions of yen.

Today, we will explain in turn what is described here.

# 1. Opening Remarks

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First, let me explain my basic approach to steering Kyocera's management.

### Enhance corporate value through developing Kyocera's new value creation story

- Kyocera has valued and inherited management philosophy and management rationale developed by our founder. At a time when value required to companies are shifting dramatically, I will continue to place these values as the core of my management and promote operation with high ethical standards and responsibility.
- Concurrently, to adapt to the rapidly changing global situation and business environment as well as to overcome various management issues Kyocera faces, it is my primary mission as a CEO assumed from this April to promote swift and flexible business management by evolving the Amoeba Management, a management system unique to Kyocera.
- Regarding the business development, Kyocera will enhance its presence in the industry by creating valuable innovations through proactive enhancement of business portfolio management.
- In terms of human resources, Kyocera will promote cross-sectional organizational rejuvenation to create a workplace where various personnel can realize their potential by returning to the spirit of our founding and practicing of the concept of Management by All.
- From capital and financial perspective, Kyocera will value the dialogues with the capital markets and maintain an appropriate balance between growth investment and shareholder returns. At the same time, Kyocera will aim to achieve medium- to long-term business growth and improvement of capital efficiency by appropriate allocation of management resources from group-wide perspective.
- Through these initiatives, Kyocera will aim toward our future ideal of "The Company", a respected member of the global community, by enhancement of corporate value through development of Kyocera's new value creation story.

We have carefully inherited the management philosophy and management rationale set forth by our founder as the basis for universal management. In this era of rapidly changing expectation of companies, I will continue to place these values at the core of my own management and promote management with a high sense of ethics and a strong sense of mission. At the same time, I believe that my most important mission as CEO, which I have assumed in April of this year, is to promote prompt and flexible business operations by evolving our unique Amoeba Management System in order to adapt to the rapidly changing global situation and business environment and to overcome the various management challenges we face.

First, on the business side, we will create valuable innovations and enhance our value in the industry through proactive enhancement of our business portfolio management.

Next, in terms of human resources, we will return to our founding spirit and promote cross-functional organizational revitalization to maximize the potential of each and every employee through the practice of the concept of Management by All.

In terms of capital and financial perspective, we will emphasize dialogue with the stock market, maintain an appropriate proportion between investment in growth and shareholder returns, and appropriately allocate management resources from a company-wide perspective to achieve both medium- to long-term business growth and improved capital efficiency.

Through these efforts, Kyocera will create a new story of value creation and enhance its corporate value, aiming to become "The Company" that is respected around the world.

## Establishment of Corporate Planning Office

- Take leadership to develop environment and system that enable each business and amoebas to maximize its potential by grasping following three points: focus business areas, investment decision and capital allocation from group-wide perspective.

Fiscal 2026

### Strategic Business Transformation Project

Decide high-level company direction regarding business portfolio restructuring and capital policies, etc.



Succeed and deepen the functions

Fiscal 2027 onward

### Corporate Planning Office

Enhance management systems such as conducting business portfolio management based on ROIC and its necessary investment management.

## Role and Function of Corporate Planning Office

- Take responsibility of planning growth strategy and its progress management to achieve medium-term management target by linking M&A, R&D, new business development, production equipment investment, IT/DX investment, etc.

### <Major Functions>



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In April of this year, we established the Corporate Planning Office as an organization responsible for promoting the initiatives I have just described.

The Corporate Planning Office is an organization that takes a more company-wide perspective on the three areas of "Focus Business Areas," "Investment Decisions," and "Capital Allocation," and leads the construction of fields and systems that will allow each business/amoeba to maximize its potential.

In fiscal 2026, high-level company-wide policies, such as business portfolio reorganization and capital policy, were formulated in the Strategic Business Transformation Project. From fiscal 2027, the Corporate Planning Office will work to upgrade the management structure, including portfolio management using ROIC and investment management for this purpose.

The role and main functions of the Corporate Planning Office are described on the right side of the slide. The role is responsible for formulating growth strategies and monitoring progress toward the realization of medium-term management targets by linking M&A, R&D, production facility investment, IT/DX investment, and other activities.

## 2. Financial Results for Fiscal 2026

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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 the beginning of fiscal 2026. Kyocera decided to change the classification of a part of "Industrial & Automotive Components Unit" under "Core Components Business" to "Semiconductor Components Unit" under "Core Components Business" from Jan. 1, 2026. With these changes, the business result for fiscal 2025 has been reclassified in the same manner.

Let me explain the details of the overview of financial results for the year ended March 31, 2026.

## Financial Results for Fiscal 2026 (1)



Sales revenue: Increased due to increased sales of the Semiconductor Components Unit of the Core Components Business, despite the impact of sales decrease by the transfer of SouthernCarlson\*

Profits: Increased significantly due to increased sales and effect of structural reforms, in addition to the impact of one-time costs and profit incurred in fiscal 2025 and 2026

\* This transfer included the transfer of U.S. subsidiary Kyocera Industrial Tools, Inc., a distributor of materials for construction and industries, as well as its wholly owned subsidiary SouthernCarlson, Inc. and its subsidiaries.

	Fiscal 2025	Fiscal 2026	Change	
			Amount	%
<b>Sales Revenue</b>	2,014,454	<b>2,070,203</b>	55,749	2.8%
<b>Operating Profit</b>	27,299 (1.4%)	<b>118,138</b> (5.7%)	90,839 <sup>+1</sup>	332.8% <sup>+2</sup>
<b>Profit Before Income Taxes</b>	63,631 (3.2%)	<b>168,994</b> (8.2%)	105,363 <sup>+1</sup>	165.6%
<b>Profit Attributable to Owners of the Parent</b>	24,097 (1.2%)	<b>140,969</b> (6.8%)	116,872 <sup>+1</sup>	485.0%
<b>EPS (Yen)</b>	17.11	<b>102.70</b>	<b>Impact from foreign exchange rate fluctuations (as compared with fiscal 2025)</b>	
Average Exchange Rates	US\$ 153 yen	<b>151 yen</b>	Sales revenue: +9.0 billion yen (approx.)	
	Euro 164 yen	<b>175 yen</b>	PBT: +6.5 billion yen (approx.)	

Note: Figures in parentheses represent percentages to sales revenue.

<sup>1</sup> Please refer to the next page for one-time costs and profits, etc. included in each profit.

<sup>2</sup> The gap between the changes in amount from fiscal 2025 for operating profit and profit before income taxes is attributable to a significant decrease in foreign exchange losses by 14.0 billion yen (approx.), whereas foreign exchange losses surged in fiscal 2025 because of the rapid appreciation of the yen.

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Sales revenue for fiscal 2026 increased due to higher sales in the Core Components Business, particularly in the Semiconductor Components Unit, despite the impact of sales decrease resulting from the transfer of SouthernCarlson. Profits increased significantly due to the impact of one-time costs and profits recorded in fiscal 2025 and fiscal 2026, as well as the effect of increased revenues and progress in structural reforms.

As a result, sales revenue for fiscal 2026 were JPY2.0702 trillion, up 2.8% from fiscal 2025. Operating profit was JPY118.1 billion, up 332.8%, profit before income taxes was JPY169 billion, up 165.6%, and profit attributable to owners of the parent was JPY141 billion, up 485%. These results exceeded the forecasts announced in February of this year.

The average exchange rate was JPY151 against the US dollar, up JPY2 from fiscal 2025, and JPY175 against the euro, down JPY11. Compared to fiscal 2025, this foreign exchange impact increased approximately JPY9 billion to sales revenue and JPY6.5 billion to profit before income taxes.

As noted below in the table, one-time costs and profits and other items included in each step of profit are explained on the next page. The difference between the amount of change in operating profit and profit before income taxes is mainly due to a significant decrease in foreign exchange losses by approximately positive JPY14 billion, whereas foreign exchange losses surged in fiscal 2025 because of the rapid appreciation of the yen.

## Financial Results for Fiscal 2026 (2)



OP: operating profit / PBT: profit before income taxes / PKG: package

(Yen in billions / Figures are approximate)

### • One-time costs and profits included in OP and PBT

	Fiscal 2025	Fiscal 2026	Change
1) Organic PKGs and Boards Business: Impairment loss of PPE, etc.	-43.0	-	+43.0
2) Organic PKGs and Boards Business: Write-down of idle assets	-	-5.0	-5.0
3) Loss in connection with the execution of the transfer of the silicon diode power semiconductor business	-	-1.5	-1.5
4) Automotive Systems Business: Impairment loss of PPE, etc. of former Displays Business	-	-5.0	-5.0
5) Gain in connection with the transfer of SouthernCarlson	-	+17.0	+17.0
<b>Total: One-time costs and profits included in OP and PBT</b>	<b>-43.0</b>	<b>+5.5</b>	<b>+48.5</b>

### • One-time costs and profits included in profit attributable to owners of the parent

	Fiscal 2025	Fiscal 2026	Change
6) Aggregated amount of one-time costs and profits of 1) to 5) on after-tax basis	-30.0	+8.0	+38.0
7) Reversal of deferred tax assets, etc. at overseas subsidiaries	-18.0	-	+18.0
8) Decrease in tax expenses due mainly to an adjustment in tax amount in consequence of the sale of KDDI Corporation shares	-	+12.0	+12.0
<b>Total: One-time costs and profits included in profit attributable to owners of the parent</b>	<b>-48.0</b>	<b>+20.0</b>	<b>+68.0</b>

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Next, I will explain one-time cost and profit.

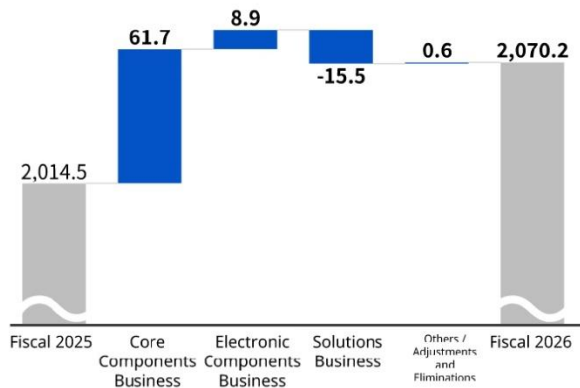
The top table represents one-time cost and profit included in operating profit and profit before income taxes. For fiscal 2025, we recorded approximately JPY43 billion loss, including impairment losses on property, plant, and equipment in the Organic Packages and Boards Business. On the other hand, for fiscal 2026, we recorded a one-time cost of approximately JPY5 billion from the write-down of idle assets in the Organic Packages and Boards Business, a loss of approximately JPY1.5 billion from the transfer of the silicon diode power semiconductor business, and an impairment loss of approximately JPY5 billion on property, plant and equipment, etc. related to the former Displays Business in the Automotive Systems Business. In addition, a one-time gain of approximately JPY17 billion from the transfer of SouthernCarlson was recorded. As a result, we had a net gain of approximately JPY5.5 billion. These differences of approximately JPY48.5 billion are one of the reasons for the increase in profit for fiscal 2026.

The lower table shows one-time cost and profit included in profit attributable to owners of the parent. For fiscal 2025, we recorded a negative JPY48 billion in total, consisting of approximately JPY30 billion after tax effects in the table above and an increase of approximately JPY18 billion in tax expenses due to the reversal of deferred tax assets, etc. by overseas subsidiaries. On the other hand, in fiscal 2026, in addition to the above-mentioned one-time cost and profit of approximately JPY8 billion after considering tax effects, there is an impact of approximately JPY12 billion due to a decrease in tax expenses resulting from the sale of KDDI shares, for a total positive impact of approximately JPY20 billion. These differences of approximately JPY68 billion are one of the reasons for the increase in profit attributable to owners of the parent for fiscal 2026.

## Financial Results for Fiscal 2026 (3)

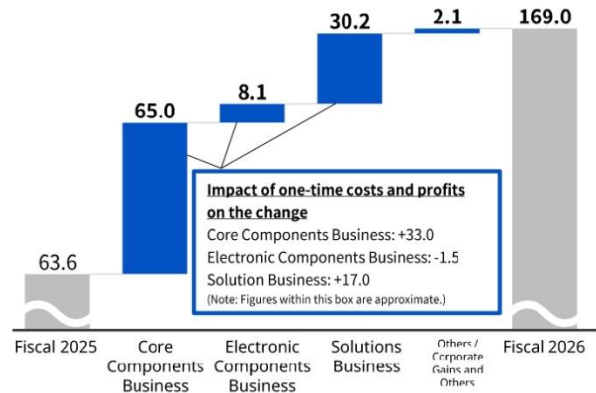
### Sales Revenue

- Increased due mainly to increased sales in the Ceramic Packages Business.



### Profit Before Income Taxes

- Significantly increased due to a one-time gain from the transfer of SouthernCarlson as well as the effect of impairment loss in the Organic Packages and Boards Business in fiscal 2025.



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Here is a summary of results for fiscal 2026.

See the sales revenue figures on the left side of the slide. Sales revenue increased due to higher sales in the Core Components Business, mainly driven by increased sales in the Ceramic Packages Business.

Then look at the profit before income taxes on the right side. Profit before income taxes increased significantly due in part to a one-time gain from the sale of SouthernCarlson and in part to an impairment loss in the Organic Packages and Boards Business for fiscal 2025.

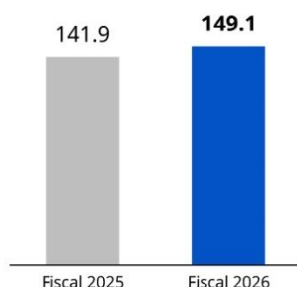
## Financial Results for Fiscal 2026 (4)



(Yen in billions)

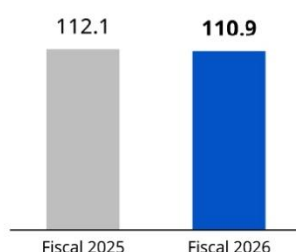
### Capital Expenditures

Increased due mainly to completion of new factory buildings constructed in Japan from previous years to expand production capacities and to promote automation.



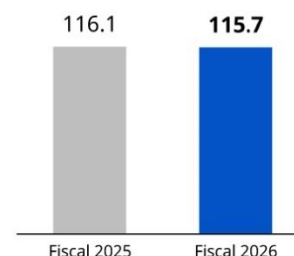
### Depreciation Charge of PPE

Decreased slightly due mainly to the recording of a loss for impairment in the Organic Packages and Boards Business in fiscal 2025, which more than offset impact of completion of new factory buildings.



### R&D Expenses

Decreased slightly due to the selection and concentration of R&D activities.



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This chart shows capital expenditures, depreciation charge of PPE, and R&D expenses.

Capital expenditure on the left side increased mainly due to the completion of the construction of a new building at the domestic plants, which had been started in previous years to expand the scale of production and automation in the future.

Central depreciation charge of PPE decreased mainly due to the impact of impairment losses in the Organic Packages and Board Business in fiscal 2025, despite an increase due to the completion of a new building at a domestic plant.

R&D expenses on the right side decreased slightly due to a review of R&D themes.

## Sales Revenue by Reporting Segment for Fiscal 2026



(Yen in millions)

	Fiscal 2025		Fiscal 2026		Change	
	Amount	Component Ratio	Amount	Component Ratio	Amount	%
<b>Core Components Business</b>	591,720	29.4%	<b>653,429</b>	<b>31.6%</b>	61,709	10.4%
Industrial & Automotive Components Unit	241,871	12.0%	250,069	12.1%	8,198	3.4%
Semiconductor Components Unit	327,049	16.3%	379,432	18.3%	52,383	16.0%
Others	22,800	1.1%	23,928	1.2%	1,128	4.9%
<b>Electronic Components Business</b>	354,646	17.6%	<b>363,486</b>	<b>17.5%</b>	8,840	2.5%
<b>Solutions Business</b>	1,086,367	53.9%	<b>1,070,919</b>	<b>51.7%</b>	-15,448	-1.4%
Industrial Tools Unit	305,876	15.2%	285,936	13.8%	-19,940	-6.5%
Document Solutions Unit	479,964	23.8%	478,479	23.1%	-1,485	-0.3%
Communications Unit	225,497	11.2%	219,158	10.6%	-6,339	-2.8%
Others	75,030	3.7%	87,346	4.2%	12,316	16.4%
Others	17,114	0.9%	14,196	0.7%	-2,918	-17.1%
Adjustments and Eliminations	-35,393	-1.8%	-31,827	-1.5%	3,566	-
<b>Sales Revenue</b>	2,014,454	100.0%	<b>2,070,203</b>	<b>100.0%</b>	55,749	2.8%

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Here is a list of sales revenue by reporting segment.

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



(Yen in millions)

	Fiscal 2025		Fiscal 2026		Change	
	Amount	% to Sales Revenue	Amount	% to Sales Revenue	Amount	%
<b>Core Components Business</b>	-1,889	-	<b>63,082</b>	<b>9.7%</b>	64,971	-
Industrial & Automotive Components Unit	23,295	9.6%	18,730	7.5%	-4,565	-19.6%
Semiconductor Components Unit	-26,447	-	46,933	12.4%	73,380	-
Others	1,263	5.5%	-2,581	-	-3,844	-
<b>Electronic Components Business</b>	-818	-	<b>7,316</b>	<b>2.0%</b>	8,134	-
<b>Solutions Business</b>	73,696	6.8%	<b>103,943</b>	<b>9.7%</b>	30,247	41.0%
Industrial Tools Unit	15,707	5.1%	35,196	12.3%	19,489	124.1%
Document Solutions Unit	49,038	10.2%	45,115	9.4%	-3,923	-8.0%
Communications Unit	9,347	4.1%	12,116	5.5%	2,769	29.6%
Others	-396	-	11,516	13.2%	11,912	-
Others	-46,990	-	-41,168	-	5,822	-
<b>Total Business Profit</b>	23,999	1.2%	<b>133,173</b>	<b>6.4%</b>	109,174	454.9%
Corporate Gains and Others	39,632	-	35,821	-	-3,811	-9.6%
<b>Profit Before Income Taxes</b>	63,631	3.2%	<b>168,994</b>	<b>8.2%</b>	105,363	165.6%

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Here is a list of profit by reporting segment.

Changes in sales revenue and profit of each reporting segment are explained on the following pages.

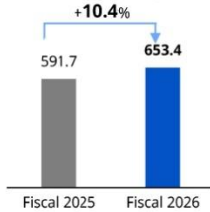
# Financial Results for Fiscal 2026: Core Components Business



(Yen in billions)

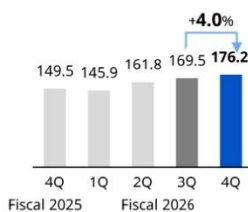
## Sales Revenue

### Fiscal 2026 (YoY)



Increased mainly due to increased sales in the Semiconductor Components Unit, including sales of ceramic packages for the information and telecommunication-related markets and organic packages for data centers.

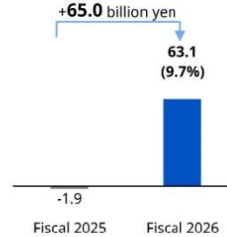
### 4Q (QoQ)



Increased due mainly to increased sales of components for semiconductor processing equipment, etc.

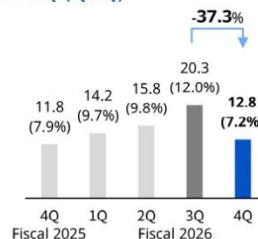
## Business Profit (Ratio)

### Fiscal 2026 (YoY)



Increased significantly due to increased sales revenue and the positive effect of structural reforms, as well as a decrease in the amount of one-time costs\*.

### 4Q (QoQ)



Decreased due to the impact of one-time costs\* and increase in raw material prices, which more than offset the effect of increased sales.

\* Detail of one-time costs (figures are approximate and are in billions of yen)  
 1) Fiscal 2025 3Q: Organic Packages and Boards Business Impairment loss of PPE, etc.: -43  
 2) Fiscal 2026 3Q: Organic Packages and Boards Business Write-down of idle assets: -5  
 3) Fiscal 2026 4Q: Automotive Systems Business Impairment loss of former Displays Business: -5

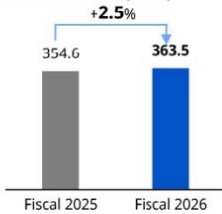
The changes in sales revenue and business profit by reporting segment are explained in the upper row for the full-year of fiscal 2026 compared with fiscal 2025, and in the lower row for 4Q compared to 3Q.

First, the Core Components Business. Please refer the sales revenue figures on the left side of the slide. Sales for the full-year were JPY653.4 billion, and for 4Q were JPY176.2 billion. For the full-year, the increase was mainly due to higher sales in the Semiconductor Components Unit, including sales of ceramic packages for the information and telecommunication-related markets and organic packages for data centers. The increase in 4Q was mainly due to higher sales of components for semiconductor processing equipment, etc.

Please refer the business profit on the right side. Business income for the full-year was JPY63.1 billion, and for 4Q was JPY12.8 billion. Full-year sales increased significantly due to higher revenues and the positive effect of structural reforms, as well as a decrease in one-time losses. In 4Q, despite the positive impact of increased sales, the segment as a whole reported a decrease in profit due to a one-time loss and a rise in raw material prices, etc.

## Sales Revenue

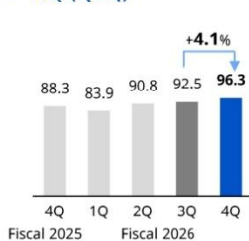
### Fiscal 2026 (YoY)



Increased mainly due to increased sales of capacitors, etc. for the automotive and the information and telecommunication-related markets in KAVX\* Group, which more than offset the negative impact of the appreciation of the yen against the U.S. dollar.

\* Kyocera AVX Components Corporation

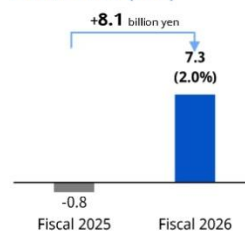
### 4Q (QoQ)



Increased due mainly to the increased sales of sensors and control components as well as capacitors, etc. primary for the automotive markets.

## Business Profit (Ratio)

### Fiscal 2026 (YoY)



Increased, mainly due to the increased sales revenue and the positive effects of structural reforms in KAVX Group, which more than offset the negative impact of a one-time cost of approximately 1.5 billion yen incurred in fiscal 2026 in connection with the transfer of the silicon diode power semiconductor business.

### 4Q (QoQ)



Increased due to increased sales and cost reduction, etc.

Next, the Electronic Components Business.

Please refer the sales figures on the left side of the slide. Sales revenue for the full-year were JPY363.5 billion, and for 4Q were JPY96.3 billion. For the full-year, the increase was mainly driven by higher sales of capacitors for the automotive and the information and telecommunication-related markets in KAVX Group, which more than offset the negative impact of the appreciation of the yen against the US dollar. In 4Q, sales revenue increased mainly due to the higher sales of sensors and control components, as well as capacitors, etc., primary for the automotive markets.

Please refer the business profit on the right side. Business income for the full-year was JPY7.3 billion, and for 4Q was JPY5.4 billion. For the full-year, profit increased, mainly due to the higher sales revenue and the positive effects of structural reforms in KAVX Group, which more than offset the negative impact of a one-time cost of approximately JPY1.5 billion in connection with the transfer of the silicon diode power semiconductor business. The increase in 4Q was mainly due to the effect of higher sales and cost reductions.

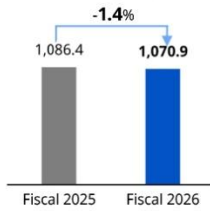
# Financial Results for Fiscal 2026: Solutions Business



(Yen in billions)

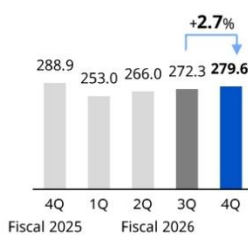
## Sales Revenue

### Fiscal 2026 (YoY)



Decreased, mainly due to the completion of the transfer of SouthernCarlson, which caused a negative impact in the amount of 27 billion yen.

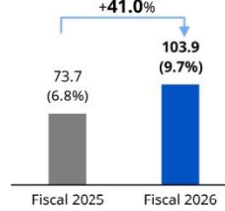
### 4Q (QoQ)



Increased due mainly to increased sales in the Document Solutions Unit and the Communications Unit.

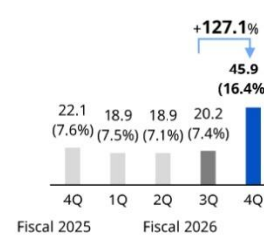
## Business Profit (Ratio)

### Fiscal 2026 (YoY)



Increased due to a one-time gain of approximately 17 billion yen from the transfer of SouthernCarlson, as well as profit improvement efforts, etc. in each business.

### 4Q (QoQ)



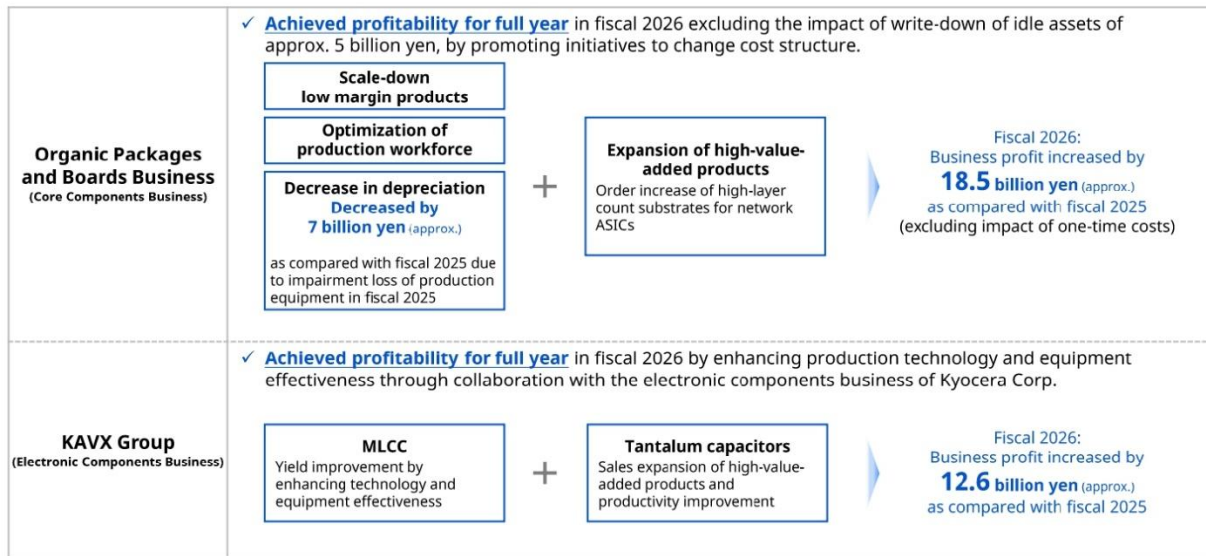
Increased due mainly to increased sales, in addition to a one-time gain in amount of approx. 17 billion yen.

Then, the Solutions Business.

Please refer the sales figures on the left side of the slide. Sales for the full-year were JPY1.0709 trillion, and for 4Q were JPY279.6 billion. The decrease for the full-year was mainly due to a revenue decrease of approximately JPY27 billion resulting from the completion of the transfer of SouthernCarlson. The increase in 4Q was mainly due to higher sales in the Document Solutions Unit and the Communications Unit.

Please see the business profit on the right side. Business income for the full-year was JPY103.9 billion, and for 4Q was JPY45.9 billion. For the full-year, the increase was due to a one-time gain of approximately JPY17 billion from the transfer of SouthernCarlson, as well as profit improvement efforts in each business. The increase in 4Q was due to a one-time profit of approximately JPY17 billion and the effect of increased sales.

# Achieving Profitability in Challenging Businesses



I will then explain the main initiatives for fiscal 2026, beginning with the return of the challenging business to profitability.

In the Organic Packages and Boards Business in the upper row, Kyocera promoted measures to transform its cost structure, including a write-down of approximately JPY5 billion for idle assets in fiscal 2026. As a result, excluding the write-down, we have achieved profitability for full-year basis, and business profit for fiscal 2026, excluding the impact of the one-time loss, was approximately JPY18.5 billion higher than in fiscal 2025.

In the KAVX Group shown in the lower row, during fiscal 2026, we worked on the measures described in the lower part of this slide through collaboration with Kyocera’s electronic components business to enhance production technology and facility efficiency. As a result, the KAVX Group achieved full-year profitability, and its business profit for fiscal 2026 increased by approximately JPY12.6 billion compared to fiscal 2025.

## Business Transfer and Organization Reform



### • Business Transfer

<b>Silicon Diode Power Semiconductor Business</b> <small>(Electronic Components Business)</small>	✓ Completed establishment of a new company through a corporate split, and transfer the shares of the new company to Shindengen Electric Manufacturing Co., Ltd. in fiscal 2026 (Jan. 2026)	▶	<b>Business portfolio restructuring progressed by transferring each business to their best owners</b>
<b>Pneumatic and Power Tools Business</b> <small>(Solutions Business)</small>	✓ Completed transfer of U.S. distributor of materials for construction and industries, Southern Carlson, Inc. to a U.S. company TL Sapphire Holdings, Inc.* in fiscal 2026 (Jan. 2026.) <small>* An affiliate of Truelink Capital Management, LLC</small>	▶	
<b>Chemical Business</b> <small>(Core Components Business)</small>	✓ Will establish a new company through a corporate split and transfer the shares of the new company to Sumitomo Bakelite Co., Ltd. ✓ Scheduled to transfer in fiscal 2027 (end of Oct. 2026)	▶	

### • Organization Reform

<b>Consolidation of SPE Components-related Businesses</b> <small>(Core Components Business)</small>	✓ Consolidated some of SPE components, which have been manufactured in former Automotive Components Business, into the Fine Ceramics Components Business in fiscal 2026 (Jan. 2026)	▶	<small>Future business development</small> <b>Expand sales of high-value-added products by creating technological synergies</b>
<b>Consolidation of Automotive Camera Business and Displays Business</b> <small>(Core Components Business)</small>	✓ Consolidated automotive camera business and displays business (for HUDs and next-gen. automotive mirrors) ✓ Incurred impairment loss of PPE, etc. in amount of approx. 5 billion yen, as a result of unfavorable business performance due to intensified market competition, etc. in fiscal 2026	▶	<small>Future business development</small> <b>Increase sales by developing new products and lower cost ratio</b>

Next, I will explain business transfers and reorganizations.

The table in the upper row shows the details of business transfers carried out in fiscal 2026, as well as the progress of these transfers. The transfer of the silicon diode power semiconductor business in the top row of the table and the pneumatic and power tools business in the middle row were completed in January of this year. As for the chemical business in the lower part of the table, the subject business is scheduled to be transferred to Sumitomo Bakelite Company, Ltd. at the end of October this year. We believe that the transfer of each of these businesses to their best owners has allowed us to make progress in reforming our portfolio.

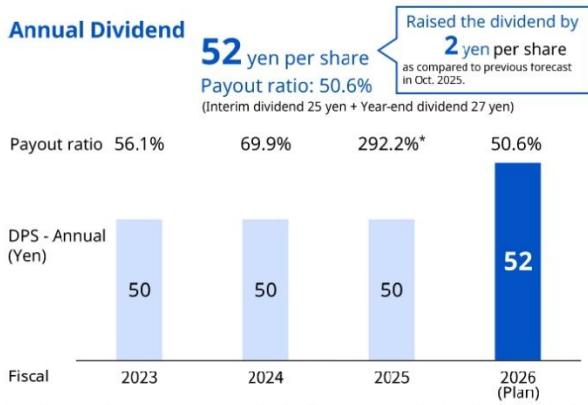
The bottom row shows the reorganization that took place in January of this year. In the integration of the SPE components-related businesses, some SPE parts manufactured in the Automotive Components Business were integrated into the Fine Ceramic Components Business, which is expected to create technological synergies to expand new high-value-added products. In the consolidation of automotive camera business and displays business, we expect to reduce the cost of sales ratio in addition to improving sales through new product development, as we recorded an impairment loss of approximately JPY5 billion in fiscal 2026 4Q on property, plant, and equipment, etc. of the former display business.

## Dividends

### Dividend Policy

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.

### Annual Dividend



## Share Repurchase

### Fiscal 2026 Results

- May 2025: Resolved to repurchase shares up to 200 billion yen
- Mar. 2026: Completed repurchase in accordance with the resolution

Result of the repurchase

**91 million shares / 200 billion yen** (approx.)

## Reduction of Cross-shareholdings Previously announced

### Fiscal 2026 Results

- Jun. 2025: Sold KDDI shares through KDDI's TOB

Result of the sale

**108 million shares / 250 billion yen** (approx.)

Ratio of cross-shareholdings to net assets (including shares other than KDDI)



Continue the reduction from fiscal 2027 onward

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Next, I will explain shareholder returns and other relevant matters for fiscal 2026.

Please refer the dividend on the left. Our basic policy is to set dividends within a range based on "profit attributable to owners of the parent" on a consolidated basis, and to maintain a dividend payout ratio of around 50% of profit attributable to owners of the parent. Based on this policy and our business performance, we plan to pay an annual dividend of JPY52 per share for fiscal 2026, representing an increase of JPY2 per share from the previous forecast.

Then please refer the share repurchase on the upper right-hand side of the slide. Based on the resolution passed in May 2025, Kyocera Corporation proceeded with the repurchase of its own shares, which was completed in March of this year, amounting to approximately 91 million shares and approximately JPY200 billion.

Regarding the reduction of cross-shareholdings in the lower section, we sold approximately 108 million shares of KDDI stock for approximately JPY250 billion in June 2025. As a result, the ratio of net assets held in the cross-shareholdings decreased to 48.3% as of the end of fiscal 2026.

## 3. Financial Forecasts for Fiscal 2027

Note: Kyocera decided to change the classification of elemental technology research, which was included in "Others", to "Corporate gains and others" from fiscal 2027. With this change, the result for fiscal 2026 on pp.23-24 has been reclassified in the same manner.

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I will now move on to an explanation of the earnings forecast for fiscal 2027.

### Financial Forecasts for Fiscal 2027 (1)

(Yen in millions)

	Fiscal 2026	Fiscal 2027	Change	
			Amount	%
<b>Sales Revenue</b>	2,070,203	<b>1,940,000</b>	-130,203	-6.3%
<b>Operating Profit</b>	118,138 (5.7%)	<b>130,000</b> (6.7%)	11,862	10.0%
<b>Profit Before Income Taxes</b>	168,994 (8.2%)	<b>170,000</b> (8.8%)	1,006	0.6%
<b>Profit Attributable to Owners of the Parent</b>	140,969 (6.8%)	<b>141,000</b> (7.3%)	31	0.0%
<b>EPS (Yen)</b>	102.70	<b>102.73</b>		
Average Exchange Rates	US\$	151 yen	<b>150 yen</b>	
	Euro	175 yen	<b>175 yen</b>	
<b>Capital Expenditures</b>	149,099 (7.2%)	<b>225,000</b> (11.6%)	75,901	50.9%
<b>Depreciation Charge of PPE</b>	110,924 (5.4%)	<b>120,000</b> (6.2%)	9,076	8.2%
<b>R&amp;D Expenses</b>	115,701 (5.6%)	<b>120,000</b> (6.2%)	4,299	3.7%

Notes: EPS for fiscal 2027 forecast is calculated using the average number of shares outstanding during fiscal 2026.  
Figures in parentheses represent percentages to sales revenue.

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For fiscal 2027, we forecast sales revenue of JPY1,940 trillion, operating profit of JPY130 billion, profit before income taxes of JPY170 billion, and profit attributable to owners of the parent of JPY141 billion. Capital expenditures are expected to be JPY225 billion, depreciation charge of PPE JPY120 billion, and R&D expenses JPY120 billion.

**Incorporated impact of rising prices of raw material, etc. into fiscal 2027 forecasts, based on fiscal 2026 2H conditions**

- **Market Environment of fiscal 2027**
  - ✓ Macro economy (Japan and global):  
There are concerns that the current uncertain situation may persist due to rising raw material prices and geopolitical risks, etc.
  - ✓ Kyocera's principal markets:  
Although AI-related investment in the semiconductor-related markets is expected to accelerate, the automotive-related markets are expected to slow.
- **Risks Incorporated into Fiscal 2027 Forecasts**
  - ✓ Raw materials listed in the table below which face tight supply and/or rising prices, market price as of fiscal 2026 2H had been used to calculate the forecasts.
  - ✓ Measures to cope with rising prices include passing on prices to our customers and switching to alternative materials or suppliers.
  - ✓ Difficulty in obtaining petroleum-derived products due to the deteriorating situation in the Middle East have not been incorporated into the forecasts since calculating impact is difficult at this moment.

	Major Businesses to be Affected
1) Rare metals and rare earth elements (tight supply and rising prices)	Semiconductor Components Unit, Industrial Tools Unit
2) Gold (rising prices)	Semiconductor Components Unit, Electronic Components Business, etc.
3) Memory semiconductors (tight supply and rising prices), etc.	Document Solutions Unit, Telecommunication Equipment Business, etc.

I would like to explain the assumptions underlying our forecast for fiscal 2027.

The upper row is the market environment. Regarding the macro economy, we believe that there are concerns about continued uncertainty in both the domestic and global economies due to rising raw material prices, geopolitical risks, and other factors. In the semiconductor-related market, which is one of our main markets, we expect AI-related investment to accelerate, while the automotive-related market is expected to slow down.

The middle row is the assumption for the financial forecasts. For the raw materials listed in the table below, for which supply is tight and prices are rising, we have formulated our financial forecasts based on market prices in fiscal 2026 2H. As measures to cope with price increase, we will promote passing on costs to our product price and shift to alternative materials and procurement sources. The impact of difficulties in procuring petroleum-derived products and price increase due to the worsening situation in the Middle East has not been reflected in the earnings forecast, as it is difficult to quantify the impact at this time.

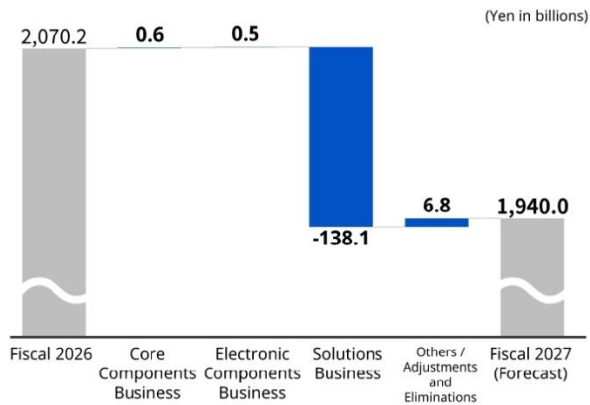
## Financial Forecasts for Fiscal 2027 (2)



(Yen in billions)

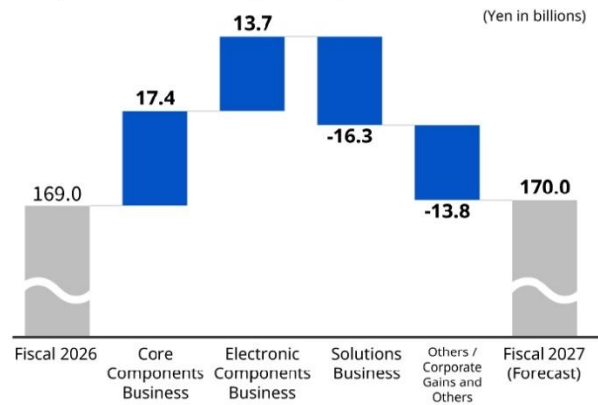
### Sales Revenue

- Solutions Business decrease due mainly to the transfer of SouthernCarlson.



### Profit Before Income Taxes

- Core Components Business and Electronic Components Business: Increase by effect of structural reforms.
- Solutions Business: Had a one-time gain of approx. 17 billion yen in fiscal 2026 by the transfer of SouthernCarlson.
- Others: Decrease in dividend income as well as increase in production technology development, etc.



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Please refer the sales figures on the left side of the slide. In terms of sales revenue, we expect a decrease in in the Solutions Business, mainly due to decrease in sales revenue resulting from the transfer of SouthernCarlson.

Then look at the pre-tax profit on the right side. Regarding profit, while we expect an increase in the Core Components Business and the Electronic Components Business due to the effects of restructuring, we expect a decrease in the Solutions Business due to a one-time gain of approximately JPY17 billion from the sale of SouthernCarlson in fiscal 2026. Others is expected to decrease due to a decrease in dividend income resulting from the sale of KDDI shares and an increase in production technology development, etc.

## Forecast of Sales Revenue by Reporting Segment for Fiscal 2027



(Yen in millions)

	Fiscal 2026		Fiscal 2027		Change	
	Amount	Component Ratio	Amount	Component Ratio	Amount	%
<b>Core Components Business</b>	653,429	31.6%	<b>654,000</b>	<b>33.7%</b>	571	0.1%
Industrial & Automotive Components Unit	250,069	12.1%	246,000	12.7%	-4,069	-1.6%
Semiconductor Components Unit	379,432	18.3%	380,000	19.6%	568	0.1%
Others	23,928	1.2%	28,000	1.4%	4,072	17.0%
<b>Electronic Components Business</b>	363,486	17.6%	<b>364,000</b>	<b>18.7%</b>	514	0.1%
<b>Solutions Business</b>	1,070,919	51.7%	<b>932,800</b>	<b>48.1%</b>	-138,119	-12.9%
Industrial Tools Unit	285,936	13.8%	170,000	8.8%	-115,936	-40.5%
Document Solutions Unit	478,479	23.1%	480,000	24.7%	1,521	0.3%
Communications Unit	219,158	10.6%	188,000	9.7%	-31,158	-14.2%
Others	87,346	4.2%	94,800	4.9%	7,454	8.5%
Others	14,196	0.7%	15,000	0.8%	804	5.7%
Adjustments and Eliminations	-31,827	-1.5%	-25,800	-1.3%	6,027	-
<b>Sales Revenue</b>	2,070,203	100.0%	<b>1,940,000</b>	<b>100.0%</b>	-130,203	-6.3%

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## Forecast of Business Profit (Loss) by Reporting Segment for Fiscal 2027



(Yen in millions)

	Fiscal 2026		Fiscal 2027		Change	
	Amount	% to Sales Revenue	Amount	% to Sales Revenue	Amount	%
<b>Core Components Business</b>	63,082	9.7%	<b>80,500</b>	<b>12.3%</b>	17,418	27.6%
Industrial & Automotive Components Unit	18,730	7.5%	28,000	11.4%	9,270	49.5%
Semiconductor Components Unit	46,933	12.4%	53,000	13.9%	6,067	12.9%
Others	-2,581	-	-500	-	2,081	-
<b>Electronic Components Business</b>	7,316	2.0%	<b>21,000</b>	<b>5.8%</b>	13,684	187.0%
<b>Solutions Business</b>	103,943	9.7%	<b>87,600</b>	<b>9.4%</b>	-16,343	-15.7%
Industrial Tools Unit	35,196	12.3%	16,000	9.4%	-19,196	-54.5%
Document Solutions Unit	45,115	9.4%	45,000	9.4%	-115	-0.3%
Communications Unit	12,116	5.5%	13,200	7.0%	1,084	8.9%
Others	11,516	13.2%	13,400	14.1%	1,884	16.4%
Others	-21,742	-	-26,000	-	-4,258	-
<b>Total Business Profit</b>	152,599	7.4%	<b>163,100</b>	<b>8.4%</b>	10,501	6.9%
Corporate Gains and Others	16,395	-	6,900	-	-9,495	-57.9%
<b>Profit Before Income Taxes</b>	168,994	8.2%	<b>170,000</b>	<b>8.8%</b>	1,006	0.6%

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Please refer to the sales revenue forecast by reporting segment on page 23 and the profit forecast on page 24.

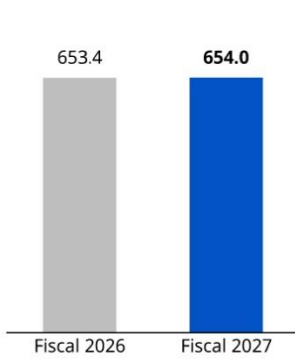
# Financial Forecasts for Fiscal 2027: Core Components Business



(Yen in billions)

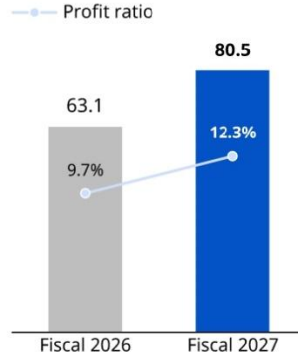
## Sales Revenue

Forecasts to be flat. Negative impact from transfer of Chemical Business in the Ceramic Packages Business in amount of approx. 11 billion yen is offset by sales increase in other businesses.



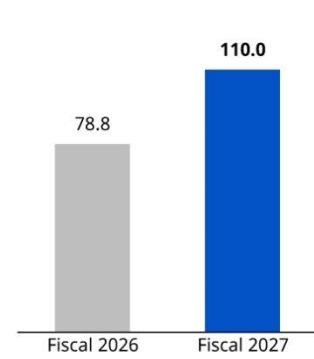
## Business Profit

Forecasts an increase due to sales expansion of high-value-added products and the absence of one-time costs which had been incurred in fiscal 2026.



## Capital Expenditures

Forecasts an increase due to completion of construction of Nagasaki Isahaya Plant in fiscal 2027.



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I will explain by segment. First, the Core Components Business.

Please refer the sales revenue on the left side of the slide. The negative impact of approximately JPY11 billion from the sale of the chemical business in the Ceramic Packages Business will be offset by the expansion of other businesses, resulting in an almost flat outlook.

Business profit shown in the middle is expected to increase due to the expansion of high-value-added products and the effect of a one-time loss in fiscal 2026.

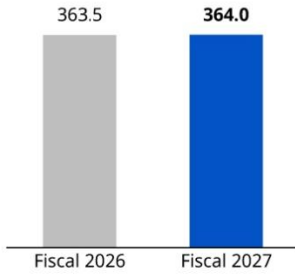
Capital expenditures on the right side are expected to increase, due to the planned completion of the Nagasaki Isahaya Plant in fiscal 2027.

# Financial Forecasts for Fiscal 2027: Electronic Components Business

(Yen in billions)

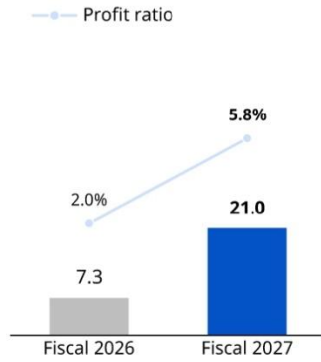
## Sales Revenue

Forecasts to be flat. Negative impact of the transfer of silicon diode power semiconductor business will be offset by sales increase of MLCC and tantalum capacitors for growth markets centering semiconductors and AI servers.



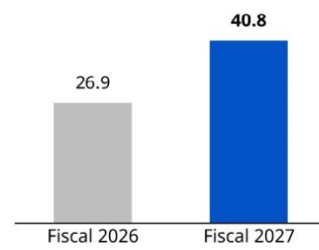
## Business Profit

Forecasts an increase due to product launch in growth markets in addition to improvement in production efficiency of MLCCs, tantalum capacitors and connectors.



## Capital Expenditures

Forecasts an increase due to new investments for growth areas such as introducing production equipment mainly to new factory building in Kagoshima Kirishima Plant.



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Next, the Electronic Components Business.

Sales revenue on the left are expected to be flat. Negative impact of the transfer of silicon diode power semiconductor business will be offset by sales increase of MLCC and tantalum capacitors for growth markets centering semiconductors and AI servers.

Business profit at the center is expected to increase due to product launch in growth markets, in addition to improvement in production efficiency of MLCCs, tantalum capacitors, and connectors.

Capital expenditures on the right side are expected to increase mainly due to new investments in growth areas, including the introduction of MLCC production equipment for new factory building in Kagoshima Kirishima Plant.

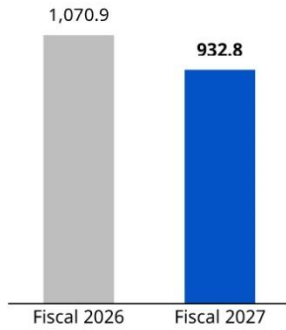
# Financial Forecasts for Fiscal 2027: Solutions Business



(Yen in billions)

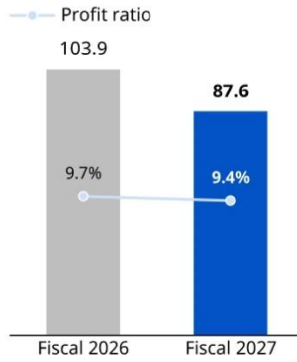
## Sales Revenue

Forecasts a decrease due to special factors such as transfer of SouthernCarlson, which more than offset increased sales of the Printing Device Business.



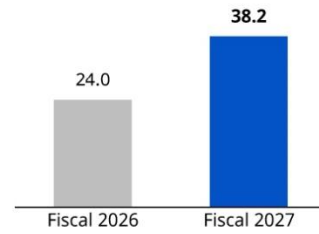
## Business Profit

Forecasts a decrease due to one-time gain in amount of approx. 17 billion yen due to the transfer of SouthernCarlson, which more than offset effect of profitability improvement in each business.



## Capital Expenditures

Forecasts an increase due mainly to investment in the Printing Devices Business to increase production as well as investment in the Document Solutions Unit to manufacture new products.



Finally, there is the Solutions Business.

Sales revenue on the left side are expected to decrease due to special factors such as the sale of SouthernCarlson in fiscal 2026, although sales are expected to increase in the Printing Devices Business.

Although profits are expected to improve in all businesses, business profit at the center is expected to decline in fiscal 2026 due to the impact of the gain from the sale of SouthernCarlson.

Capital expenditures on the right side are expected to increase mainly due to increased production in the Printing Devices Business and investments for manufacturing new products in the Document Solutions Unit.

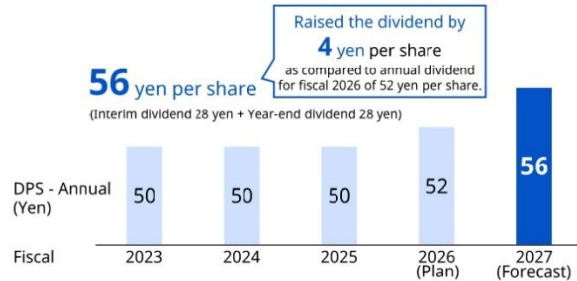
## Shareholder Returns, etc. for Fiscal 2027



### Change in Dividend Policy and Dividend Forecast for Fiscal 2027

- Adopt “**DOE (dividend on equity\* ratio)**” as the standard of dividend policy and a “**progressive dividend policy**” to maintain or increase the dividend amount per share compared with the previous fiscal year.
- Basis of DOE for fiscal 2027-2028: Around 3.5%  
\*The amount of shareholders' equity used to determine DOE will be calculated based on “Equity attributable to owners of the parent” less “Other components of equity”, which fluctuates according to the market value of the shares held by Kyocera Corporation and foreign exchange rate fluctuations (Adjusted DOE).

Forecasts annual dividend shown below in accordance with the new dividend policy mentioned above.



Note: All figures are calculated based on the basis after the stock split implemented on Jan. 1, 2024

### Cancellation of Treasury Stock

Plans cancellation of treasury stock to an appropriate level since the ratio of treasury stock to the number of shares outstanding had increased due to the share repurchase in the amount of approx. 200 billion yen in fiscal 2026.



- \*1 Ratio to the total number of shares outstanding prior to the cancellation
- \*2 Ratio to the total number of shares outstanding after the cancellation (The number of treasury stock after the cancellation is calculated based on the number of treasury stock as of March 31, 2026)

### Share Repurchase

Plans share repurchase in fiscal 2027 as well as part of capital strategies.



Plans the largest-scale share repurchase possible through market purchase based on trading volume of Kyocera stock at TSE as well as terms and conditions of financial institutions to be entrusted.

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Next, I will explain shareholder returns and other relevant matters for fiscal 2026.

First of all, please refer the change in dividend policy and the dividend forecast for fiscal 2027 on the left side of the slide. From fiscal 2027, we will adopt DOE (dividend on equity ratio) as a new dividend indicator and implement a progressive dividend policy that maintains or increases dividends per share. The level of DOE for fiscal 2027 and 2028 will be approximately 3.5%. Shareholders' equity, which is the basis for DOE, is defined as equity attributable to owners of the parent less other components of equity that are highly subject to fluctuations due to the market value of equity holdings and the foreign exchange rates movement. Based on the new dividend policy, the annual dividend for fiscal 2027 is projected to be JPY56 per share, an increase of JPY4 compared to fiscal 2026.

Next, please look at the top right-hand corner of the slide, which shows the cancellation of treasury stock. Due to the acquisition of treasury stock totaling JPY200 billion in fiscal 2026, the ratio of treasury stock held to the number of shares outstanding has increased and will be cancelled to an appropriate level. The number of treasury shares after the cancellation will be approximately 102 million shares.

Please refer the share repurchase on the upper right-hand side of the slide. Following fiscal 2026, Kyocera Corporation has decided to repurchase approximately JPY250 billion of its own shares in fiscal 2027. This amount is the largest planned market purchase that can be implemented during fiscal 2027, based on trading volume on the Tokyo Stock Exchange and the terms and conditions of the entrusted financial institution.

## 4. Management Plans for Fiscal 2028

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Next, I will explain our management plan for the year ending March 31, 2028.

### Fiscal 2028 Management Plan



(Yen in billions)

	Fiscal 2026	Fiscal 2027		Fiscal 2028	
	Amount	Amount	vs Fiscal 2026	Amount	vs Fiscal 2027
<b>Sales Revenue</b>	2,070.2	<b>1,940.0</b>	-130.2	<b>2,050.0</b>	110.0
<b>Operating Profit</b>	118.1 (5.7%)	<b>130.0</b> (6.7%)	11.9	<b>160.0</b> (7.8%)	30.0
<b>Profit Before Income Taxes</b>	169.0 (8.2%)	<b>170.0</b> (8.8%)	1.0	<b>192.0</b> (9.4%)	22.0
<b>Profit Attributable to Owners of the Parent</b>	141.0 (6.8%)	<b>141.0</b> (7.3%)	0.0	<b>150.0</b> (7.3%)	9.0
<b>ROE(%)</b>	4.3%	<b>4.3%</b>	0.0% <sub>pt</sub>	<b>5.0%</b>	0.7% <sub>pt</sub>
<b>Capital Expenditures</b>	149.1 (7.2%)	<b>225.0</b> (11.6%)	75.9	<b>176.0</b> (8.6%)	-49.0
<b>Depreciation Charge of PPE</b>	110.9 (5.4%)	<b>120.0</b> (6.2%)	9.1	<b>130.0</b> (6.3%)	10.0
<b>R&amp;D Expenses</b>	115.7 (5.6%)	<b>120.0</b> (6.2%)	4.3	<b>130.0</b> (6.3%)	10.0

Note: Figures in parentheses represent percentages to sales revenue.

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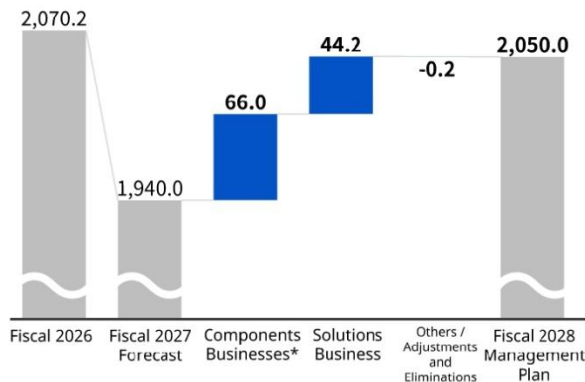
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For fiscal 2028, we forecast sales revenue of JPY2.050 trillion, operating profit of JPY160 billion, profit before income taxes of JPY192 billion, profit attributable to owners of the parent of JPY150 billion, and ROE of 5%. Capital expenditures is expected to be JPY176 billion, depreciation charge of PPE and R&D expenses JPY130 billion respectively.

**Expects to largely complete the reorganization of management foundation by fiscal 2027 and return to growth trajectory from fiscal 2028**

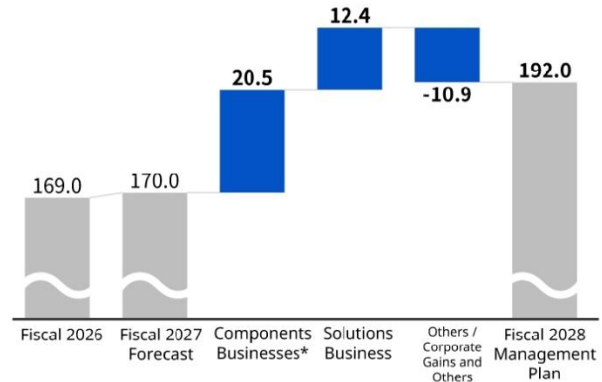
(Yen in billions)

Sales Revenue



\*Components Businesses: Core Components Business and Electronic Components Business

Profit Before Income Taxes



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From this point onward, the explanation will be divided into two segments: the Components Businesses, which includes the Core Components Business and the Electronic Components Business, and the Solutions Business.

Kyocera expects to largely complete the reorganization of management foundation by fiscal 2027, and to return to a growth trajectory from fiscal 2028. The left graph shows sales revenue, and the right graph shows profit before income taxes. For fiscal 2028, we plan to increase both sales revenue and profits in both the Components Businesses and the Solutions Businesses compared to fiscal 2027.

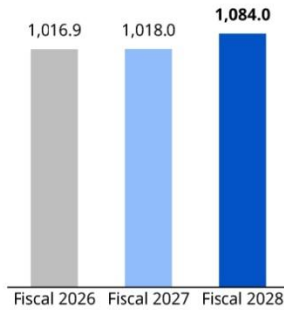
# Fiscal 2028 Management Plan: Components Businesses



(Yen in billions)

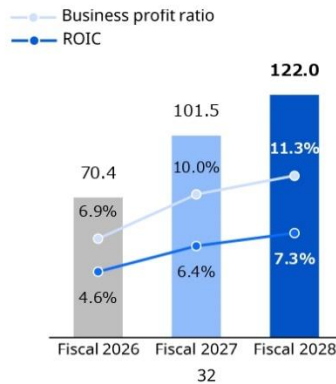
## Sales Revenue

Forecasts an increase due to business expansion in priority areas such as advanced semiconductors and its related areas.



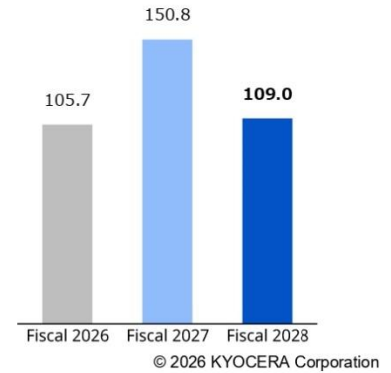
## Business Profit

Forecasts an increase due to increased sales of high-value-added products for priority areas, in addition to profitability improvement in the Organic Packages and Boards Business and the Electronic Components Business.



## Capital Expenditures

Forecasts a decrease into a normalized level in fiscal 2028, since fiscal 2027 forecasts an increase due to new investments in growth areas.



We will explain the changes in sales revenue, operating profit, and capital expenditures by segment for fiscal 2028 compared with fiscal 2027.

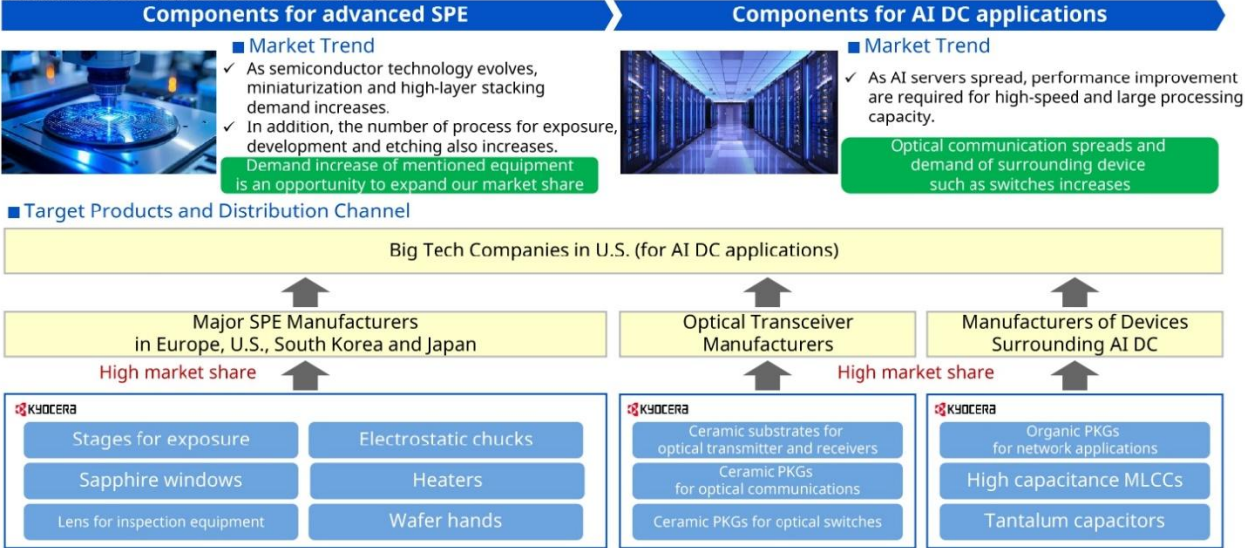
First, the Components Businesses. Sales revenue on the left side are expected to increase due to business expansion in priority areas such as advanced semiconductors and peripheral areas.

Business profit at the center is expected to increase due to improved profitability of the Organic Packages and Boards Business and the Electronic Components Business, as well as increased sales of high-value-added products in priority areas. However, ROIC has not reached the target figure of 8%, which we recognize as an issue.

Capital expenditures on the right are expected to rise in fiscal 2027 due to new investments in growth areas, before declining to normal levels in fiscal 2028.

**Kyocera-unique product portfolio which capture robust demand in advanced semiconductors and related areas**

SPE: semiconductor processing equipment / DC: datacenter / PKGS: package



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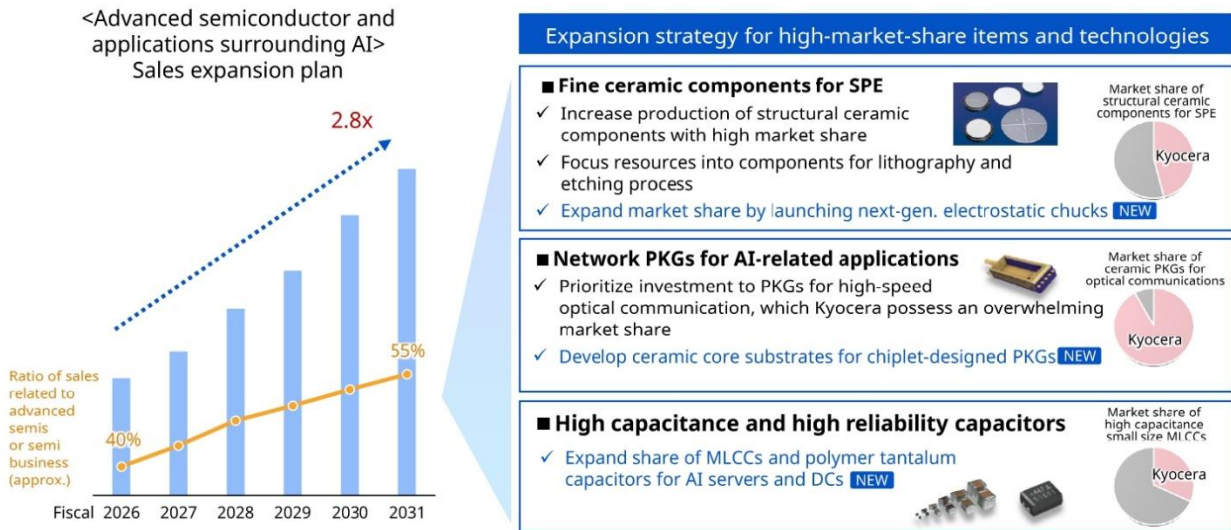
Next, I will explain our business strategy in the focused areas of the Components Businesses.

We have a unique product line that captures the strong demand for advanced semiconductors and peripheral areas. In the area of components for advanced semiconductor processing equipment, opportunities to increase demand for target equipment and to expand market share are expected in response to market trends such as increasing miniaturization and high-layer stacking demand, and increasing number of processes for lithography, development, etching.

In AI data center components, demand for optical communication spreads and demand for surrounding devices such as switches are expected to increase in response to the market trend toward higher performance for high-speed and large-capacity processing in line with the growing popularity of AI servers.

We will strengthen the adoption of these high market share products via major semiconductor processing equipment manufacturers, optical transceiver manufacturers, and AI related equipment manufacturers for AI data centers by US big tech companies.

**Aim to expand market share in advanced semiconductors and related areas by leveraging Kyocera's core technologies and solid customer base**



Here is the business plan.

We aim to further expand our market share in the advanced semiconductor and related areas on the strength of our core technologies and customer base.

The graph on the left shows planned sales expansion in the advanced semiconductor and AI related area business. We plan to increase the share of advanced semiconductors, which accounted for about 40% of our semiconductor business in fiscal 2026, to about 55% in fiscal 2031, and to increase sales revenue by 2.8 times.

Expansion strategies by major item and technology are listed on the right. In fine ceramic components for SPE in the upper row, we will increase production of structural ceramic components, where we have a high market share, and focus our resources on components for lithography and etching process. In addition, we will also newly launch next-generation electrostatic chucks, highlighted in blue, where our current market share is low.

In the middle section, network packages for AI related, we will invest heavily in packages for high-speed optical communications, where we have an overwhelming market share as shown in the pie chart on the right, and promote the development of ceramic core substrates for chiplet-designed packages as a new product.

In the lower tier of high capacitance and high reliability capacitors, we will continue to gain market share in MLCCs and polymer tantalum for AI servers and data centers.

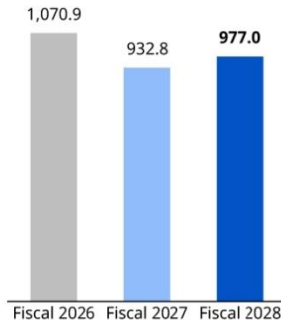
# Fiscal 2028 Management Plan: Solutions Businesses



(Yen in billions)

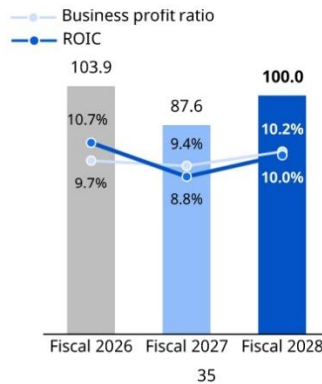
## Sales Revenue

Forecasts an increase due to launch of new products and services in each business such as the Document Solutions Unit and the Communications Unit.



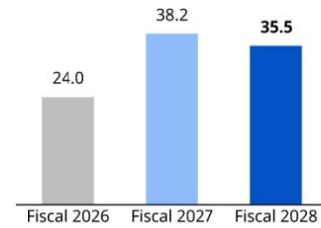
## Business Profit

Forecasts an increase due to cost reduction and productivity improvement, withdraw or downsize of unprofitable business/sites/products in each business, in addition to effect of increased sales.



## Capital Expenditures

Forecasts to continue robust investment in fiscal 2028 following fiscal 2027.



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Next, the Solutions Business.

Sales revenue on the left side are expected to increase due to the introduction of new high-value-added products and services in each business, including the Document Solutions Unit and the Communications Unit.

Business profit shown at the center is expected to increase due to the higher revenue, cost reduction, and productivity improvement in each business, and the withdrawal or downsizing of unprofitable businesses, sites, and products. ROIC is expected to reach 10%, in line with our target.

Capital expenditures on the right indicate plans to continue aggressive investment in fiscal 2028, as in fiscal 2027.

**Achieve 10% ROIC by further improving profitability and in parallel, promote to lay foundation for next growth**

**Expand sales of high-margin products and services**

Examples

- Launch high-speed MFPs and commercial inkjet printers (Document Solutions Unit)
- Focus on engineering business of grid-scale storage battery (Communications Unit)
- Expand communications solutions for each industries (Communications Unit)
- Respond to increasing demand of inkjet heads for textiles
  - Increase production by capital expenditure (Printing Devices Business)



**Promote cost reduction and productivity improvement**

Examples

- Streamlining organizations in Europe and expand production in Vietnam (Document Solutions Unit and Industrial Tools Unit)
- Manufacture components in-house (Document Solutions Unit, etc.)
- Expand smart factory (Document Solutions Unit, Printing Devices Business, etc.)

**Withdraw/downsize from unprofitable business/site/product**

- Continue to conduct in all product lines

**Lay foundation for the “Products X Experience Value Approach”**

Promote training of professionals, design of solution development process and development of platform

I will then explain the initiatives of the Solutions Business for fiscal 2027 and 2028.

In the Solutions Business, we will further improve profitability to achieve ROIC of 10% and, at the same time, promote the creation of a foundation for next growth.

As a typical example of the expansion of highly profitable products and services described in the upper row, the Document Solutions Unit will launch new high-speed MFPs and commercial inkjet printers. In the Communications Unit, in addition to strengthening the engineering business of grid-scale storage battery, we will work to expand industry-specific communications solutions. In the Printing Devices Business, Kyocera will expand production capacity through capital investment to meet growing demand for inkjet print heads for textile printing.

In the cost reduction and productivity improvement initiatives described in the middle section, we will realize the effects of integrating our European organizations and expanding production in Vietnam in the Document Solutions Unit and the Industrial Tools Unit. In addition, we will promote in-house production of parts in the Document Solutions Unit, etc. Furthermore, we will promote the shift to smart factories, including in the Document Solutions Unit and the Printing Devices Business.

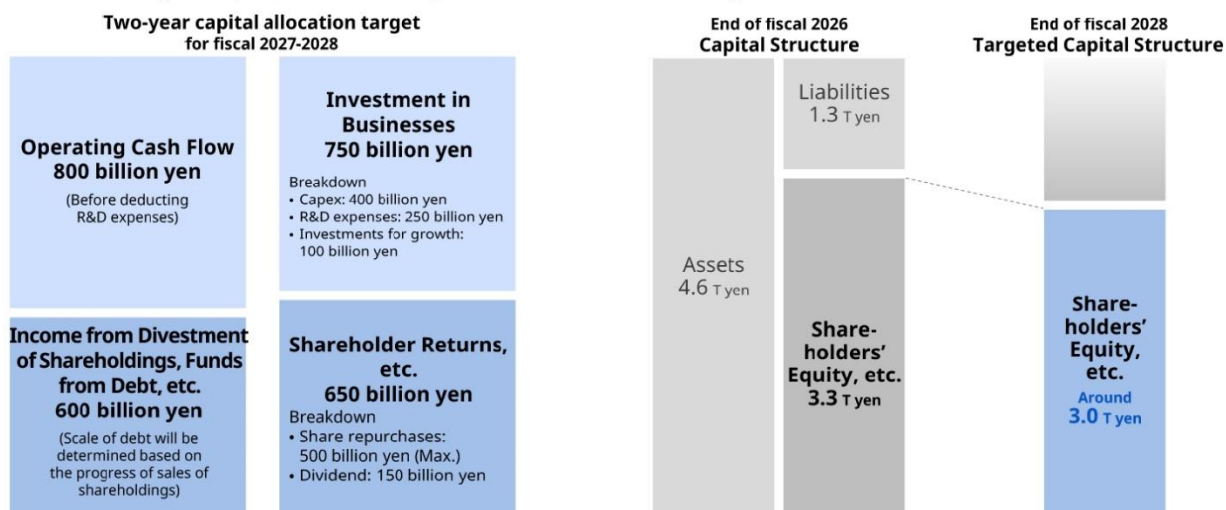
In addition, the withdrawal or downsizing of unprofitable businesses, sites and products in the lower section will continue to be executed in all product lines. Furthermore, we will promote human resource development, process design, and platform development to create a foundation for the “Products X Experience Value Approach.”

## Promotion of Capital Policies



### Aim to balance growth investments and shareholder returns as well as optimize shareholders' equity to improve corporate value

The targets have been updated from the announcement in Feb. 3, 2026 based on fiscal 2027 financial forecasts and fiscal 2028 management plan, as well as stock price of held shares and exchange rates as of end of fiscal 2026.



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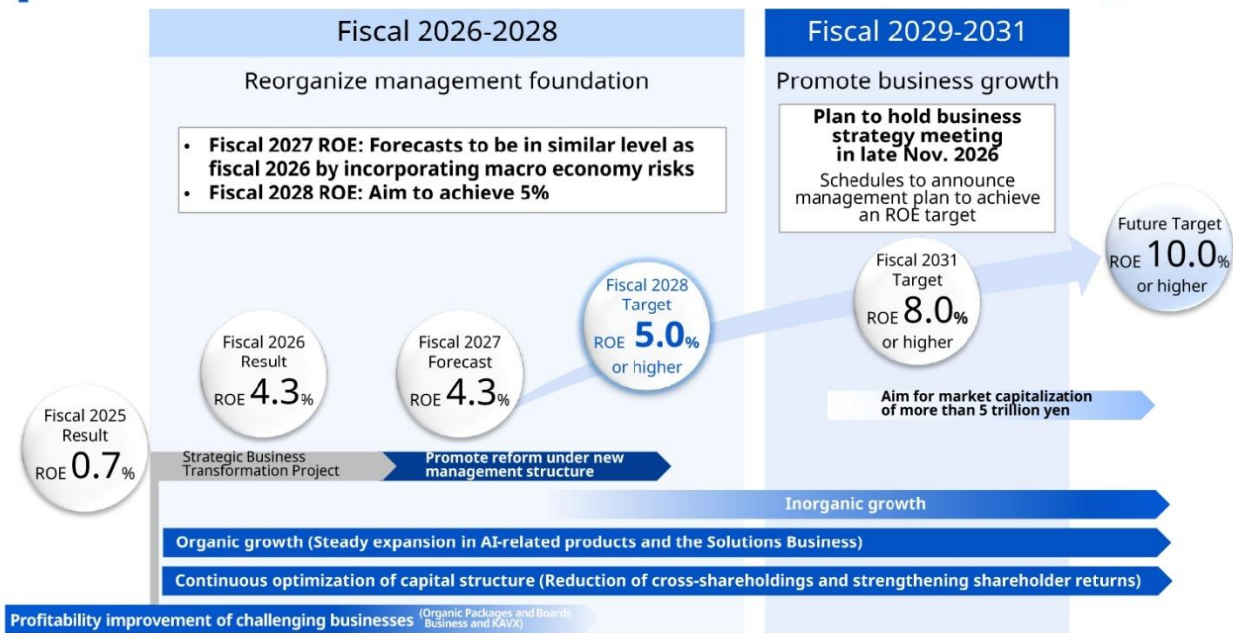
We seek to balance investment in growth with shareholder returns and to optimize shareholder equity with the goal of increasing corporate value.

The following information has been updated from that announced on February 3, this year, taking into account the financial forecasts for fiscal 2027, and the management plan for fiscal 2028, as well as the market value and exchange rate of the shares held as of the end of fiscal 2026.

The left side of the slide shows the two-year capital allocation targets for fiscal 2027 and 2028.

Also shown on the right side of the slide is the capital structure at the end of fiscal 2026, and the target capital structure at the end of fiscal 2028. We aim to optimize shareholders' equity to increase corporate value with a target of approximately JPY3 trillion in shareholders' equity at the end of fiscal 2028.

# Roadmap for Enhancing Corporate Value



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As shown on this slide, our ROE results for fiscal 2026 were 4.3%. Progress in management reform has enabled us to improve the situation. For fiscal 2027, we plan 4.3%, the same level as fiscal 2026, considering macroeconomic risks, but we will consider and promote further strengthening of our business portfolio and further improvement of challenging businesses.

For fiscal 2028, we aim to achieve ROE of 5% by further promoting a series of measures under the new management structure, including organic growth through expansion of AI related products and the Solutions Business, continuous optimization of capital structure by reducing cross-shareholdings and strengthening shareholder returns, and investment for growth and shareholder returns.

On this basis, for fiscal 2031, we aim to achieve an ROE of 8% by increasing earnings through the contribution of new products and new businesses to management promotion, as well as through inorganic growth such as M&A. We are planning to hold a business strategy briefing in late November this year, at which we will explain our plans for achieving our goals. By steadily implementing the various measures announced today, we aim to achieve profit growth and improve capital efficiency, and in the future, we aim to increase ROE to over 10% and market capitalization to over JPY5 trillion.

This concludes my explanation. Thank you for your attention.

## Question & Answer

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### <Questioner 1>

**[Q]:** First, with President Sakushima becoming CEO, what has been the greatest focus of your efforts over the past three months? Related to that, you plan fiscal 2028 sales revenue up JPY110 billion as compared to fiscal 2027 and I would like you to introduce us the products that you have high expectations. Conversely, to what extent does the plan include withdrawals or downsizing? You are planning to increase investments in fiscal 2027, could you please clarify whether these investment are related to this? I would also appreciate an overview of your overall approach.

**Sakushima [A]:** First, regarding what I focused on during my first few months as CEO, during fiscal 2026, I have been working on various business portfolio restructuring, mainly in the components business, in the Strategic Business Transformation Project. As we need to take a company-wide perspective, my main focus over the past few months has been to understand the overall business, including the Solutions Business. In implementing the policy I mentioned at the beginning of this presentation, we promoted the consolidation of information and discussion to promote company-wide management. We believe that this should continue in the current fiscal year, and we are therefore working to further strengthen this structure.

**[Q]:** Is it correct to think that this is linked to what you mentioned earlier about the Corporate Planning Office?

**Sakushima [A]:** We were focusing our efforts to launch it.

Also, we are increasing capital investment in the immediate future. These investments are aimed at increasing production of products in which we have strengths. As for the Core Components Business, the Isahaya Plant in Nagasaki will be completed, and we are investing in the increased production of components for semiconductor processing equipment and increased production of ceramic packages, which is related to the information and telecommunication-related markets. We believe that this investment will steadily contribute to the improvement of our profitability.

With regard to the Electronic Components Business, inquiries especially for embedded small MLCCs related to AI have been very strong, and we are planning to expand our facilities for the start-up of these components. We are planning to start up production facilities in the new building completed at Kagoshima Kirishima Plant, which will also contribute to sales.

In the Solutions Business, the inkjet business in the Printing Device Business in particular have been performing very well. We intend to increase sales in the current and next fiscal years by investing to meet the demands of our customers. We believe that we are investing in product areas where the market is highly demanding and where we have strengths.

**[Q]:** How much has been incorporated for the areas you may discontinue or reduce for fiscal 2028? Or may I assume that you have already completed it by fiscal 2026?

**Sakushima [A]:** Specifically, within the Organic Packages and Boards Business, we planned to withdraw from some low-profit products, and expect to accelerate this plan. We are continuing to downsize products in line with structural reforms, and we are also working on the consolidation of sites.

**[Q]:** Thank you.

Lastly, I would like to confirm. In the media, Mr. Sakushima was described as the type of person who, once convinced through discussion, follows through thoroughly. I understand that in the previous announcement, a very detailed picture was drawn, and a strategy was formulated to determine where and how to proceed, which has now been presented. What are the problems and challenges in changing the entire culture of a large company like yours? Have you already grasped the challenges and ready to move forward with implementation? How do you see it now?

**Sakushima [A]:** We have been implementing the Amoeba Management System, under which each department formulates and executes its own strategy. However, our efforts have been somewhat lacking in terms of sharing information and technologies across departments to explore new opportunities.

For fiscal 2027 and 2028, we can foresee growth, especially in existing businesses, due to the business environment and by strengthening components that are an extension of existing businesses, but if we aim for fiscal 2031, we believe it will be necessary to create something new out of that. In fiscal 2026, we were mainly examining issues in existing businesses, but from fiscal 2027, we believe it is necessary to clearly identify our key challenges and efforts to address them in order to drive growth in new areas. We are currently considering addressing this at the business strategy meeting in November, 2026.

**[Q]:** Understood. Thank you.

#### <Questioner 2>

**[Q]:** How is the traditional Amoeba Management System changing now? How do you plan or intend to make further changes in the future? Please tell me how we should think this will lead to increased shareholder value.

**Sakushima [A]:** Regarding the Amoeba Management System, each department has been independent, designing its own business field and proceeding accordingly, until now. However, the sense of challenge is that there are some areas that cannot be overcome by that approach alone.

As I mentioned earlier, I think it is important to emphasize that we should create new products through mutual cooperation, or flexibly change the shape of the amoeba. That is, not only closely monitoring individual profitability figures, but also flexibly changing the shape of the amoeba in response to changes in the world.

The recent integration of the Automotive Components Business and the Displays Business into the Automotive Systems Business is one example. As many such things are created, we believe that by creating new products and new businesses, we can provide value to the world by regaining our flexible structure. At this point, we believe that providing value equals providing value to shareholders.

**[Q]:** Thank you very much.

What impact has the increase in memory prices or the difficulty in procuring memory had on the Document Solutions Unit and other businesses? Please tell us what impact you perceive the memory price increase is having on the number of sets of smartphones, PCs, and other devices.

**Sakushima [A]:** As you commented, the price of memory has affected the Document Solutions Unit and the Communications Unit. As for procurement, we have secured sufficient memories at this point, so we do not foresee any problems in fiscal 2027. On the other hand, prices have been soaring, and we are currently consulting with our customers to pass on prices.

In addition, we believe that the soaring price of memory will probably have a significant impact on the production of smartphones and PCs. The customers we provide our components mainly are a relatively large

company, so we believe that the impact will be minor. With regards to Chinese smartphone makers, we believe that the impact on our business will be relatively small. That's said, this is a factor that cannot be ignored for sure, and we will continue to monitor it closely.

[Q]: Thank you very much.

### <Questioner 3>

[Q]: I would like to ask you about the areas of focus for the Components Businesses. I believe that you have been emphasizing the expansion of the advanced semiconductor-related areas where you have core technologies. I know that you have these areas spanning each reporting segment, but can you tell us size of sales in these area quantitatively?

Also, please tell us how certain you are in each area of your entry into next-generation electrostatic chucks, AI peripherals, and efforts to expand your market share of the polymer tantalum capacitors? Regarding electrostatic chucks, we were aware that the relationship between equipment makers and electrostatic chuck makers is a strong one and that it is not easy for other companies to enter the market due to market share expansion, so please tell us about your strategy regarding this.

In addition, I think that sales of MLCC and polymer tantalum capacitors for servers are currently growing, but I would like to know how much these areas are growing and how much they are expected to grow in fiscal 2027.

**Sakushima [A]:** We would like to refrain from providing a detailed amount of sales in this area, as we are not disclosing this information at this time. As a percentage, as I explained earlier in the material, we will raise the ratio from 45% to 55% for advanced semiconductor-related components. We are aiming for a 2.8x sales, which is qualitative, but I hope you can measure the extent of our growth in that area.

As for entering the electrostatic chuck business, as you mentioned earlier, it is true that we need to work closely with equipment manufacturers, as you mentioned. As for the expansion of electrostatic chucks, we are negotiating with customers for their adoption. We believe that we can steadily gain market share if we can properly clear technical issues, and we intend to increase our market share by steadily advancing technological development.

Regarding MLCCs, etc., we are currently receiving a great number of inquiries, not just inquiries, but some of them are moving ahead of others to secure them. We are also receiving offers from several customers for long-term contracts. As for the parts here, the customer may consider that procurement will be very tight. Since this is a cutting-edge component, there are only a limited number of manufacturers who can handle it. We hope to increase sales here as well by solving technical problems and firmly gaining market share.

For tantalum capacitors, due to an internal productivity issue, the start-up of the Thailand Plant was very slow. Since fiscal 2026, we have been actively promoting productivity and yield improvement with the participation of members of the electronic components business of Kyocera Corporation and production technology division, and these efforts are steadily showing up in the figures. We believe that continued improvement in fiscal 2027 will surely lead to improved sales and profits.

[Q]: Thank you.

<Questioner 4>

**[Q]:** In response to the recent increase in demand for AI servers and changes in technology, could you please introduce any developments in your company's related products that could be perceived as points of change during this January to March period? For example, with the CPO direction coming out, your company's certain components are increasing, or with the movement to change the ratio of CPUs, GPUs, and accelerators, there may be business opportunities in the packages. With the changes in the world, are there any new opportunities emerging for your company?

**Sakushima [A]:** Regarding AI-related issues, I used the term AI power circuit solution at last presentation. Once you introduce AI, electricity consumption will increase. We are well aware that our customers are continuously and strongly promoting design and development to reduce power consumption. As we have been talking with these customers about how we can reduce power consumption, through simulation technology, we have come to realize that our products are a good match for them. In this sense, we have come to realize that what we have been working on is a product that is firmly demanded by our customers. This may be the point of change for us, but we have come to believe that steadily moving toward this point may be a factor in the growth of our business. The other fact is that our customers are becoming quite demanding, especially from this year. In both of these respects, in terms of technology and market trends, we have seen changes over the past few months.

**[Q]:** I see. Is it correct that rather than specific items, the overall trend is that demand is rising and your company's market share is increasing, and that is the change? Are you saying that, in your current situation, you are feeling a positive response from the product lines as shown in the map you showed us when you explained 3Q financial result?

**Sakushima [A]:** You may understand it that way.

**[Q]:** I see. Thank you.

The second is about DOE. What is your view on the 3.5% rate set this time, and how it may change in the future? Last time, you mentioned that you would do what you could and that you would strengthen control of the denominator side. Could you also tell me what 3.5% means in that process?

**Chida [A]:** Regarding a DOE of 3.5%, we discussed it internally. This is also the extension of the current dividend payout ratio. While keeping an eye on the degree of business recovery, we decided to stick with a 3.5% DOE for fiscal 2027 and 2028.

Beyond that, we believe that the 3.5% DOE will need to be revised in the future as we look toward fiscal 2031 for business growth and improved business profits. I cannot give you a specific figure, but we are assuming that we will have to generate at least that much more for business profits, and that our approach to DOE will also have to be more than 3.5%.

**[Q]:** I see. Thank you.

<Questioner 5>

**[Q]:** First, regarding the Electronic Components Business, I think the industry saw quite a few price increases from January to March because of the price correction of tantalum capacitors since the price of tantalum powder has gone up, and some in MLCCs as well. Is it correct to understand that the profit margin, including the price response, increased in 4Q?

Regarding Organic Packages and Boards Business, demand for CPUs is strong right now, and I assume that your company has been doing some CPU packages that are unique for hyperscalers. Do you feel that demand for CPUs is actually increasing from your point of view? If the operation is up and running, are you going to consider capital investment for organic packages again? Please let us know what you are going to do, as I believe there is a very strong demand for this business now.

**Sakushima [A]:** Regarding the first point, the price of tantalum powder has risen sharply, and we have raised the price appropriately. However, the increase in profits in 4Q is not so much due to the effect of the price increase, but rather to the improvement of yields through productivity improvements, etc.

For high-reliability products other than polymer tantalum capacitors, in the past, when the market was very stagnant, there was an overabundance of inventory. This overabundance of inventory has been resolved slowly. The number of high-reliability products in this area has risen slightly, which has boosted profits in some areas. Due to this combined factor, we believe that the numbers are rising for tantalum capacitors in the Electronic Components Business.

With regard to Organic Packages and Boards Business, the current strong demand is for custom organic substrates used in devices around switches. We are aware that the supply of glass cores has been very tight, but we are working with our existing customers to improve the internal structure and yield rate in order to raise the volume as much as possible, while coordinating with our customers on the supply. That is now the biggest factor behind the rise in the Organic Packages and Boards Business.

As you mentioned, procurement of core materials may be difficult this year, but we are hearing that the volume will increase in fiscal 2028 or so. In such cases, we have to be cautious about our own investment decisions in the near future.

Even if market conditions have risen considerably, we have to be careful about making investments immediately, as changes happen rapidly, and we have to think about what to do when the market drops. We consider this area to be one of the major issues in considering whether or not the Organic Packages and Boards Business will proceed or not.

**[Q]:** In other words, if there is a prospect that a technology, such as ceramic cores, which differentiates your company, will be adopted, it will be a very big barrier to entry, so you will be more aggressive in your approach. Is this what you mean?

**Sakushima [A]:** We have to make a decision on large investments where we have a strong product line. We experienced the risk of investing in products whose orders are coming or not coming depending on the increase or decrease in market conditions. We believe that we need to make an investment that is suited to the situation of the company, and that is the approach we take toward the Organic Packages and Board Business.

**[Q]:** About one-time costs and gains in fiscal 2027. Please tell us how you are planning to set up something like one-time expenses.

**Sakushima [A]:** One-time gains and losses, etc., were very diverse in fiscal 2025 and 2026, but we do not expect any large amount of onetime costs or profits that we had in previous fiscal years in fiscal 2027. Regarding the business areas in which we are growing, although we are seeing improvement in profitability, I think it will take another year before we see an increase in both sales and profits. In that sense, I hope you understand that this is the content of our current plan for fiscal 2028.

**[Q]:** I understand. Thank you.

[END]

#### **Notes**

- 1. This document was edited from the original recording and transcripts provided by SCRIPTS Asia, Inc.**
- 2. In this document, the year ended 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.**

#### **Cautionary statement**

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