

Greetings



Chairman of the Board and
Representative Director,

Goro Yamaguchi

President and Representative
Director,

H. Tanimoto

Thank you very much for your support of the Kyocera Group.

Since the founding of the company in 1959, Kyocera has expanded under its unique Management Rationale: “To provide opportunities for the material and intellectual growth of all employees, and through joint effort, contribute to the advancement of society and humankind.”

In the fiscal year ended March 2023, sales and profit by Kyocera decreased compared to the previous year because of stagnation in demand for major products. While the environment surrounding Kyocera has become challenging, the company has focused on business selection and concentration, active investment, and the promotion of human resources and capital strategies as Kyocera continues to strengthen corporate governance. From the second half of the fiscal year ending March 2024, Kyocera expects a recovery in the semiconductor- and information technology-related markets and anticipates increased demand for the company’s principal products. Kyocera will strive to firmly seize these business opportunities as the company aims for further business growth and the further strengthening of the management foundation.

We publish this Integrated Report to inform stakeholders of our efforts to address societal needs through our business activities. Our overarching goal is to raise the value of our contributions to society by conducting business in a more sustainable manner.

By outlining our basic initiatives for growth, as well as the potential benefit such initiatives create for society, we hope to share our values with you, and further our role as a socially responsible enterprise. We hope this report will be helpful to you in understanding our company.

Corporate Motto, Management Rationale, Management Philosophy

Corporate Motto

敬天愛人

“Respect the Divine and Love People”

Preserve the spirit to work fairly and honorably, respecting people, our work, our company and our global community.

Management Rationale ▶ P.4

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.

Management Philosophy ▶ P.5

Living Together. To coexist harmoniously with our society, our global community and nature. Harmonious coexistence is the underlying foundation of all our business activities as we work to create a world of prosperity and peace.

Our Wish

In 1959, Kyocera started as a small suburban factory with no money, credentials, or reputation—just the fine ceramic technology that had been developed by Kazuo Inamori, the founder of Kyocera.



Founder
Kazuo Inamori

Adhering to the basic principles of doing what is right as a human being and working for the benefit of society and people, Kyocera has grown into one of the world's top ceramic manufacturers by expanding its business in multiple directions. Passing down the spirit of altruism and the courage to take on challenges that our founder embodied throughout his life, Kyocera continues to take on new challenges as part of its contribution to realizing a better society where everyone is able to enjoy a happy, comfortable life.

In addition, we must keep in mind the importance of living in harmony with nature. This is the concept of coexistence. All living things on Earth are mutually dependent, and this is no different for human society. We must work together by helping and sharing with one another to achieve growth. This will also continue to be an important component of business management demanded by society in the future..

The Kyocera Group aims to promote a business that strives for harmony with all life based on the concept of Living Together.

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”

Based on our Management Rationale as well as the Kyocera Philosophy, all group employees pursue business activities that satisfy the needs of customers and society.

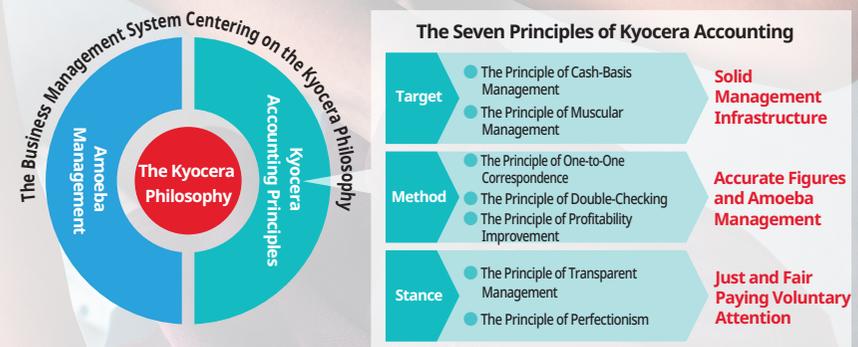
The Kyocera Group’s management approach springs from the Management Rationale propounded by our founder, Kazuo Inamori. Employees are urged to keep the essence of this statement in mind while taking on new challenges to develop products and services that serve the emerging needs of our customers and society.

As a guideline for achieving the Management Rationale, we share with all employees the Kyocera Philosophy, which encompasses the following:

- **The code of conduct that constitutes the company's standards**
- **The attitude that is necessary for the company to achieve its goals and objectives**
- **Principles that can help create a wonderful corporate character**
- **The compass for decision-making, work, and leadership as human beings**

Based on this philosophy, Kyocera Corporation has pursued the concept of Management by All, since its founding empowering diverse personnel to take the initiative to play active roles in the success of the company. Kyocera has also achieved steady growth through its unique Amoeba Management, system, which organizes the company into small units called “Amoeba” that operate with their own P&L accounting systems linked directly to their respective markets. Furthermore, Kyocera encourages all employees to be involved in all phases of decision-making, which allows them to experience greater fulfillment and achievement in their work and to build stronger teams with the goal of pursuing a better future for society. Developing workplaces where everyone can maximize their true potential, Kyocera tries its best to make sure that all employees shine in their own unique ways and benefit from the diverse experiences of others. This rich work environment provides the foundation for Kyocera’s Management by All.

Two Systems to Achieve Our Management Rationale



Management Philosophy

Living Together. To coexist harmoniously with our society, our global community and nature. Harmonious coexistence is the underlying foundation of all our business activities as we work to create a world of prosperity and peace.

The Kyocera Group conducts business based on the concept of coexistence, which is also our basic philosophy regarding the group's sustainability activities.

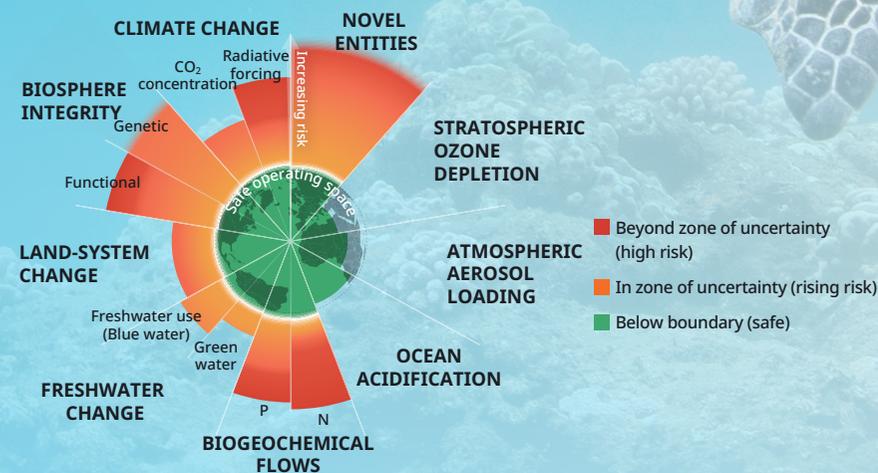
The concept of Planetary Boundaries was developed to observe the state of the Earth from nine points of view. Irreversible changes have been occurring in many of the items within the Framework of Planetary Boundaries.

Our Management Philosophy of Living Together as proposed by Kazuo Inamori, the founder of Kyocera Corporation, matches the direction in which society is attempting to move forward, such as in the areas of carbon neutrality, circular economy, and nature positive.

This philosophy has been passed down to the Kyocera Group as the basic principle regarding the sustainability activities promoted by the Group.

Kyocera has been and will continue to be engaged in corporate activities with maximum consideration for these concepts as we strive to create new businesses to address as many societal issues as possible using our technology.

Current State of the Earth Seen through the Framework of Planetary Boundaries

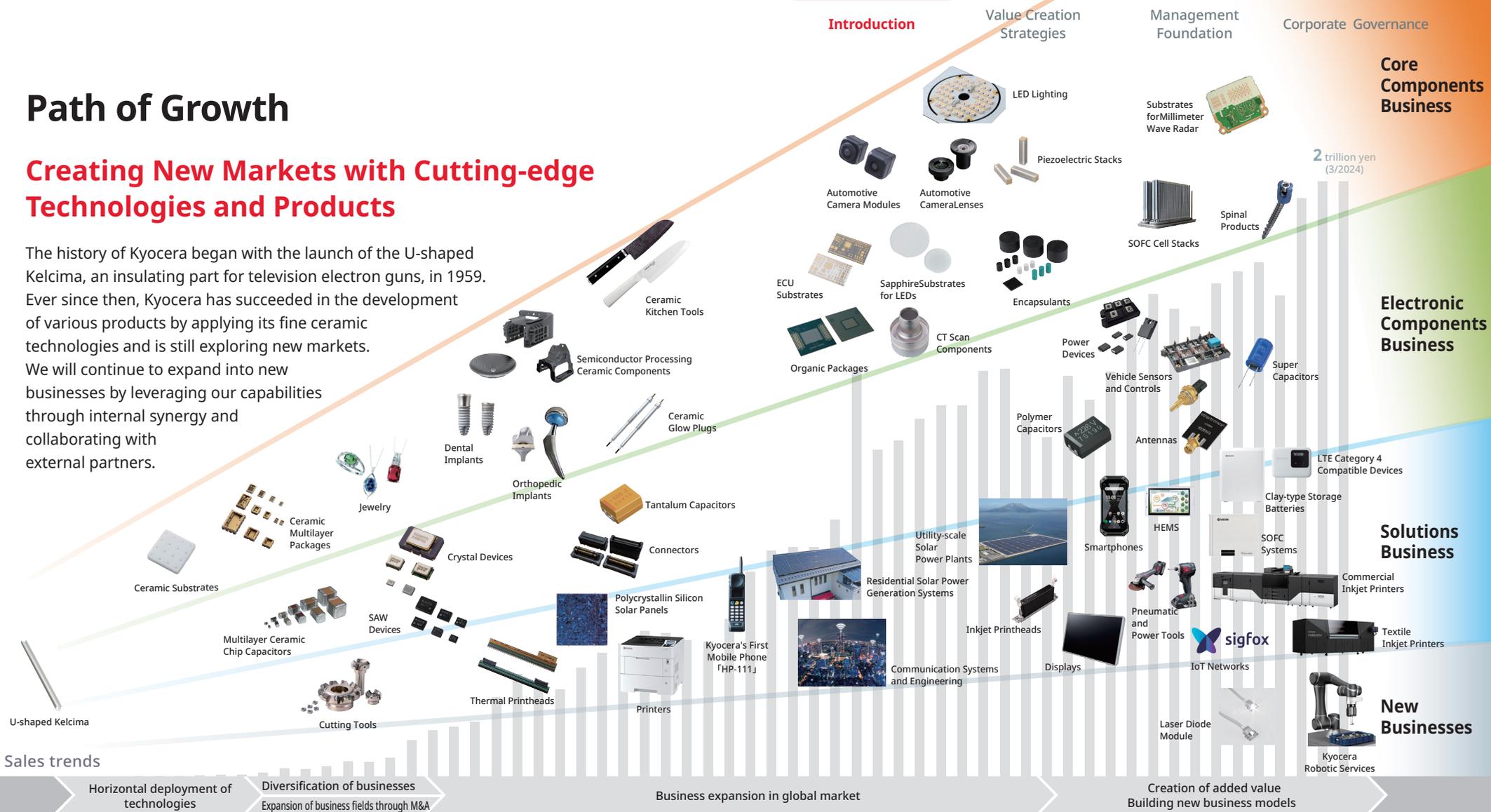


Source : Azote for Stockholm Resilience Centre, based on analysis in Richardson et al 2023

Path of Growth

Creating New Markets with Cutting-edge Technologies and Products

The history of Kyocera began with the launch of the U-shaped Kelcima, an insulating part for television electron guns, in 1959. Ever since then, Kyocera has succeeded in the development of various products by applying its fine ceramic technologies and is still exploring new markets. We will continue to expand into new businesses by leveraging our capabilities through internal synergy and collaborating with external partners.

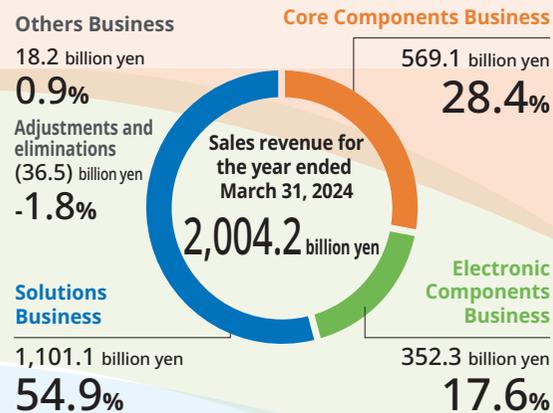


Year	Event
1959	Kyoto Ceramic Co., Ltd. (now KYOCERA Corp.) founded
1969	KYOCERA International, Inc. is established as KYOCERA's North American sales company
1970	Feldmühle KYOCERA Europa Elektronische Bauelemente GmbH is established in cooperation with Feldmühle AG in Germany
1975	Japan Solar Energy Corp. (JSEC) is established and begins development of solar cells
1979	KYOCERA invests capital in Cybernet Electronics Corp.
1984	Daini-Denden Kikaku Co., Ltd. is established. Current: KDDI Corporation
1989	Elco Corp. joins the Kyocera Group
1990	AVX Corp. joins the Kyocera Group
1995	KYOCERA Communication Systems Co., Ltd. is established
1999	Kyocera acquires the mobile phone business of Qualcomm, U.S.A.
2000	Mita Corporation joins the Kyocera Group.
2003	<ul style="list-style-type: none"> Kinseki, Ltd. becomes a wholly owned subsidiary of Kyocera Corporation. Kyocera SLC Technologies Corporation is established
2010	Kyocera acquires the TFT liquid crystal display business at the Yasu facility of Sony Mobile Display Corporation
2011	KYOCERA Vietnam Management Company Limited is established in Vietnam
2018	Kyocera acquires the power tools business of Ryobi Limited and KYOCERA Industrial Tools Corp. is established
2020	AVX Corporation becomes a wholly-owned subsidiary
2021	Soraa Laser Diode, Inc. (United States) joins the Kyocera Group.

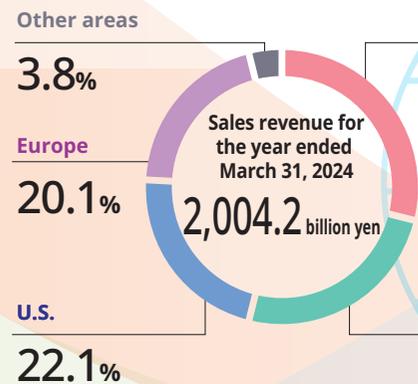
At a Glance

— Current State of the Kyocera Group —

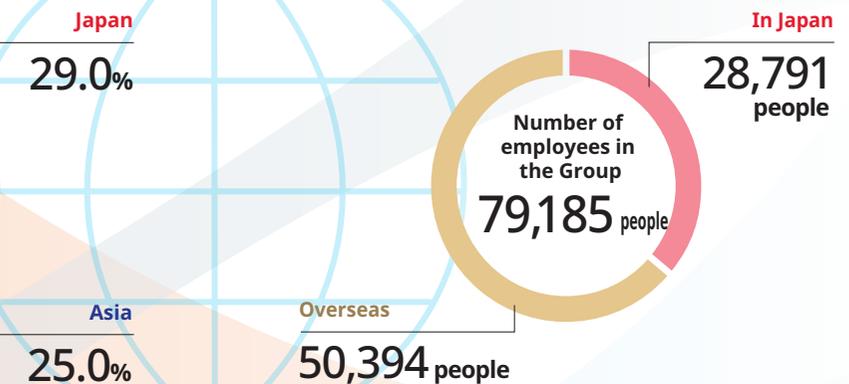
Sales Ratio by Reporting Segment



Sales Ratio by Region



Number of employees in the Group³



Pre-tax profit



136.1 billion yen

Earnings per share



71.6 yen

Ratio of Male/Female Employees Taking Childcare Leave^{1,2}



30.7%



100%

GHG Emissions (Scope 1, 2⁴)



799,000
t-CO₂

GHG Emissions (Scope 1, 2, 3⁵)



4,675,000
t-CO₂

Female Directors Ratio^{2,6} (2/10 directors)



Outside Directors Ratio^{2,6} (4/10 directors)



Female Managers Ratio¹ (161/3,054 employees)



Note 1: Kyocera Corporation

Note 2: Number of Male Employees Taking Childcare Leave During the Period/ Number of Male Employees Whose Spouses Gave Birth
Number of Female Employees Taking Childcare Leave During the Period/ Number of Female Employees Who Gave Birth During the Period

Note 3: As of June 25, 2024

Note 4: Scope1 Direct emissions associated with fuel consumption and production processes, Scope2 Indirect emissions associated with consumption of power or heat purchased from outside.

Note 5: Indirect emissions other than Scope 1 or 2 (Including procurement of raw materials, transport, use and disposal of products, as well as employee commuting and business trips)

Note 6: Excluding the equity-method affiliates and companies accounted for using the equity method.