



Kyocera Corporation

Financial Presentation for the Nine Months Ended December 31, 2025

February 3, 2026

Event Summary

[Company Name]	Kyocera Corporation	
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[Event Type]	Earnings Announcement	
[Event Name]	Financial Presentation for the Nine Months Ended December 31, 2025	
[Fiscal Period]	Fiscal 2026 3Q	
[Date]	February 3, 2026	
[Time]	10:30 – 12:06 (Total: 96 minutes, Presentation: 55 minutes, Q&A: 41 minutes)	
[Venue]	Webcast	
[Number of Speakers]	6	
	Hideo Tanimoto	President and Representative Director
	Shiro Sakushima	Director, Senior Managing Executive Officer
	Norihiko Ina	Director, Senior Managing Executive Officer
	Hiroaki Chida	Director, Managing Executive Officer
	Koichi Kano	Director, Managing Executive Officer
	Michinori Yamada	Director, Managing Executive Officer



Notes: This is an English translation of the Japanese original. This translation is prepared for the reference and convenience solely for those who do not use Japanese. In the event of any discrepancy between this translation and the Japanese original, the latter shall prevail.
Certain of the statements made in this document are forward-looking statements, which are based on our current assumptions and beliefs in light of the information currently available to us. Please refer to "Cautionary Statements with respect to Forward-Looking Statements" on the last page.
In this document, the year ended March 31, 2025 is referred to as "Fiscal 2025", the year ending March 31, 2026 is referred to as "Fiscal 2026" and three months ended/ending June 30 is referred to as "1Q." Other fiscal years and quarterly periods are referred to in a corresponding manner.

Progress Update

Strategic Business Transformation Project

February 3, 2026
Kyocera Corporation



KYOCERA Corporation

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Tanimoto: Now, I would like to explain the progress of the Strategic Business Transformation Project.

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Hideo Tanimoto
President, Representative Director

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Same as above

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Director, Senior Managing Executive Officer

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Norihiko Ina
Director, Senior Managing Executive Officer

3. Promoting Capital Strategies

Hiroaki Chida
Director, Managing Executive Officer

4. Strengthening Corporate Governance

Hideo Tanimoto
President, Representative Director

5. Upcoming Schedule

Same as above

Today, the executive officers in charge of the items listed here will each provide an explanation in the order given

1. Overview of the Project

To begin with, I would like to explain the overview of the project.

Management Rationale and What We Aim to Be

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.

What We Aim to Be

Becoming “The Company” and gaining the respect of the world

Kyocera Group strives to address social issues by embracing the “Kyocera Philosophy,” which upholds “Do what is right as a human being” as its core standard of judgement.

Following are the three centered-elements.

<Management by All>

Blazing a path to the future, with every member embracing manager's consciousness

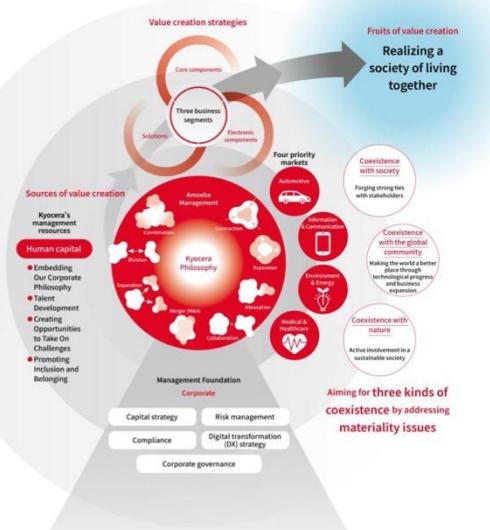
<Challenge and Creativity>

Contribute to the future of society through business development by always taking on new challenges

<Solid Corporate Philosophy (“Kyocera Philosophy”)>

Members continue to grow, elevate their character and even enhance the corporate identity

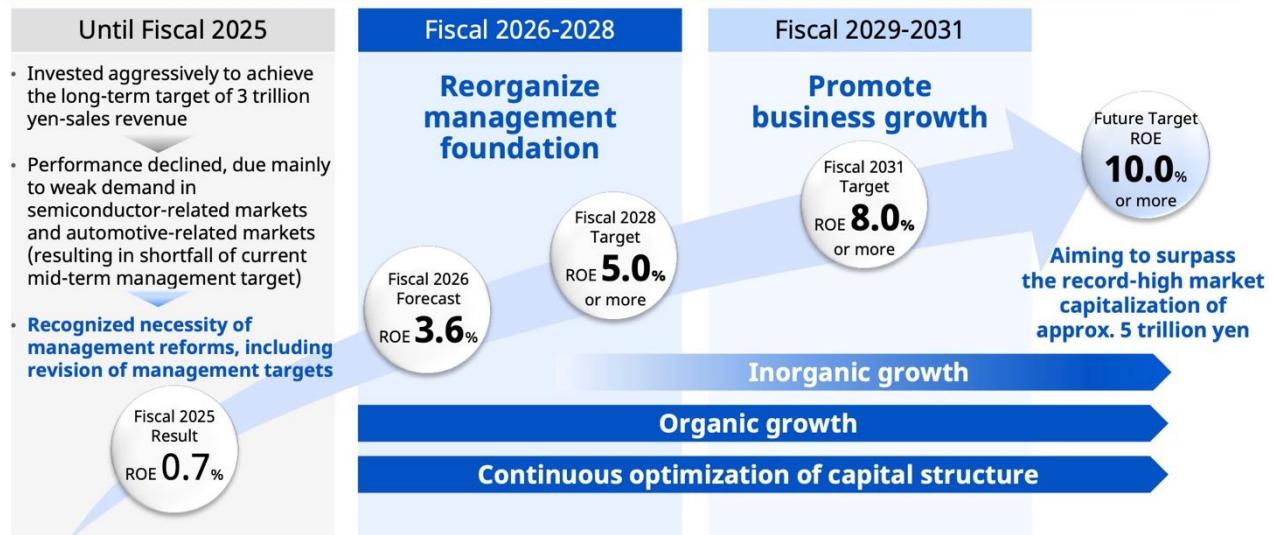
<Value Creation Stories>



We uphold as our Management Rationale “To provide opportunities for the material and intellectual growth of all our employees, and through our joint efforts, contribute to the advancement of society and humankind”, and we aim to become “The Company” that gains the respect of the world. Based on Management by All, Challenge and Creativity, and a solid corporate philosophy, we conduct our business.

We are implementing management reforms based on this management rationale and the vision we aim to achieve.

Divide the management reform period into two and steadily implement initiatives to improve ROE, which is our major management challenge



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Here is a roadmap for enhancing corporate value. We will divide the management reform period into two phases and steadily implement initiatives to enhance corporate value, with improving ROE as our major management challenge.

As shown on the left, we have invested aggressively with a long-term target of achieving sales revenue of JPY3 trillion. However, performance declined mainly due to weak demand in semiconductor-related markets and automotive-related markets, and ROE for the previous fiscal year was 0.7%. As a result, we recognized the necessity of management reforms, including a revision of management targets.

Based on the results of fiscal 2025, we have set the three-year period from the fiscal 2026 to fiscal 2028 as the period for rebuilding the management foundation, and have set a target ROE of 5% or more by fiscal 2028.

As the next step, we have set the period from fiscal 2029 to fiscal 2031 as the period for promoting business growth, with a target ROE of 8% or more by fiscal 2031.

By steadily capturing these goals, we will strive to increase market capitalization by aiming for ROE of 10% or more in the future.

To achieve the target ROE, we will continue to optimize our capital structure and work on inorganic growth as well as organic growth.

Three reforms to achieve continuous improvement of ROE

1. Business Portfolio Management

Shift management policy to emphasize investment efficiency

Reorganize business portfolio according to business characteristic of each reporting segment

- Select growth areas and establish investment strategies based on ROIC as the key criterion
- Establish internal process to assure disciplined growth strategies

2. Capital Strategies

Pursue capital optimization

Implement capital strategies that enhance capital efficiency

- Continuous reduction of cross-shareholdings and management of shareholders' equity through shareholder returns
- Optimize our capital structure through measures including the use of leverage

3. Corporate Governance

Separate supervision and execution

Transition to a company with an Audit & Supervisory committee

- Transition to monitoring board with a majority of Outside Directors
- Enhance discussions on management visions to achieve mid- to long-term improvement of corporate value

These are the priority measures in this Strategic Business Transformation Project. We will be working on three transformations to achieve sustainable ROE improvement.

In the first point, business portfolio management, we are reorganizing our portfolio according to the characteristics of each reporting segment in order to shift to a management policy that emphasizes investment efficiency.

In the second point, capital strategies, we will implement financial strategies that contribute to capital efficiency in order to optimize capital.

In the third point, corporate governance, we plan to shift to a company with an Audit & Supervisory Committee in fiscal 2027 in order to separate supervision and execution.

More details on these initiatives are explained in the following pages.

Aim to increase corporate value by contributing to solving challenges of customers as well as society using unique technologies

Components Businesses

(Core Components Business / Electronic Components Business)

Drive mid- to long-term growth

- Utilize technological capabilities and strong customer-base fostered in our original business area, the fine ceramics
- Increase market share mainly in advanced semiconductors and mobility markets, and improve profitability

✓ **Transform into a business portfolio optimized to provide high-value-added customized products and solutions that contribute to solving customers' challenges**

Solutions Business

Consistently generate stable profit

- Create innovation by taking advantage of various line-up of products and services
- Transform into a business portfolio emphasizing "co-creation of values with customers"

✓ **Transform into a business centering "Products X Experience Value Approach"; fusing high-quality and high- performance manufacturing and service that contribute to solving customers' challenges**

First, let me explain how we are strengthening our business portfolio management. We aim to enhance our corporate value by contributing to solving challenges of customers as well as society using unique technologies.

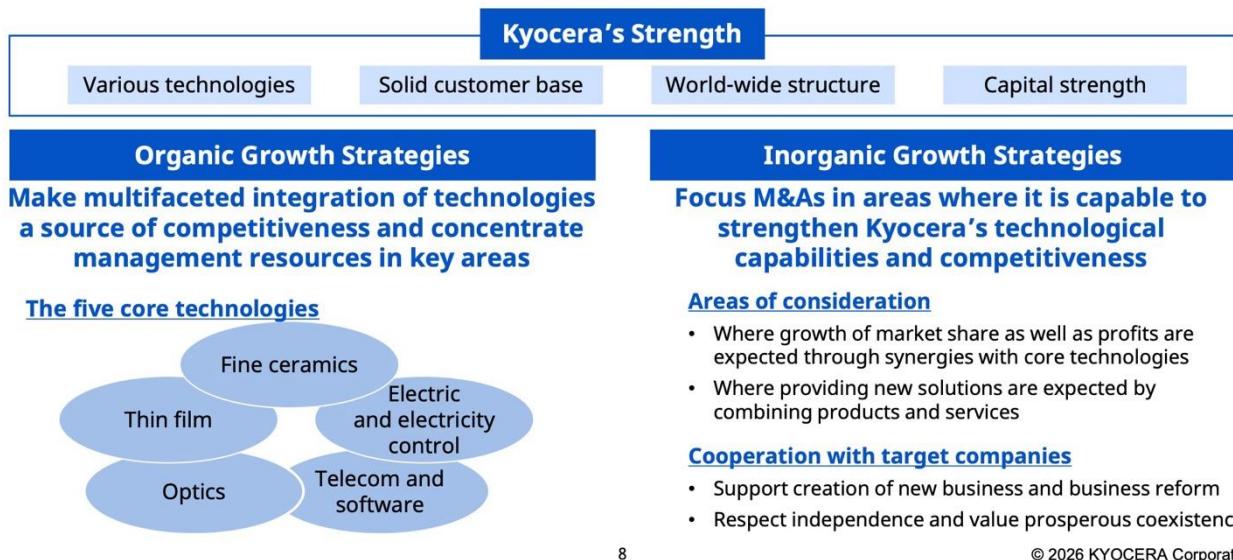
The Components Businesses on the left will be positioned as a medium- to long-term growth driver for the Kyocera Group.

We will utilize the technological capabilities and strong customer base fostered in our original business area of fine ceramics. Mainly in advanced semiconductor and mobility markets where mid- to long-term growth is expected, we aim to increase market share and improve profitability by transforming our business portfolio into one optimized to provide high-value-added customized products and solutions that contribute to solving customers' challenges.

The Solutions Business is on the right; they will generate stable profits on an ongoing basis.

Toward transforming into a business portfolio that emphasizes the creation of innovation by taking advantage of a diverse lineup of products and services and the co-creation of values with customers, we aim to transform into a business centered on the Products × Experience Value Approach, by fusing high-quality and high-performance manufacturing with services that contribute to solving customers' challenges.

Utilize Kyocera's strength in both organic and inorganic growth strategies



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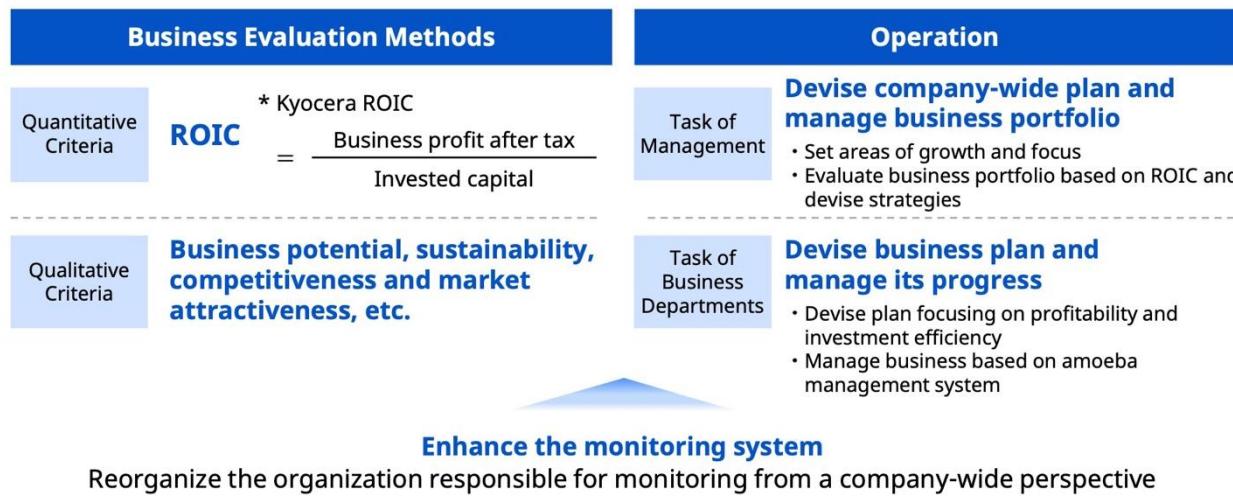
In addition to the evolution of our Components Businesses and Solutions Business, we will leverage our strengths, such as our diverse technologies, solid customer base, global structure, and capital strength, both organically and inorganically.

As an organic growth strategy, we will concentrate our management resources in priority areas, with the diversified integration of core technologies, including fine ceramics, thin films, electronic and electric control, optics, and telecommunications and software, serving as the source of our competitiveness.

As an inorganic growth strategy, we will focus on M&A in areas where we can strengthen our technological capabilities and competitiveness. M&As are considered in areas where synergies with core technologies are expected to increase market share and profit growth, or where new solutions are expected to be developed through the combination of products and services.

In working with M&A target companies, we will support the creation of new businesses and business transformation, while respect independence and emphasizing coexistence and co-prosperity.

Initiate business evaluation based on ROIC from fiscal 2027



To strengthen our business portfolio management, we will start evaluating businesses based on ROIC from fiscal 2027. We will determine the future business direction and such by quantitative evaluation based on ROIC and qualitative evaluation such as future potential and sustainability.

As for the operational structure, management will formulate company-wide strategies and manage the business portfolio. In the business department, they will formulate business plans and manage their progress.

In addition, we will strengthen our monitoring system. We are currently in the process of reorganizing the jurisdictional organization that will conduct regular monitoring from a company-wide perspective.

Mainly promote profitability improvement of existing businesses and reform of internal structures until fiscal 2028

Items Implemented During Fiscal 2026

Profitability improvement of existing businesses

- Optimize business size of the Organic Packages and Boards Business
- Technological and physical support to KAVX from Kyocera Corp.

Business portfolio restructuring amounting to approx. 200 billion yen- sales revenue size

- Transfer of the silicon diode power semiconductor business
- Divestment of SouthernCarlson, Inc.
- Transfer of the chemical business

Organization structure reform to concentrate on focus areas

- SPE components-related divisions
- Automotive systems-related divisions

Items to Implement in Fiscal 2027-2028

- ✓ Improve ROIC by thoroughly implementing profitability improvement initiatives in each reporting segment
- ✓ Achieve 5% ROE by concurrently implementing capital strategies
- ✓ Materialize mid-term growth strategies based on business evaluation centered on ROIC
- ✓ Consistently conduct business portfolio review based on clear criteria
- ✓ Reorganize organization responsible of strategy planning and related processes from the viewpoint of technology and marketing
- ✓ Continuously consider company-wide personnel composition

This slide summarizes our initiatives through fiscal 2028. Mainly, we will promote the improvement of profitability of existing businesses and the transformation of internal systems.

The items implemented in the current term on the left were explained at the financial results presentation I just gave you. As for measures to be implemented by fiscal 2028, on the right, we will first improve ROIC by thoroughly improving profitability in each reporting segment and aim to achieve ROE of 5% in fiscal 2028, through a combination of capital strategies and other measures.

In addition, based on ROIC-based business evaluations, we will define medium-term growth strategies and continue to review our businesses using clear evaluation criteria.

Furthermore, we will reorganize the organizations and processes that are primarily responsible for strategy and planning from a technology and marketing perspective and continue to study the optimization of the company-wide personnel structure.

That concludes our explanation of strengthening business portfolio management.

Next, Mr. Sakushima and Mr. Ina, who are in charge of the Components Businesses and the Solutions Business, respectively, will explain their initiatives for future growth.

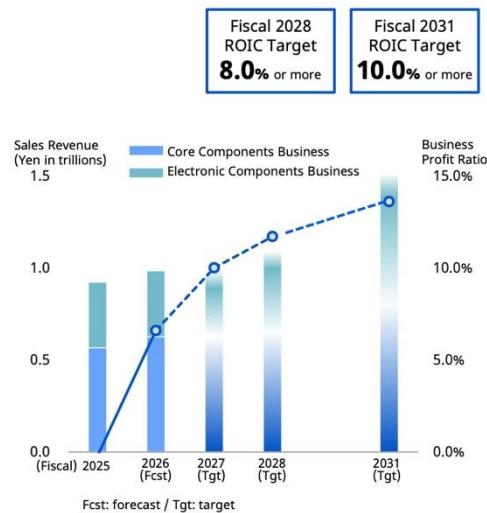
2-1. Components Businesses

(Core Components Business and
Electronic Components Business)

Sakushima: Now, I, Sakushima will explain about the Components Businesses.

Conduct structural reforms based on technologies and enhance competitiveness

<Performance Target of the Components Businesses>



Fiscal 2026-2028	Fiscal 2029-2031
Aim early achievement of two-digit business profitability	Enter new stage of growth by collaborating strengths
Organic growth of core businesses	
<ul style="list-style-type: none"> Enhancement of SPE-related business's organizational strength (consolidate organization and strengthen development) Consolidation into the Automotive Systems Business Order expansion by providing solutions to power circuit-related challenges for AI applications 	
Enhance productivity	
<ul style="list-style-type: none"> Launch smart-factory operations at Nagasaki Isahaya Plant Personnel and technological support to KAVX Thai Plant from Kyocera Corp. 	
M&As and organization reforms	
<ul style="list-style-type: none"> Consider inorganic growth mainly in the Electronic Components Business Conduct routine business portfolio review 	
Strengthen existing businesses	Combine various strength

In the Components Businesses, we will strive to improve corporate value by implementing technology-based structural reforms and strengthening competitiveness.

First, we aim to restore double-digit business profitability and achieve ROIC of 8% or more by fiscal 2028. Furthermore, we have positioned the period from fiscal 2029 to fiscal 2031 as a period of new growth by combining our strengths, with a target ROIC of 10% or more in fiscal 2031.

There are three main measures to achieve this goal. The first is to promote organic growth in our core businesses. We are committed to consolidating our organization to strengthen our SPE business-related activities, integrating our automotive system business, and expanding orders by proposing solutions to issues related to power circuits for AI applications.

The second point is to improve productivity. We will realize a smart factory at the Nagasaki Isahaya Plant, which is scheduled to begin operations in fiscal 2027, and at KAVX, we will proceed with significant improvements in productivity by further strengthening personnel and technological support to the KAVX Thai Plant from Kyocera Corporation.

The third point is M&A and organization reforms. We will promote the consideration of inorganic growth, mainly in the Electronic Components Business, that is, growth through external collaborations and M&A, while also conducting periodic reviews of our business portfolio.

Components Businesses | Mid-term Growth Strategies Towards Fiscal 2031 

Drive business growth by expanding to advanced semiconductors and its surrounding areas as well as mobility areas

Advanced Semiconductors and Areas Around		Mobility Areas
Ceramic and optical components for SPE	<p><u>Introduce products that address miniaturization and high-layer stacking demands</u></p> <ul style="list-style-type: none"> High-market share fine ceramic structural components Products for lithography and etching process as well as electrostatic chucks High-end optical components for inspection equipment 	<p>AD and ADAS related</p> <p><u>Pursue synergies</u></p> <ul style="list-style-type: none"> Integrated the Displays Business and the Automotive Components Business (conducted in Jan. 2026) <p><u>Strengthen relationship with major Tier 1 customers</u></p> <ul style="list-style-type: none"> Expand product lineup for sensing camera applications towards the practical implementation of autonomous driving <p><u>Utilize Kyocera unique technologies</u></p> <ul style="list-style-type: none"> Cooperate with major OEMs to develop ITS* modules and systems <small>*ITS: Intelligent transport systems</small>
Packages for high-speed communication	<p><u>Develop component that address high-speed communication demands</u></p> <ul style="list-style-type: none"> Ceramic packages for optical communications MEMS optical switches Organic packages for high-speed communication 	<p>ICE related</p> <p><u>Components for ICE, e.g. O₂ sensors</u></p> <ul style="list-style-type: none"> Pursue the advantage of the remaining players and assess market trend
Capacitors	<p><u>Launch products that address to unique high-value-added areas</u></p> <ul style="list-style-type: none"> MLCCs: high performance customized products for AI servers Tantalum capacitors: polymer-type products for AI servers 	

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I will explain our medium-term growth strategy for fiscal 2031. The core idea is to drive growth by aggressively expanding into advanced semiconductors and related areas, as well as the mobility field.

In these areas, there is a strong trend toward the integration and matching of diverse cutting-edge technologies, and we believe that there are numerous growth opportunities for us. Therefore, we will accelerate collaboration and development with our customers in order to achieve growth.

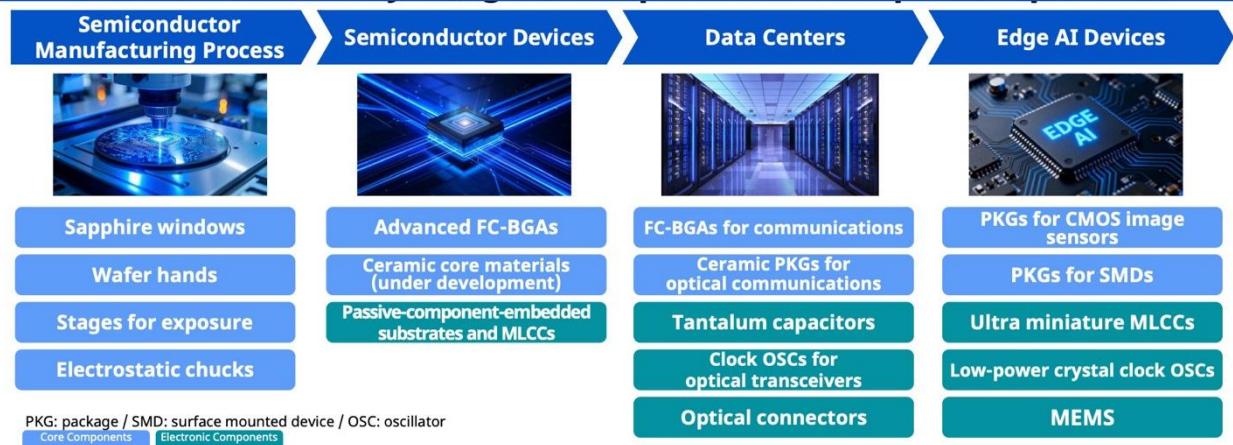
In the area of advanced semiconductors and peripheral areas on the left side of the slide, we will continue to respond to various needs in ceramic and optical components for semiconductor processing equipment, packages for high-speed communications, and capacitors.

In the mobility area on the right, in the AD/ADAS-related area, the Displays Business and the automotive component-related businesses were integrated to pursue synergies.

In addition, we will expand our product lineup by strengthening relationships with major Tier 1 customers and strengthen collaboration with OEMs in the development of ITS modules and other products that utilize our proprietary technologies.

On the other hand, in the ICE-related market, we will continue to monitor market trends while pursuing residual profit in O₂ sensors and other products.

Aim for growth by capturing robust demand in advanced semiconductors and related areas by using our unique and diverse product portfolio



Deliver optimal solutions for future technological challenges in advanced semiconductor-related areas with a product portfolio spanning packages for semiconductors, passive components, connectors, and OSCs, in addition to components for advanced SPE

SPE: semiconductor processing equipment

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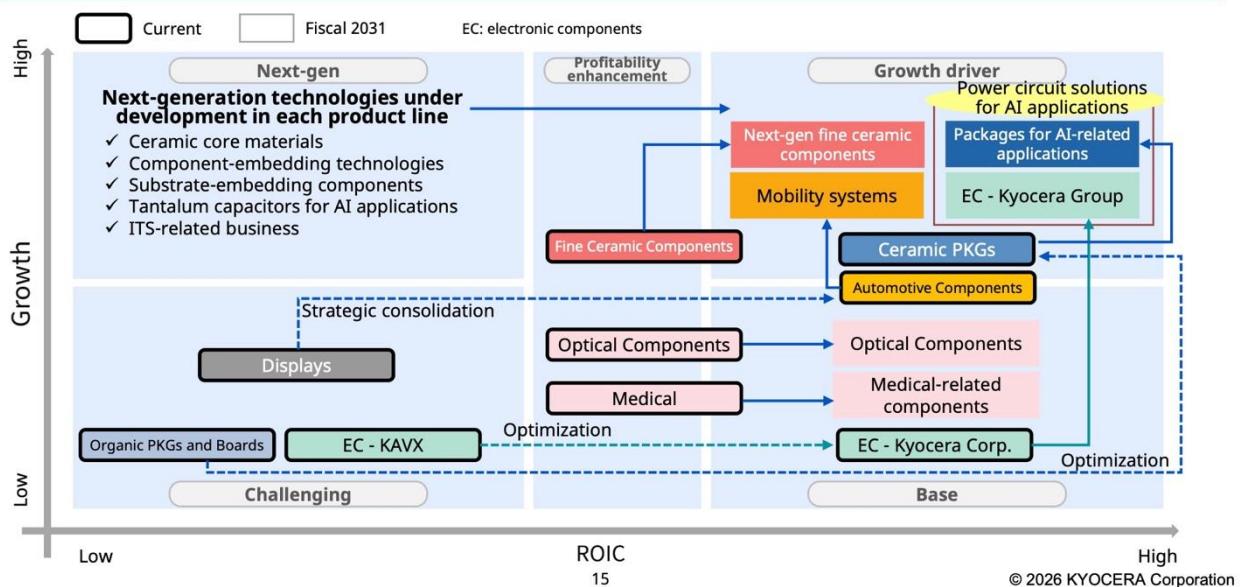
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This page shows our product development in advanced semiconductors and peripheral areas. We will leverage our unique product lineup to grow in response to robust demand.

We are able to offer products that cover a wide range of areas from semiconductor processing equipment, semiconductor devices, data centers, and even edge AI devices.

Centered on fine ceramic components, we offer a diverse range of components covering front-end to back-end processes for advanced SPE. In addition, with a product portfolio spanning semiconductor packages, passive components, connectors, and oscillators, we are able to deliver optimal solutions for future technological challenges in advanced semiconductor-related areas, and we will continue to strengthen this as one of our strengths.

Transform into high-growth, highly-profitable business portfolio



On this page, we show you how the previously mentioned initiatives will change our business portfolio. We take growth potential on the vertical axis and ROIC on the horizontal axis and classify businesses into five quadrants.

The position as of fiscal 2025 is shown in a black frame, and the position to be aimed for in fiscal 2031 is shown without a frame.

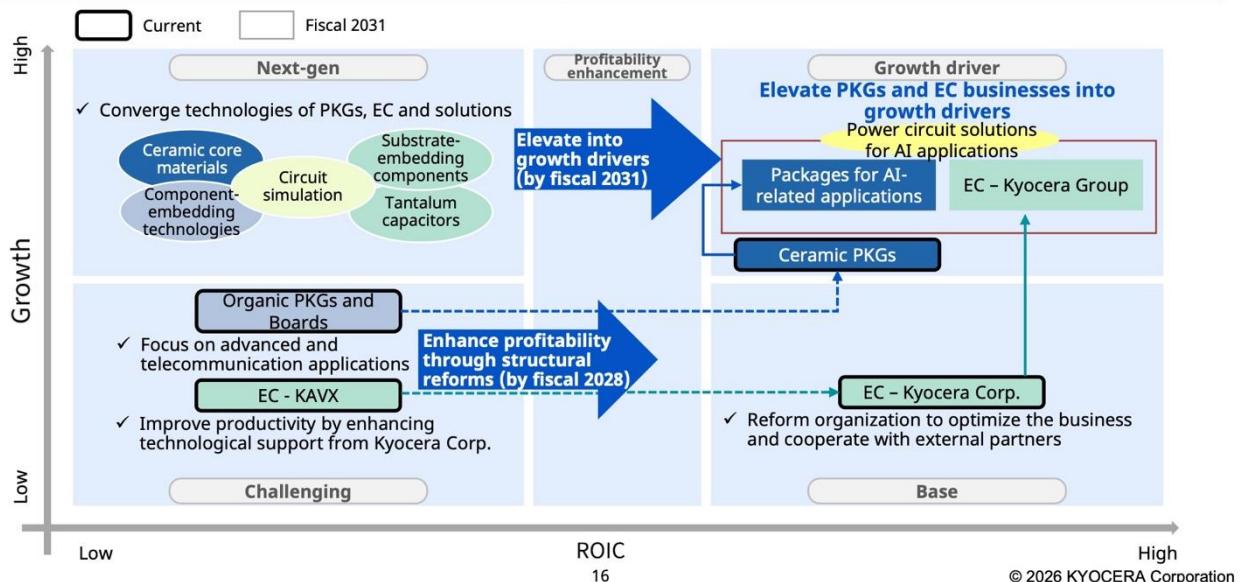
The arrows in the graph indicate organizational integration or technology fusion during the period. For example, fine ceramics, in the center of the graph, is currently plotted in a profit improvement quadrant.

Kyocera is technologically very strong in fine ceramics and it is a profitable product line. However, ROIC is currently declining due to upfront investment.

In the future, we will strengthen our growth in the booming SPE market. Through growth in the energy and aerospace fields, where we can leverage our strengths in ceramics, we have indicated that we will advance into a growth-driving business as a next-generation fine ceramics company.

Similarly, I will explain the contents related to AI power circuit solutions and mobility systems, which are positioned as future growth drivers, on the next slides.

Drive growth of PKGs and EC businesses with power circuit solutions for AI applications



Here is an explanation of power circuit solution for AI applications. The biggest challenges for AI semiconductors in the future are to reduce power consumption and heat generation in power circuits.

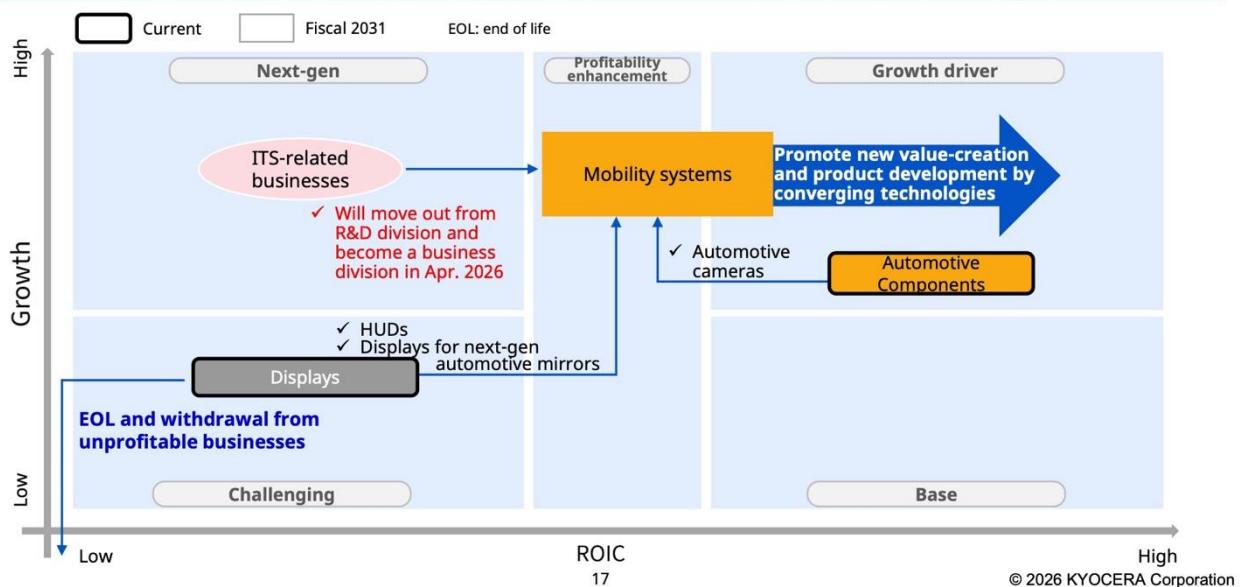
Kyocera will strengthen these businesses into growth-driving businesses by integrating the Group's circuit solution technologies, in addition to developing ceramic cores, component-embedded technologies, substrate-embedded components, tantalum capacitors, and other packages and electronic components shown in the upper left. We refer to it collectively as the power circuit solution for AI applications as shown on the right side in a yellow circle.

Organic Packages and Boards Business and KAVX, shown in the lower left of the diagram, are challenging businesses that need to be structurally reformed, and their profitability will be improved by fiscal 2028, and their positioning will be shifted to the right.

At the same time, the progress of this solution proposal, together with ceramic packages and Kyocera Corporation's electronic components business, will be sublimated into a growth driver by combining our comprehensive strengths as a power circuit solution for AI applications.

In the Organic Packages and Boards Business and the Electronic Components Business, we will actively consider flexible approaches to these businesses, including optimal organizational restructuring and, if necessary, willingness to collaborate with external partners.

Drive business growth by consolidating mobility systems business as well as by leveraging telecommunication technologies



This is an explanation of our mobility systems business. Consolidate the mobility systems business and drive business growth through the use of telecommunications technology.

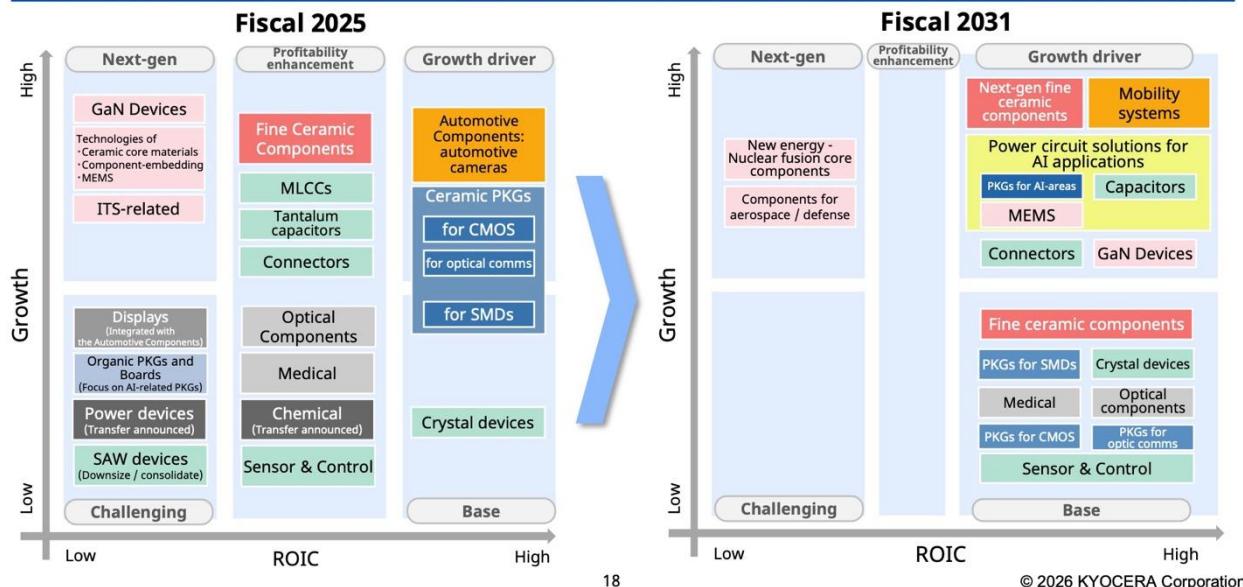
In January of this year, we integrated the automotive camera business, which was in the Automotive Components Business, and the Displays Business, including head-up displays and displays for next generation automotive mirrors, and established the Automotive Systems Business.

In addition, the ITS-related business, which has been promoted by the research division, will be commercialized and transferred to the Core Components Business in April of this year.

We will promote the creation of new value and product development through the integration of these technologies to respond to technological advancements such as automated driving and contribute to a safe and secure society.

Components Businesses | Business Portfolio Strategies Towards Fiscal 2031 

Aim to achieve high-growth and highly profitable business portfolio by pursuing structural reforms and commercialization of next-gen technologies



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This page shows how we intend to evolve our business portfolio from fiscal 2025 to fiscal 2031, including the initiatives we have described so far, for each of our major products.

In the Components Businesses, we will promote structural reforms and commercialization of next-generation technologies to achieve a high-growth, highly profitable portfolio and serve as a growth driver for Kyocera.

This concludes our explanation of the medium-term strategy for the Components Businesses. Thank you.

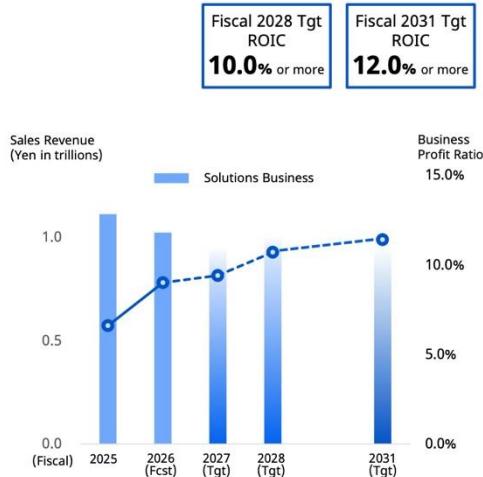
2-2. Solutions Business

Ina: Next, I, Ina will explain about the Solutions Business.

Divide the management reform period into two and steadily implement initiatives to improve ROE, which is our major management challenge

<Performance Target of the Solutions Business>

F cst: forecast / Tgt: target



Fiscal 2026-2028

Achieve double-digit business profitability

Expand sales of high-margin products

- Launch new high-margin information equipment and strengthen sales structure
- Shift resources into growth-driving businesses or focus markets of other businesses

Promote cost reduction and productivity improvement

- Manufacture components in-house as well as change materials
- Expand smart factory
- Improve yield by strengthening manufacturing

Withdraw from or downsize unprofitable businesses

Lay foundation for the "Products X Experience Value Approach"

Fiscal 2029-2031

Promote business growth

Promote "Products X Experience Value Approach"

Target business growth and profitability improvement by maximizing values provided to customers through continuous support to customers' success by collaborating products as well as added-values from worthwhile information, services, etc.

Roll out the "Products X Experience Value Approach"

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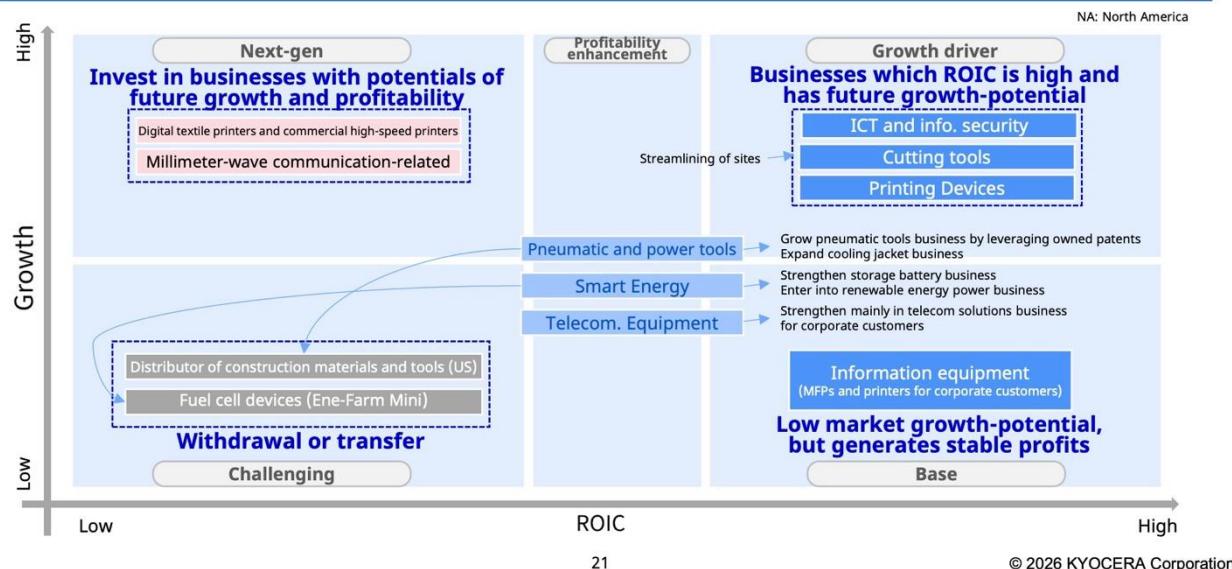
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In the Solutions Business, we will also position ROIC improvement as a major management issue. Our target is 10% or more for fiscal 2028 and 12% or more for fiscal 2031.

To achieve this, the reform will be divided into two periods. From fiscal 2026 to fiscal 2028, we will continue to expand highly profitable products, reduce costs, promote productivity improvements, and withdraw from or downsize unprofitable businesses in order to ensure the realization of double-digit business profit margins. At the same time, we will work to lay the groundwork for future promotion of Products x Experience Value Approach.

From fiscal 2029, we will begin the full-scale deployment of the Products x Experience Value Approach, which aims to drive business growth and improve profitability by combining products and goods with value-added information and services that are valuable to customers, continuously supporting their success, and maximizing the value we provide.

Business portfolio with a priority on profitability enhancement



This slide shows the business portfolio for achieving double-digit business profitability. The information equipment business, shown in the base business on the lower right, is the largest business in the Solutions Business and will generate stable profits, although it has low market growth potential.

The growth-driving businesses in the upper right corner include the ICT and information security business, the cutting tools business, and the Printing Devices Business, all of which have high ROIC and are expected to grow in the future.

At the top left are next-generation businesses that we are currently investing in because of their potential for future growth and profitability, such as digital textile printers, commercial high-speed printers, and millimeter-wave telecommunications-related businesses.

And shown in the middle row is the profitability enhancement businesses. In the pneumatic and power tools business, we have sold our North American distribution business for construction and industries, while growing our pneumatic tools business by utilizing our patents and expanding our cooling jackets business.

In the Smart Energy Business, we are withdrawing from fuel cell equipment, which is not expected to improve profitability, while strengthening the storage battery business, for which the market is expected to grow significantly, and entering the renewable energy and electric power businesses. We will continue SOFC cell stacks, which are key components of fuel cells.

The Telecommunications Equipment Business will be strengthened with a focus on the telecommunications solutions business for corporate customers.

These are the current business portfolios with an emphasis on improving profitability.

Possess technological and sales capability to promote the “Products X Experience Value Approach”

Core technologies of the Solutions Business					Global sales channel and IoT connectivity status				
					<ul style="list-style-type: none"> Possess global sales channel and marketing network; provide products and services in over 170 countries and regions 				
					<ul style="list-style-type: none"> Kyocera's equipment and systems all over the world are connected to the Internet as IoT devices 				
EM: electrode materials	EM for storage batteries	PVC and CVD coatings	Small high-power brushless motors	ASIC designs					
Organic drums									
Toner, ink			Long-life printer designs		Engine control and image processing AIs				
Composite material (cermet)		Amorphous silicon films			Construction function of wireless base stations and solar power plants				
Large thin-film piezo actuators			High-density ink fluid channel designs						
Structural ceramics				IoT and cloud integrations					
Single-crystal growth		Formation of resistance films and protection films							
Material	Thin film	Machinery	Electricity and communication	Software					

Possess the base necessary to increase “Product x Experience Value Approach,” a key to business growth

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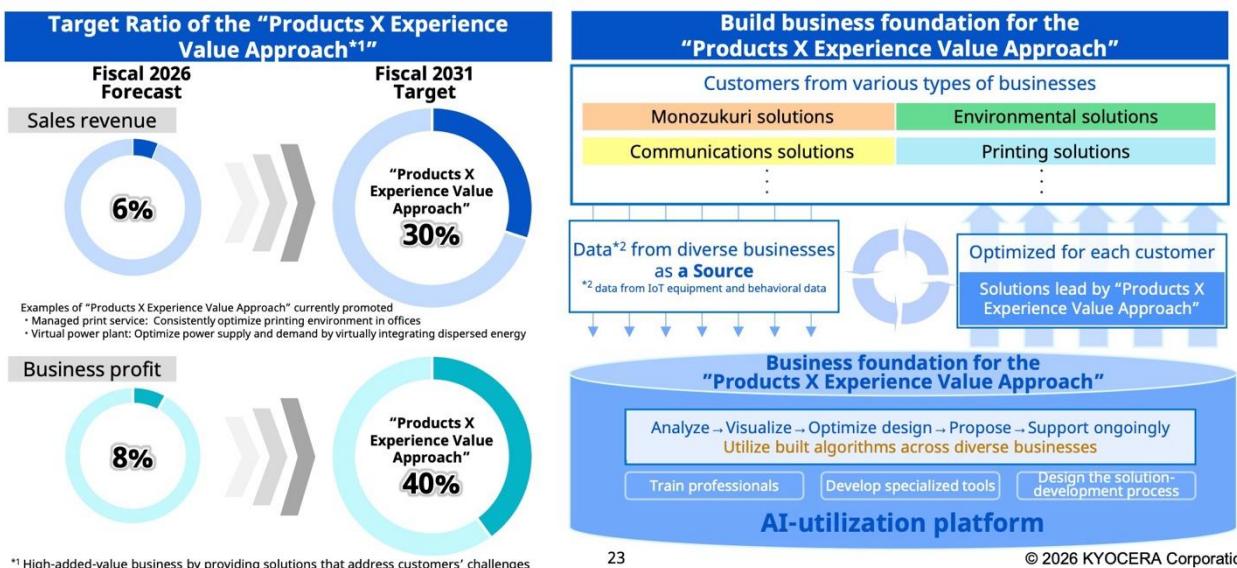
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This slide shows the technology and sales capabilities that drive Products x Experience Value Approach. The core technologies in the Solutions Business are listed on the left side of the slide. We possess numerous technologies ranging from materials to software, which can be combined to provide a wide variety of products and services.

On the right side of the slide is the global sales network and IoT connectivity. With a global sales and marketing network, we currently offer our products and services in more than 170 countries and regions. In addition, many Kyocera devices and systems are now connected to the IoT worldwide, and the number of connections is increasing further.

We have already laid the groundwork through the global development of data collection and services for the development of the Products x Experience Value Approach, which we see as the key to future business growth.

Maximize profit size by raising the sales ratio of the "Products X Experience Value Approach" to 30% or more



^{*1} High-added-value business by providing solutions that address customers' challenges

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The Products × Experience Value Approach business, which we see as the key to future growth, is a highly profitable business that contributes to ROIC improvement by providing value-added solutions to customers' issues.

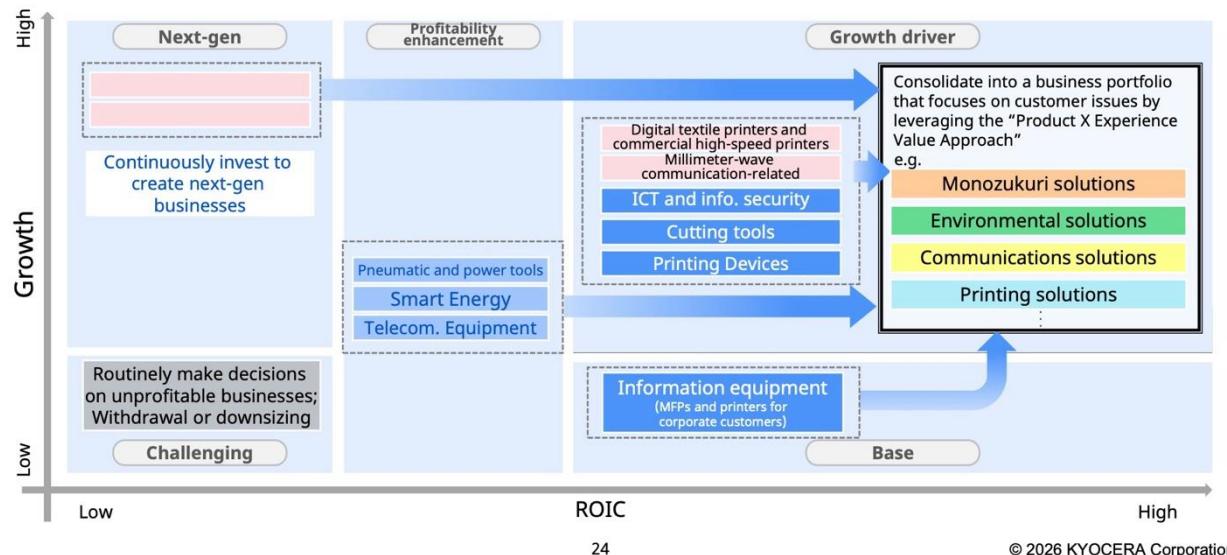
Currently, we are developing services such as MPS, managed print services, which consistently makes the office printing environment more comfortable, but our sales ratio of the Products × Experience Value Approach business for fiscal 2026 is only 6%, and we aim to increase this to more than 30% by fiscal 2031. This will also increase the revenue composition ratio from 8% to 40% in fiscal 2026.

The business foundation necessary for Products × Experience Value Approach to achieve this is shown on the right side of the slide. Using data obtained from the topmost diverse business customers as a source, we analyze them, visualize issues, design optimization, make proposals, and provide ongoing support, cycling through the cycle of providing optimal solutions for each customer to continuously support their success and maximize the value we provide.

The algorithms obtained through numerous cycles of this cycle will be leveraged across diverse businesses to further increase their value.

To this end, we will train dedicated personnel, develop dedicated tools, design processes, and build a platform that can be utilized in all of our businesses by making maximum use of AI technology.

Maximize business growth and profit through business portfolio transformation with the "Product X Experience Value Approach"



This slide shows the image of business portfolio in fiscal 2031. As shown on the right side of the slide, we will evolve our current business portfolio or combine multiple business portfolios and consolidate them into a portfolio that can solve our customers' issues.

As a specific example, we will transform our business portfolio to one that can increase the ratio of sales from Products × Experience Value Approach, such as monozukuri (manufacturing) solutions, environmental solutions, communication solutions, and printing solutions.

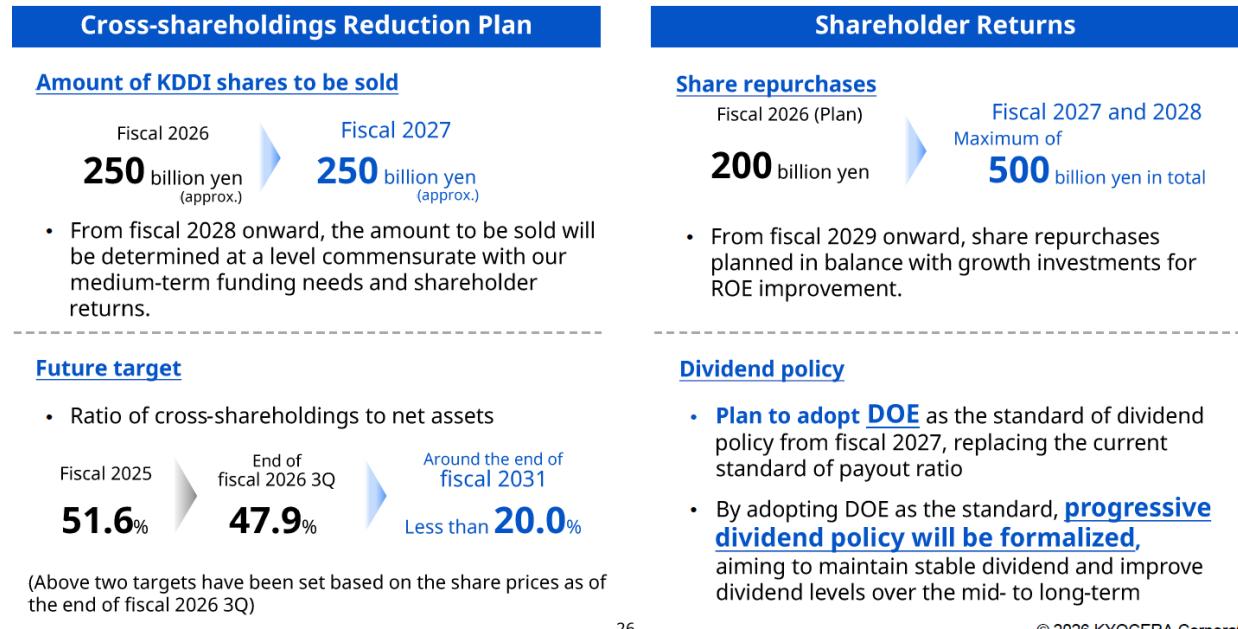
In addition, we will continue to create and invest in next-generation businesses in the upper left corner of the slide. We will then periodically scrutinize the business potential and make decisions to withdraw from or downsize unprofitable businesses, as shown in the lower left-hand corner of the slide.

As we have explained, we will work to maximize business growth and earnings by promoting Products × Experience Value Approach through initiatives represented by the AI utilization platform and by transforming our business portfolio.

This concludes the explanation of the Solutions Business. Thank you.

3. Promoting Capital Strategies

Chida: Next, I, Chida will explain the promotion of capital strategies.



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Kyocera will continue its efforts to reduce cross-shareholdings and enhance shareholder returns. On the left side, the cross-shareholding reduction plan is shown.

First, we sold approximately JPY250 billion of KDDI shares during fiscal 2026. In fiscal 2027, we plan to sell approximately JPY250 billion. From fiscal 2028 onward, the amount to be sold will be determined at a level commensurate with our medium-term funding needs and shareholder returns.

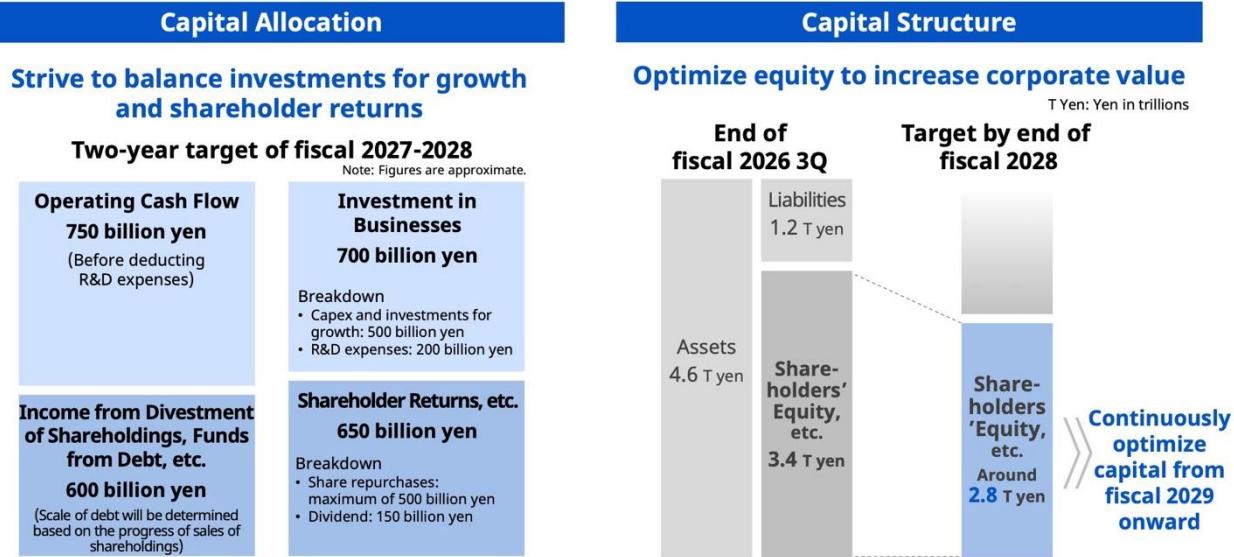
As a result, Kyocera aims to achieve a ratio of cross-shareholdings to net assets will be less than 20% by the end of fiscal 2031.

In terms of shareholder return on the right side, Kyocera will continue to repurchase its own shares. We plan to acquire JPY200 billion in fiscal 2026 and up to JPY500 billion in total from fiscal 2027 through fiscal 2028.

From fiscal 2029 onward, Kyocera plans to repurchase its own shares based on the balance between investment in growth to improve ROE.

In addition, Kyocera plans to change its dividend policy to one based on DOE instead of the current dividend payout ratio beginning in fiscal 2027. By using DOE as the standard, we will also clarify progressive dividends as a policy and will maintain stable dividends and improve the level of dividends over the medium to long term.

Promoting Capital Strategies



(Above targets are calculated based on stock price of cross-shareholdings and exchange rates as of end of fiscal 2026 3Q)

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Here are the capital allocation targets for the two-year period of fiscal 2027 and fiscal 2028.

In addition to operating cash flow, we will use proceeds from the sale of shares held and debt to both invest in growth and return profits to shareholders.

The capital structure on the right side shows the capital structure at the end of fiscal 2026 3Q and the target at the end of fiscal 2028. With the aim of increasing corporate value, we will continue to optimize shareholders' equity after fiscal 2029.

This concludes our explanation of our capital strategies. Thank you.

4. Strengthening Corporate Governance

Tanimoto: Next, I will explain how we are strengthening corporate governance.

Transition to a company with an Audit & Supervisory Committee

(to be proposed at the 72nd Ordinary General Meeting of Shareholders scheduled for June 2026)



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In order to strengthen corporate governance, Kyocera plans to submit a proposal to the Ordinary General Meeting of Shareholders to be held in June of this year to change from the current company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee.

After the transition, the Board of Directors will be the monitoring board, which have a majority of Outside Directors, as shown on the left side of the slide.

Specifically, the current Board of Directors consists of seven Inside Directors and four Outside Directors, for a total of 11. After the transition, the Board of Directors will consist of six Inside Directors and seven Outside Directors for a total of 13, of which one Inside Director and two Outside Directors are the member of Audit & Supervisory Committee.

As shown on the right, the purpose of this transition is to separate supervision and execution, with the aim of further focusing on management decisions from a company-wide perspective in particular, prioritizing discussion of medium to long-term management visions, and further strengthening the supervisory function of the Board of Directors.

Strengthening Corporate Governance



Candidates for Director

(to be proposed at the 72nd Ordinary General Meeting of Shareholders scheduled for June 2026)

Inside Directors



Goro Yamaguchi
Representative Director
Chairman of the Board
Right to Represent



Norihiko Ina
Representative Director
Vice Chairman of the Board
Right to Represent



Shiro Sakushima
Representative Director
President
Right to Represent



Eiji Kakiuchi
Director
(Independent Outside)



Shigenobu Maekawa
Director
(Independent Outside)



Junko Sunaga
Director
(Independent Outside)



Akitoshi Nakamura
Director
(Independent Outside)
Newly Appointed



Hiroaki Chida
Director



Michinori Yamada
Director



Shoichi Aoki
Director
Audit & Supervisory Committee Member



Noriko Oi
Director
(Independent Outside)



Minoru Kida
Director
(Independent Outside)
Audit & Supervisory Committee Member



Michie Kohara
Director
(Independent Outside)
Audit & Supervisory Committee Member



Reason for selection of the newly appointed Outside Director

- After working as a lawyer in both private and public investment funds, he currently serves as a representative of an investment fund.
- In addition to his strong expertise, especially in finance and capital policy, he possesses robust management philosophy and a wealth of experience. As Kyocera aims to enhance corporate value by improving profitability and capital efficiency, the company believes he is well qualified and has selected him as a candidate for Outside Director.

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This slide shows the candidates for Director to be proposed at the Ordinary General Meeting of Shareholders to be held in June 2026. To implement the initiatives to enhance corporate value explained today more quickly and reliably, we have decided to have Sakushima and Ina take the helm of our future management. They are currently serving as executive officers in charge of the Strategic Business Transformation Project and are leading the formulation of strategies for the management plan.

To restore the Kyocera Group to a highly profitable, high-growth company and place it on a sustainable growth trajectory, expanding sales and improving profitability in the Components Businesses by leveraging our core ceramic technologies is essential. Therefore, we appointed Sakushima, who has been involved in this business for many years and possesses broad expertise including technology and research and development, as Representative Director and Chief Executive Officer.

Ina, who will become Vice Chairman of the Board and Representative Director, will be responsible for driving the growth and development of our group, focusing on expanding sales of our products and services by leveraging his knowledge of the Solutions Business.

In addition, to ensure the steady execution of the new management plan, the smooth launch of the new organizational structure, and the orderly succession of the chairmanship to Ina, Yamaguchi will continue to serve as Representative Director and Chairman of the Board during fiscal 2027, and plans to pass the baton to the new management team within approximately one year.

I will be replaced by Mr. Sakushima as president effective April 1. Thereafter, I will retire from the Board of Directors at the Ordinary General Meeting of Shareholders to be held in June and will serve as Special Executive Advisor, providing advice.

Regarding the candidates for Outside Director on the right side of the slide, we have appointed Mr. Akitoshi Nakamura, representative of the Aspirant Group, an investment fund, as a new candidate for Outside Director.

The addition of Mr. Nakamura, who has extensive experience as an institutional investor and manager, with particular expertise in finance and capital strategy, will strengthen our Board of Directors as it seeks to enhance corporate value through improved profitability and capital efficiency.

Strengthening Corporate Governance



Skills matrix of candidates for Director

RD: Representative Director / Chair: Chairman of the Board

No.	Name	Title (Expected)	Corporate Management / Business Strategy	Global Business	Financial Affairs / Accounting / Capital Strategies	Legal Affairs / Compliance / Risk Management	Sales / Marketing / Creation of Business Opportunities	Technology / R&D
1	Goro Yamaguchi	RD, Chair	●	●		●	●	
2	Norihiko Ina	RD, Vice Chair	●	●			●	
3	Shiro Sakushima	RD, President	●	●				●
4	Hiroaki Chida	Director	●	●	●	●		
5	Michinori Yamada	Director		●			●	
6	Eiji Kakiuchi	Director (Independent Outside)	●	●			●	
7	Shigenobu Maekawa	Director (Independent Outside)	●	●	●	●		
8	Junko Sunaga	Director (Independent Outside)	●	●			●	●
9	Noriko Oi	Director (Independent Outside)				●		
10	Akitoshi Nakamura	Director (Independent Outside)	●	●	●	●		
11	Shoichi Aoki	Director		●	●	●		
12	Minoru Kida	Director (Independent Outside)		●	●	●		
13	Michie Kohara	Director (Independent Outside)				●		

(Note) Candidates No.11-13, which rows are colored, are the candidates for Director who is an Audit & Supervisory Committee Member.

◆ Although Kyocera received recommendations from a shareholder when selecting candidates for Director, Kyocera decided on the candidates above after a thorough selection process, including interviews conducted by the Nomination and Remuneration Committee.

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Here is a skills matrix for the Board of Directors. We believe that the candidates for Director you have just seen can fulfill the skills that we consider important.

From the next fiscal year onward, under this structure, we will steadily implement the three reforms explained today to achieve the ROE targets in the corporate value enhancement roadmap, thereby achieving profit growth and improving capital efficiency.

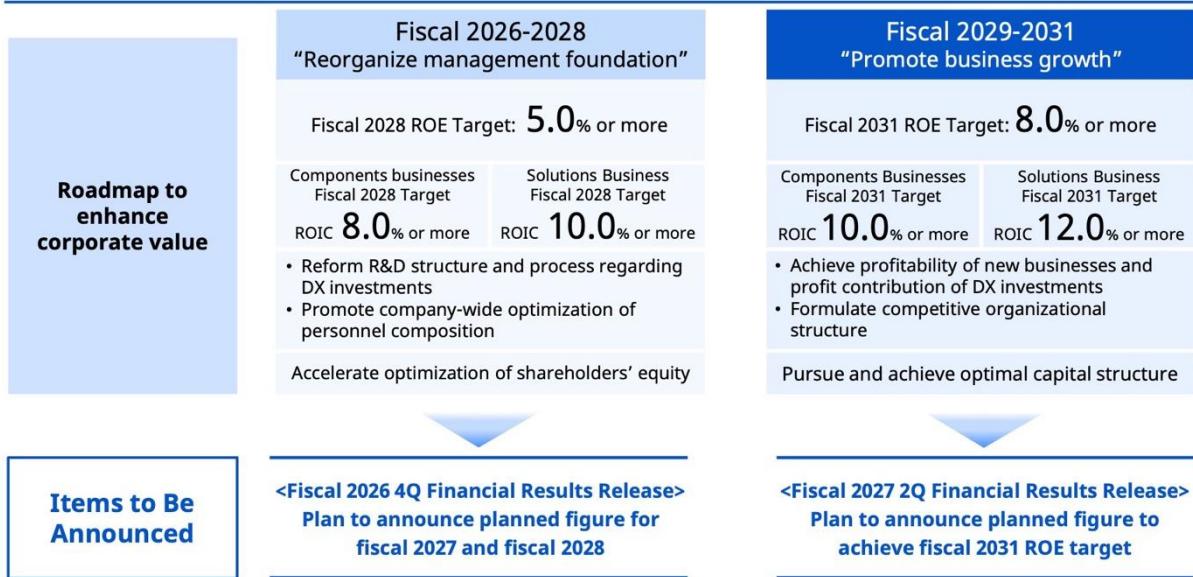
5. Upcoming Schedule

Finally, we would like to explain our future schedule.

Upcoming Schedule



Specific initiatives on today's items will be announced in sequence



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Today, we explained the direction we are taking to improve ROE, and we will announce specific measures and other details related to the contents of today's announcement in due course.

In order to achieve the ROE target for fiscal 2028, we plan to announce the planned figures for fiscal 2027 and 2028 at the time of the announcement of the full-year financial results for fiscal 2026.

In addition, at the time of financial results announcement for fiscal 2027 1H, we plan to disclose the planned figures toward achieving the ROE target for fiscal 2031.

We appreciate your continued support.

This concludes our explanations. 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

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. Except for historical information contained herein, the matters set forth in this document are forward-looking statements that involve risks and uncertainties including, but not limited to, product demand, competition, regulatory approvals, the effect of economic conditions and technological difficulties, and other risks detailed in the cautionary statements with respect to forward-looking statements on the company's website.

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