



# Financial Presentation

## for the Year Ended Mar. 31, 2026

Apr. 30, 2026

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

1. Opening Remarks
2. Financial Results for Fiscal 2026
3. Financial Forecasts for Fiscal 2027
4. Management Plan for Fiscal 2028
5. [Reference] Supplementary Information

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.

# 1. Opening Remarks

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## 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.

## 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>



## 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.

# 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.  
(Yen in millions)

	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%
<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>	
<b>Average Exchange Rates</b>	<b>US\$</b>	153 yen	<b>151 yen</b>	Sales revenue: +9.0 billion yen (approx.)
	<b>Euro</b>	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.

# 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>

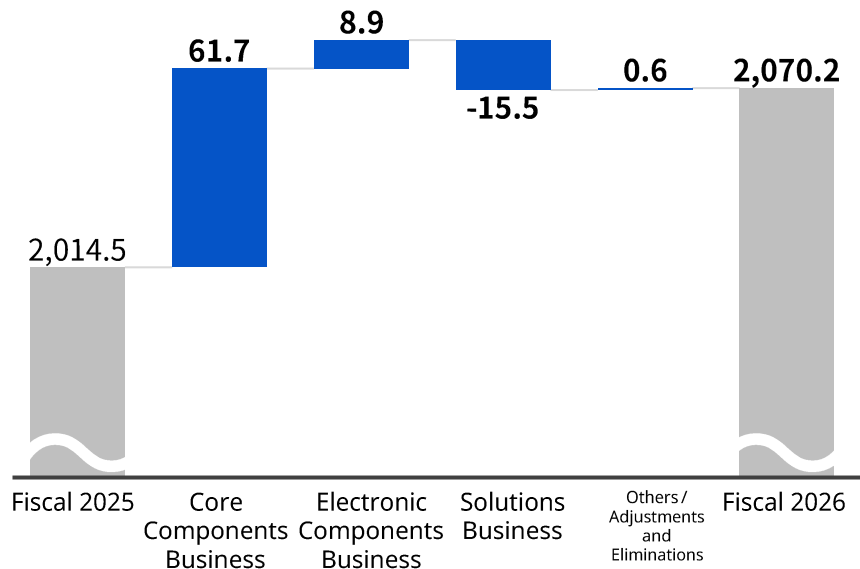
# Financial Results for Fiscal 2026 (3)



(Yen in billions)

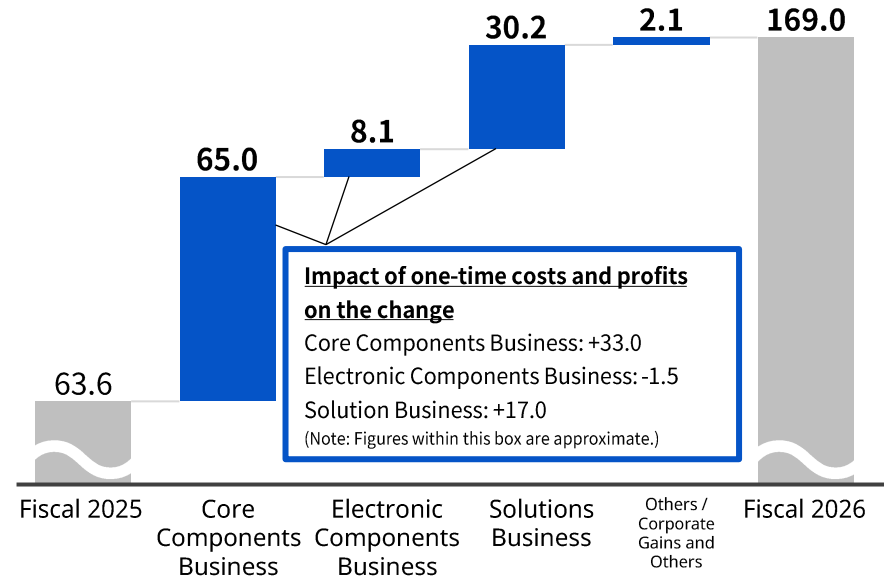
## Sales Revenue

- 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.



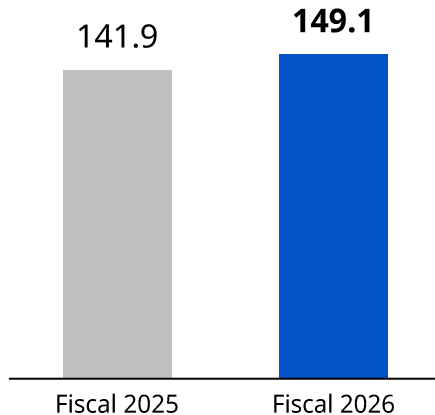
# Financial Results for Fiscal 2026 (4)



(Yen in billions)

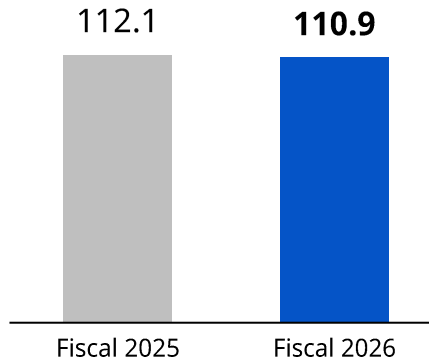
## Capital Expenditures

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



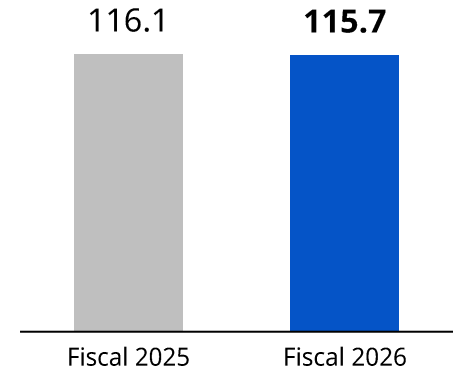
## Depreciation Charge of PPE

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.



# 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%

# 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%

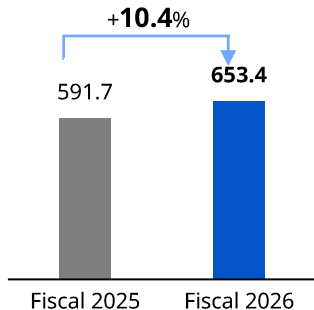
# Financial Results for Fiscal 2026: Core Components Business



(Yen in billions)

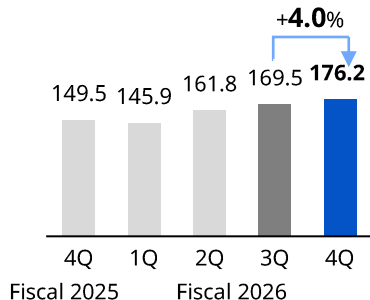
## Sales Revenue

### 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.

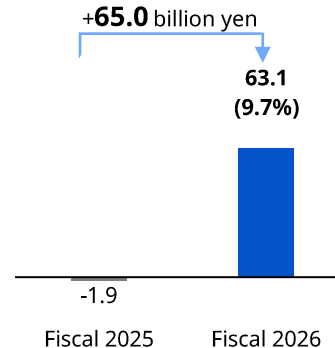
### 4Q (QoQ)



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

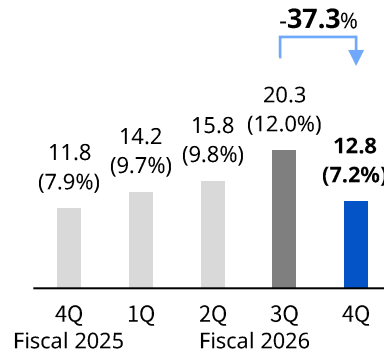
## Business Profit (Ratio)

### 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)



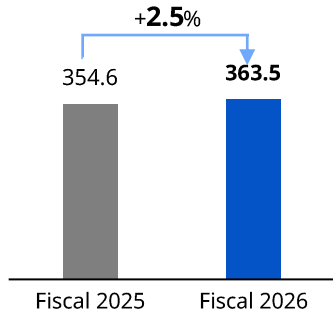
Decreased due to the impact of one-time costs\* and increase in raw material prices, which more than offset the effect of increased sales.

\* 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

## Sales Revenue

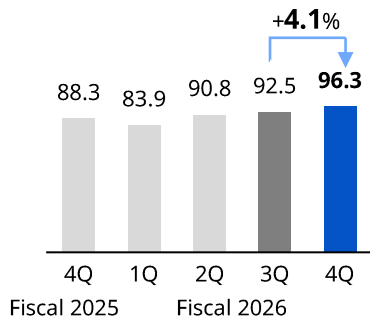
### Fiscal 2026 (YoY)



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

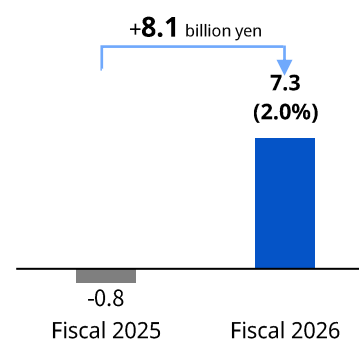
### 4Q (QoQ)



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

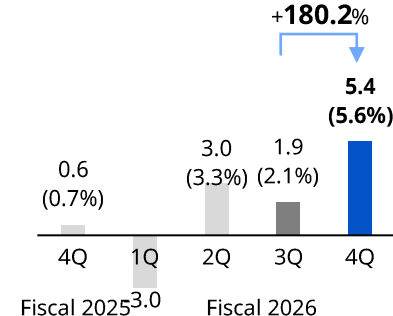
## Business Profit (Ratio)

### 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.

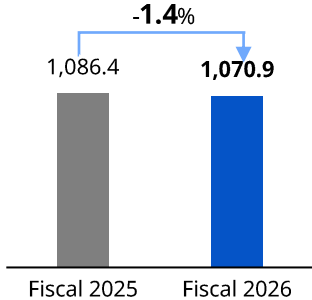
# Financial Results for Fiscal 2026: Solutions Business



(Yen in billions)

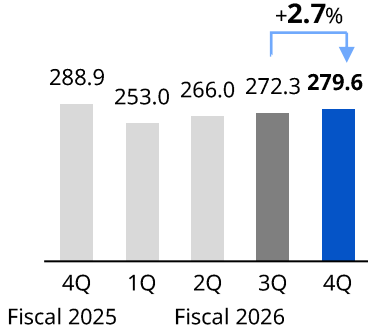
## Sales Revenue

### 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.

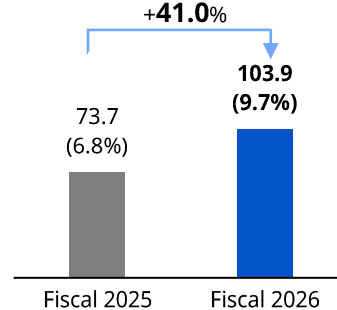
### 4Q (QoQ)



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

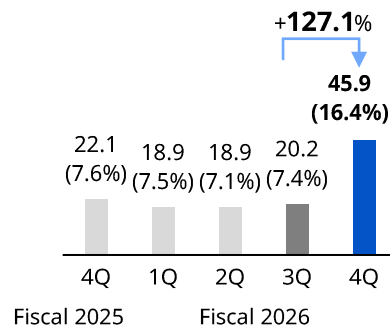
## Business Profit (Ratio)

### Fiscal 2026 (YoY)



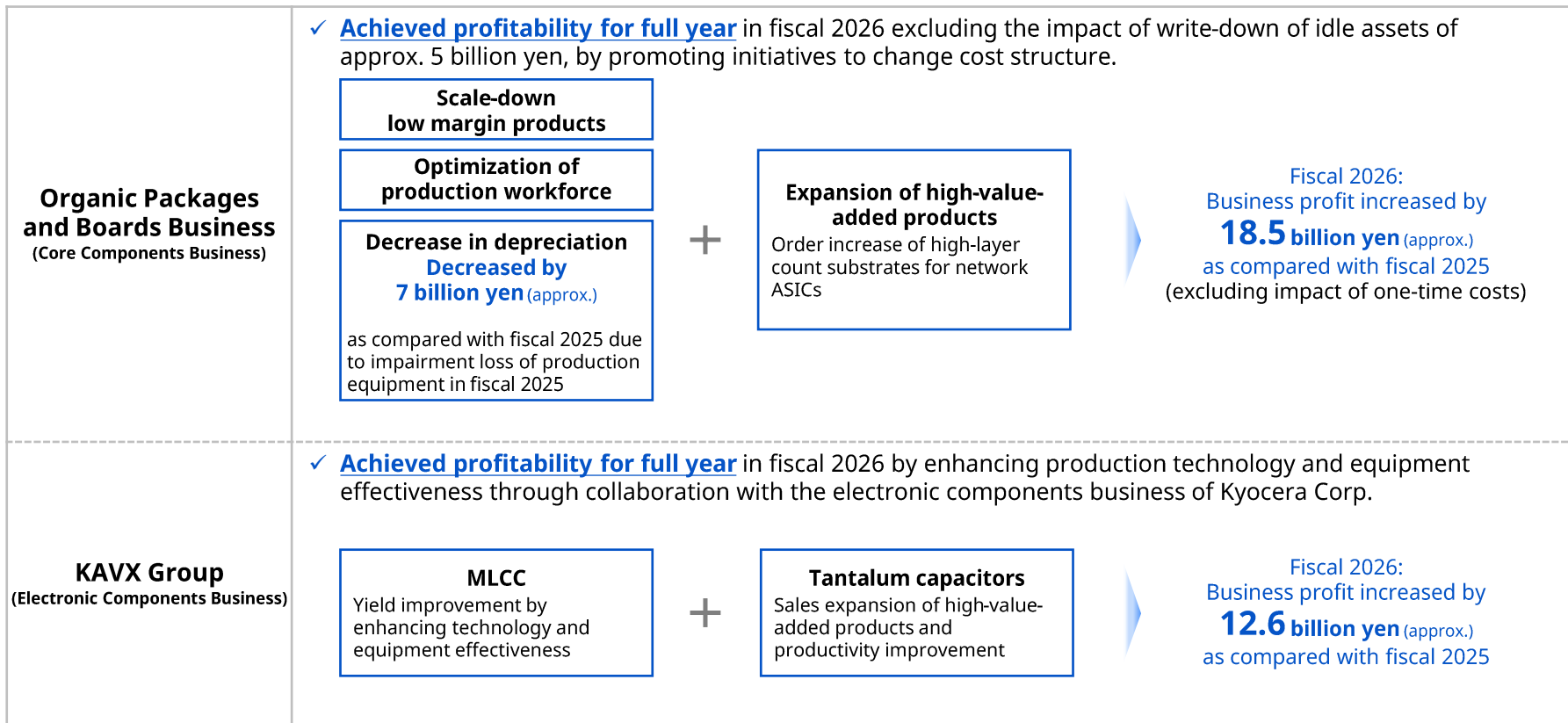
Increased due to a one-time gain of approximately 17 billion yen from the transfer of SouthernCarlson, as well as profit improvement efforts, etc. in each business.

### 4Q (QoQ)



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

# Achieving Profitability in Challenging Businesses



# Business Transfer and Organization Reform

## • Business Transfer

<p><b>Silicon Diode Power Semiconductor Business</b> (Electronic Components Business)</p>	<ul style="list-style-type: none"> <li>✓ 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)</li> </ul>	<p><b>Business portfolio restructuring progressed by transferring each business to their best owners</b></p>
<p><b>Pneumatic and Power Tools Business</b> (Solutions Business)</p>	<ul style="list-style-type: none"> <li>✓ Completed transfer of U.S. distributor of materials for construction and industries, SouthernCarlson, Inc. to a U.S. company TL Sapphire Holdings, Inc.* in fiscal 2026 (Jan. 2026.) * An affiliate of Truelink Capital Management, LLC</li> </ul>	
<p><b>Chemical Business</b> (Core Components Business)</p>	<ul style="list-style-type: none"> <li>✓ Will establish a new company through a corporate split and transfer the shares of the new company to Sumitomo Bakelite Co., Ltd.</li> <li>✓ Scheduled to transfer in fiscal 2027 (end of Oct. 2026)</li> </ul>	

## • Organization Reform

<p><b>Consolidation of SPE Components-related Businesses</b> (Core Components Business)</p>	<ul style="list-style-type: none"> <li>✓ 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)</li> </ul>	<p>Future business development <b>Expand sales of high-value-added products by creating technological synergies</b></p>
<p><b>Consolidation of Automotive Camera Business and Displays Business</b> (Core Components Business)</p>	<ul style="list-style-type: none"> <li>✓ Consolidated automotive camera business and displays business (for HUDs and next-gen. automotive mirrors)</li> <li>✓ 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</li> </ul>	<p>Future business development <b>Increase sales by developing new products and lower cost ratio</b></p>

## 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

**52 yen per share**

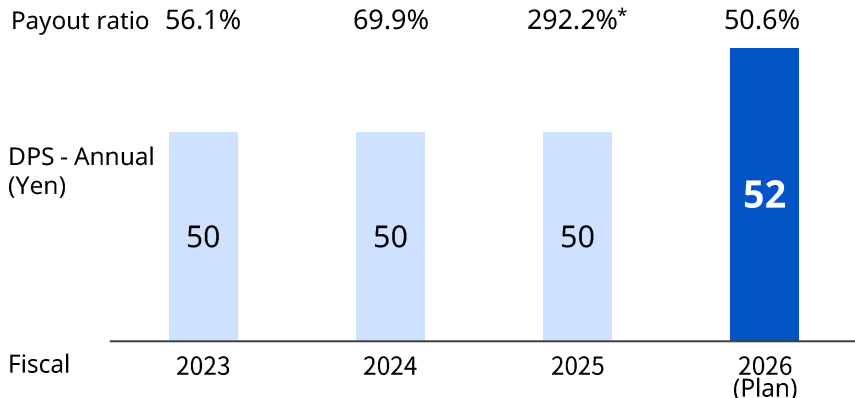
Payout ratio: 50.6%

(Interim dividend 25 yen + Year-end dividend 27 yen)

Raised the dividend by

**2 yen per share**

as compared to previous forecast in Oct. 2025.



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

\* Includes a one-time loss of approx. 48 billion yen.

## 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

## 3. Financial Forecasts for Fiscal 2027

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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.

# 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.

## 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.

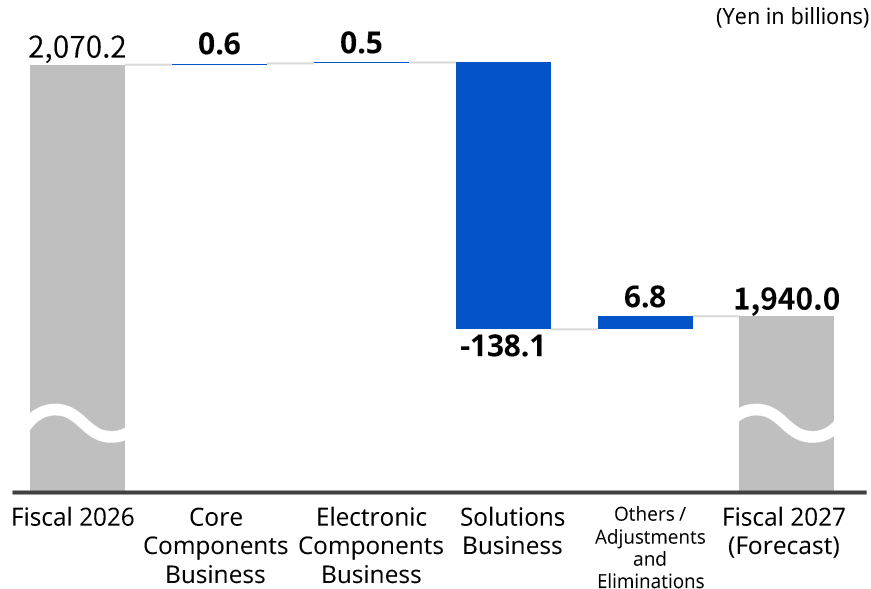
# Financial Forecasts for Fiscal 2027 (2)



(Yen in billions)

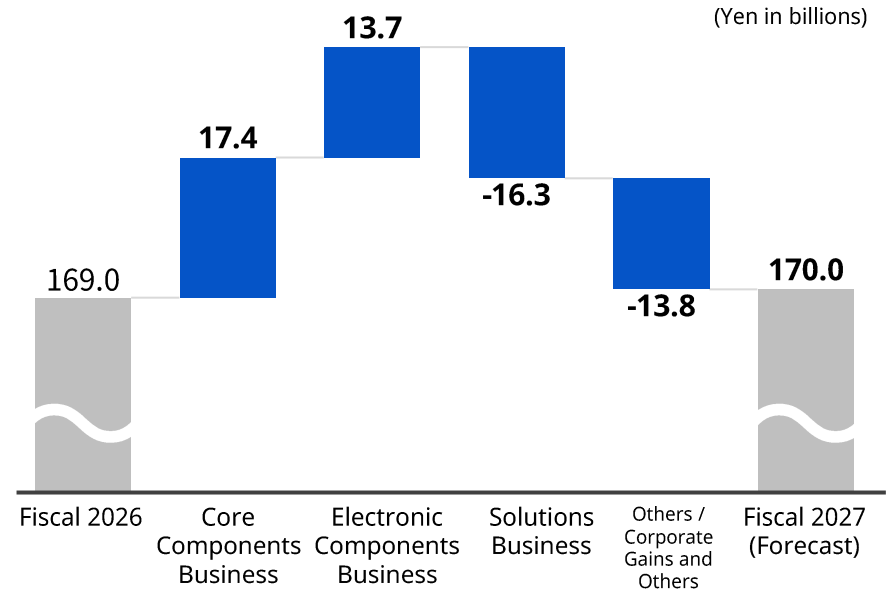
## Sales Revenue

- 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.



# 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%

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

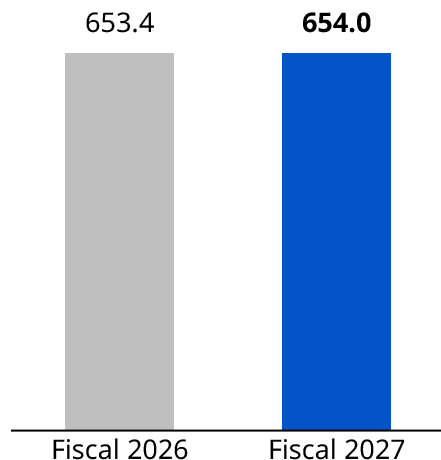


(Yen in millions)

	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%

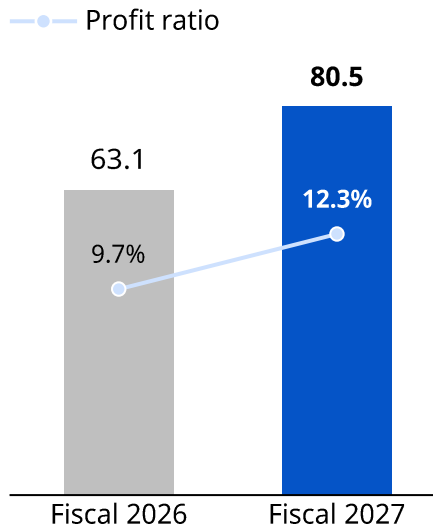
## Sales Revenue

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.



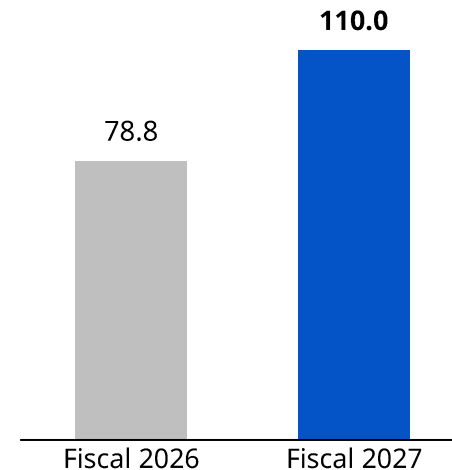
## Business Profit

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

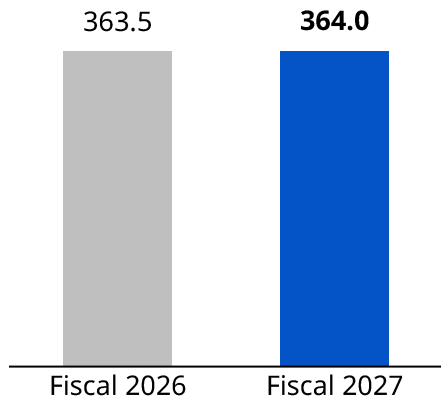
Forecasts an increase due to completion of construction of Nagasaki Isahaya Plant in fiscal 2027.



(Yen in billions)

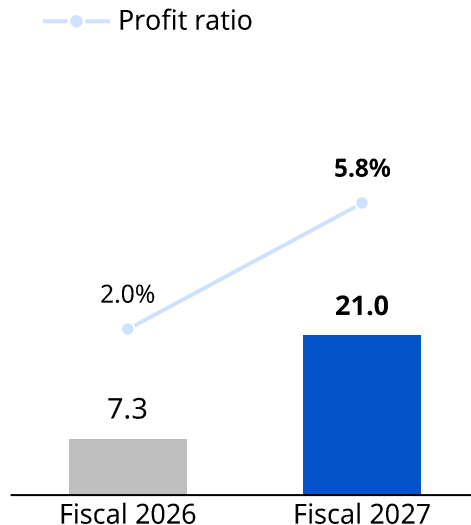
## Sales Revenue

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.



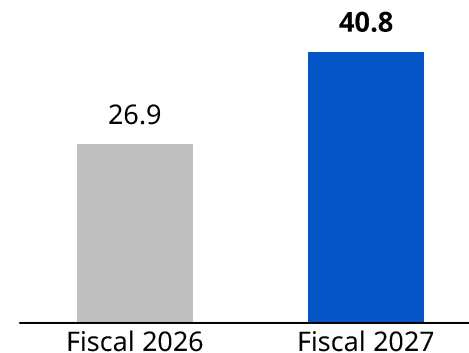
## Business Profit

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



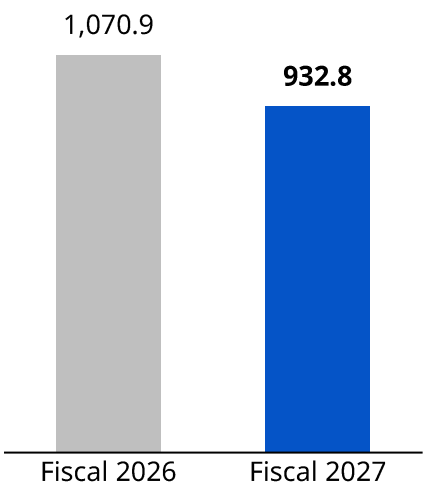
## Capital Expenditures

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



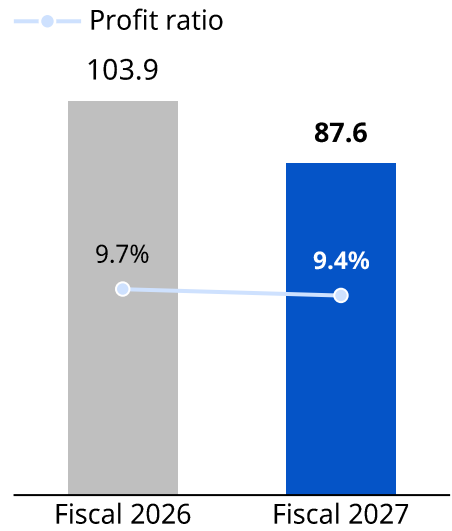
## Sales Revenue

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



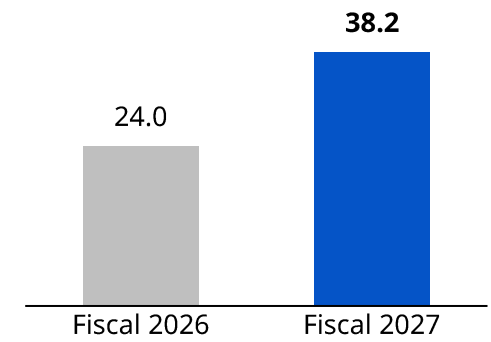
## Business Profit

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.

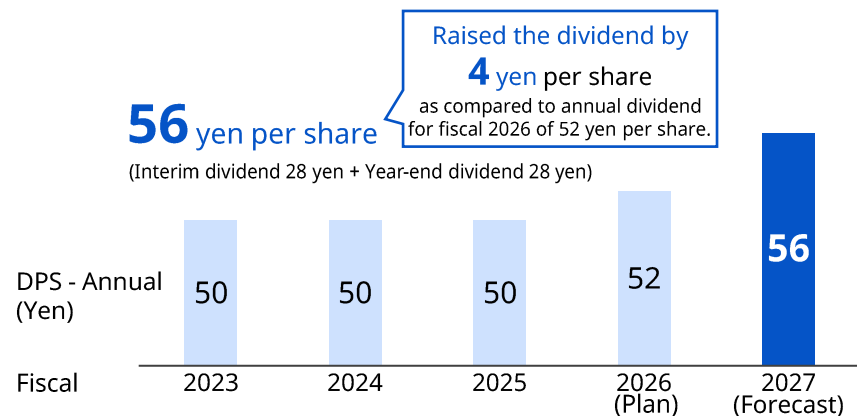


## Change in Dividend Policy and Dividend Forecast for Fiscal 2027

- 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

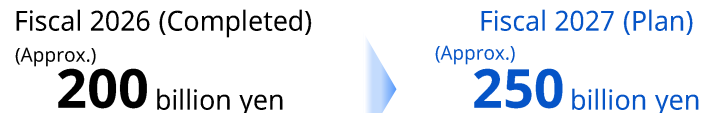
Plans cancellation of treasury stock to an appropriate level since the ratio of treasury stock to the number of shares outstanding had increased due to the share repurchase in the amount of approx. 200 billion yen in fiscal 2026.



- \*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.

## 4. Management Plans for Fiscal 2028

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# Fiscal 2028 Management Plan



(Yen in billions)

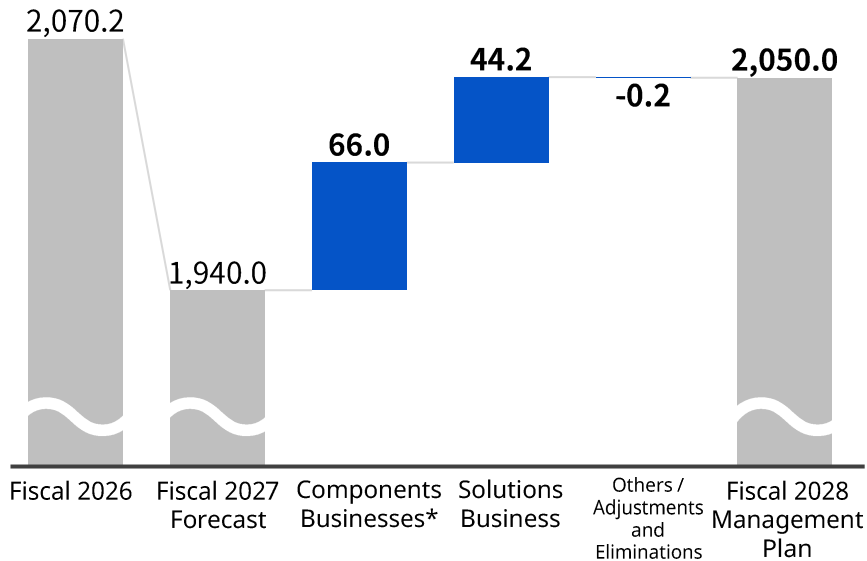
	Fiscal 2026 Amount	Fiscal 2027		Fiscal 2028	
		Amount	vs Fiscal 2026	Amount	vs Fiscal 2027
<b>Sales Revenue</b>	2,070.2	<b>1,940.0</b>	-130.2	<b>2,050.0</b>	110.0
<b>Operating Profit</b>	118.1 (5.7%)	<b>130.0</b> (6.7%)	11.9	<b>160.0</b> (7.8%)	30.0
<b>Profit Before Income Taxes</b>	169.0 (8.2%)	<b>170.0</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.

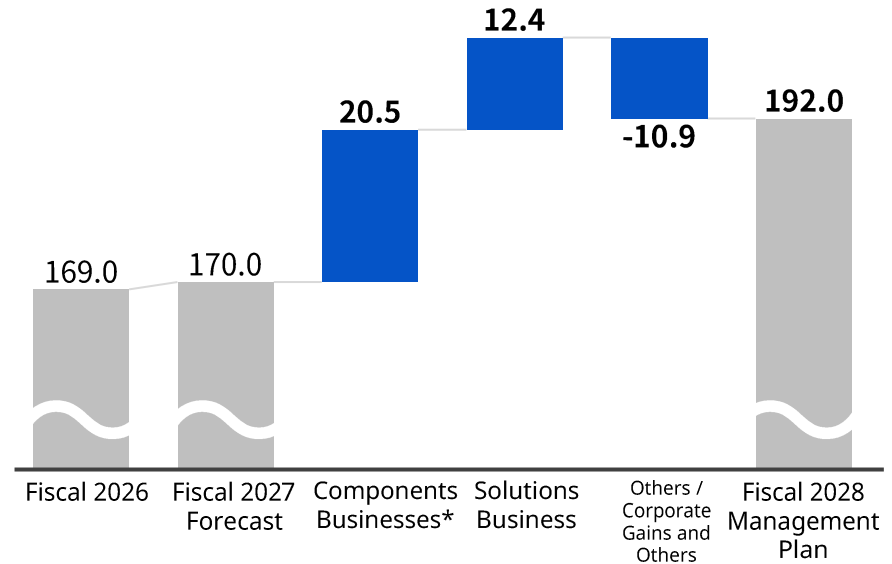
## Expects to largely complete the reorganization of management foundation by fiscal 2027 and return to growth trajectory from fiscal 2028

(Yen in billions)

### Sales Revenue



### Profit Before Income Taxes



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

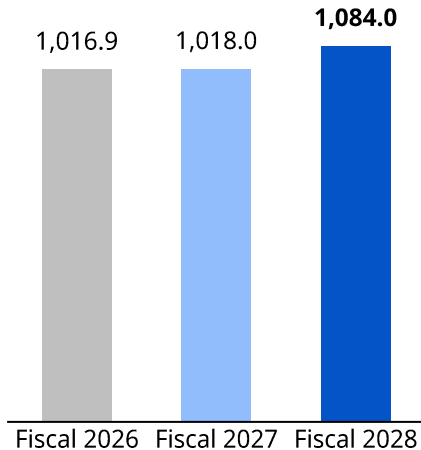
# Fiscal 2028 Management Plan: Components Businesses



(Yen in billions)

## Sales Revenue

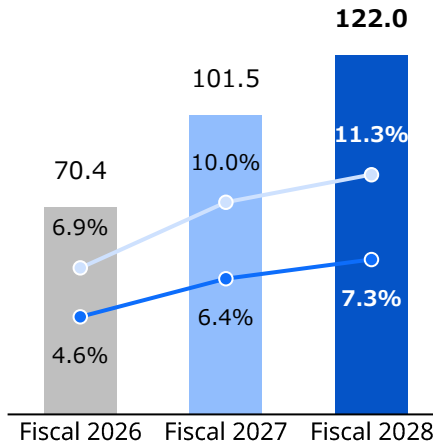
Forecasts an increase due to business expansion in priority areas such as advanced semiconductors and its related areas.



## Business Profit

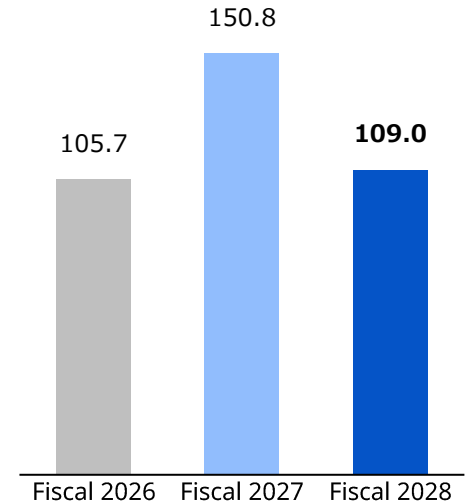
Forecasts an increase due to increased sales of high-value-added products for priority areas, in addition to profitability improvement in the Organic Packages and Boards Business and the Electronic Components Business.

— Business profit ratio  
— ROIC



## 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.



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

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

### Components for advanced SPE

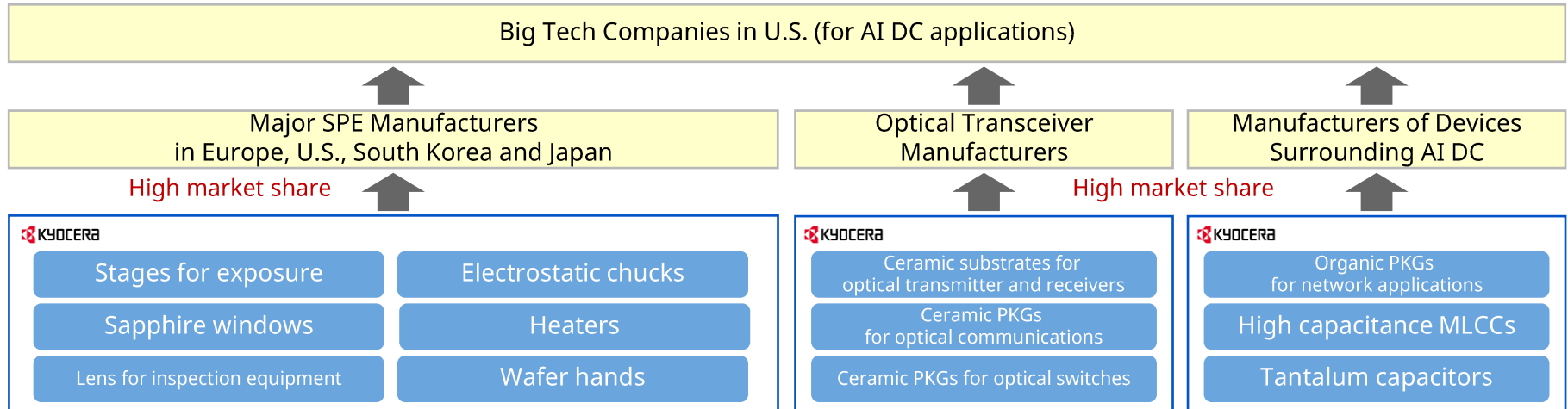


#### Market Trend

- ✓ As semiconductor technology evolves, miniaturization and high-layer stacking demand increases.
- ✓ In addition, the number of process for exposure, development and etching also increases.

Demand increase of mentioned equipment is an opportunity to expand our market share

#### Target Products and Distribution Channel



### Components for AI DC applications



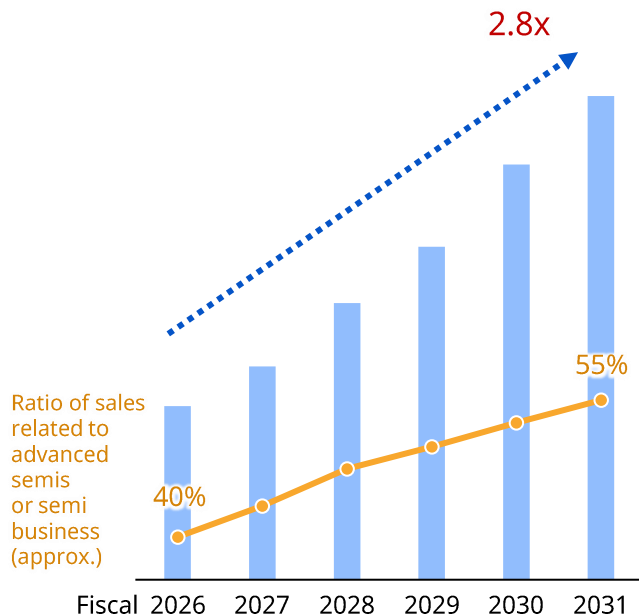
#### Market Trend

- ✓ As AI servers spread, performance improvement are required for high-speed and large processing capacity.

Optical communication spreads and demand of surrounding device such as switches increases

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

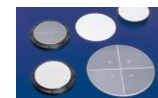
<Advanced semiconductor and applications surrounding AI>  
Sales expansion plan



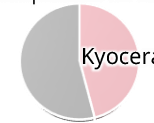
### Expansion strategy for high-market-share items and technologies

#### ■ Fine ceramic components for SPE

- ✓ Increase production of structural ceramic components with high market share
- ✓ Focus resources into components for lithography and etching process
- ✓ Expand market share by launching next-gen. electrostatic chucks **NEW**



Market share of structural ceramic components for SPE



#### ■ Network PKGs for AI-related applications

- ✓ Prioritize investment to PKGs for high-speed optical communication, which Kyocera possess an overwhelming market share
- ✓ Develop ceramic core substrates for chiplet-designed PKGs **NEW**



Market share of ceramic PKGs for optical communications

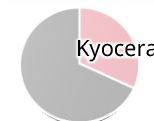


#### ■ High capacitance and high reliability capacitors

- ✓ Expand share of MLCCs and polymer tantalum capacitors for AI servers and DCs **NEW**



Market share of high capacitance small size MLCCs



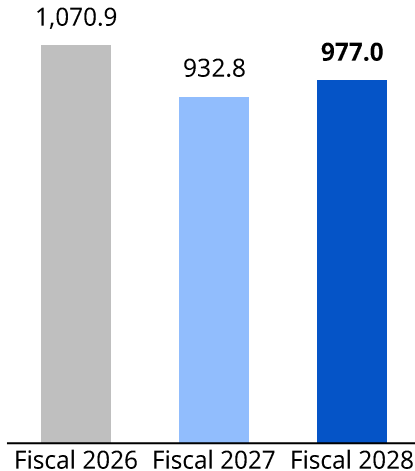
# Fiscal 2028 Management Plan: Solutions Businesses



(Yen in billions)

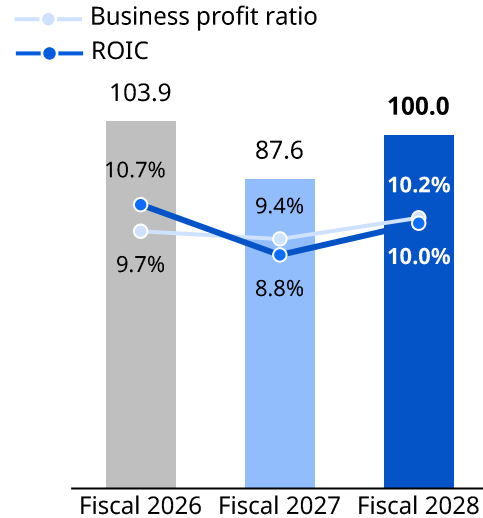
## Sales Revenue

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



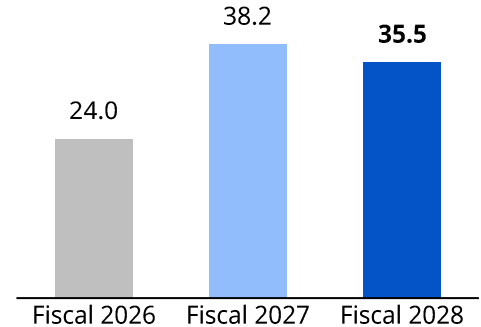
## Business Profit

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.



## 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”

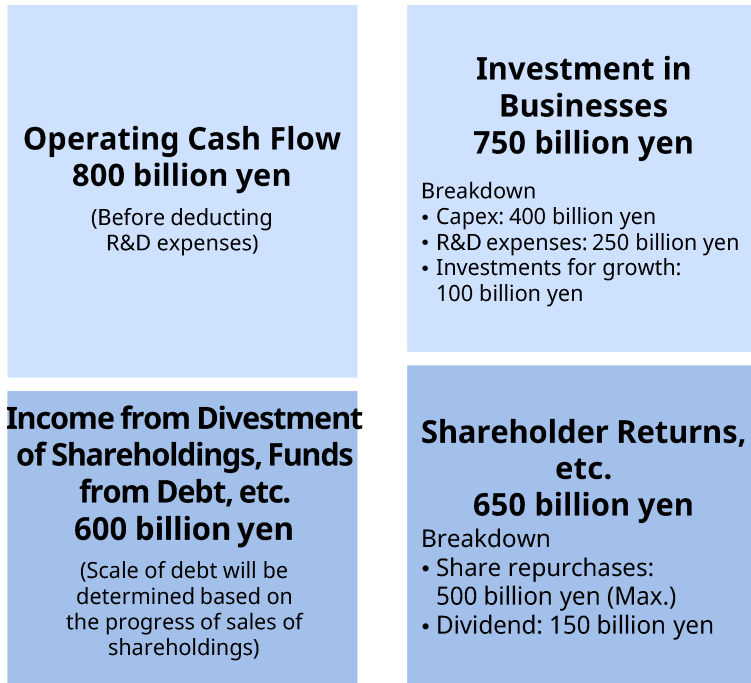
Promote training of professionals, design of solution development process and development of platform

# 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.

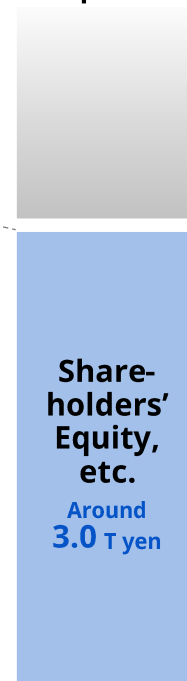
### Two-year capital allocation target for fiscal 2027-2028



### End of fiscal 2026 Capital Structure



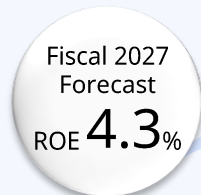
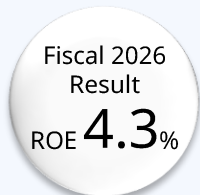
### End of fiscal 2028 Targeted Capital Structure



## Fiscal 2026-2028

Reorganize management foundation

- **Fiscal 2027 ROE: Forecasts to be in similar level as fiscal 2026 by incorporating macro economy risks**
- **Fiscal 2028 ROE: Aim to achieve 5%**



Strategic Business Transformation Project

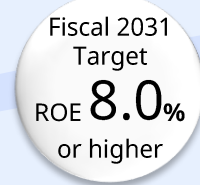
Promote reform under new management structure

## Fiscal 2029-2031

Promote business growth

**Plan to hold business strategy meeting in late Nov. 2026**

Schedules to announce management plan to achieve an ROE target



Aim for market capitalization of more than 5 trillion yen

Inorganic growth

Organic growth (Steady expansion in AI-related products and the Solutions Business)

Continuous optimization of capital structure (Reduction of cross-shareholdings and strengthening shareholder returns)

Profitability improvement of challenging businesses (Organic Packages and Boards Business and KAVX)

## 5. [Reference] Supplementary Information

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# Consolidated Results of Operations



百万円 / Yen in millions

	2025年3月期 / Fiscal 2025					2026年3月期 / Fiscal 2026				
	1Q	2Q	3Q	4Q	通期 Full year	1Q	2Q	3Q	4Q	通期 Full year
売上高 Sales Revenue	498,868	499,720	493,467	522,399	2,014,454	478,038	513,347	530,611	548,207	2,070,203
営業利益 Operating Profit	20,956	16,920	-25,601	15,024	27,299	18,550	23,395	28,676	47,517	118,138
税引前利益 Profit Before Income Taxes	47,765	4,055	-1,361	13,172	63,631	44,563	23,387	54,080	46,964	168,994
親会社の所有者に帰属する四半期利益 Profit Attributable to Owners of the Parent	36,797	-719	-17,747	5,766	24,097	37,143	18,397	42,411	43,018	140,969

円 / Yen

平均為替レート Average Exchange Rates	米ドル / US\$	156	149	152	153	153	145	147	154	157	151
	ユーロ / Euro	168	164	163	161	164	164	172	179	184	175

百万円 / Yen in millions

	2025年3月期 / Fiscal 2025					2026年3月期 / Fiscal 2026				
	1Q	2Q	3Q	4Q	通期 Full year	1Q	2Q	3Q	4Q	通期 Full year
設備投資額 Capital Expenditures	31,914	37,019	32,815	40,184	141,932	59,015	29,725	33,913	26,446	149,099
有形固定資産 減価償却費 Depreciation Charge of PPE	28,844	28,310	28,694	26,229	112,077	26,871	27,719	28,277	28,057	110,924
研究開発費 R&D Expenses	29,529	28,403	29,265	28,890	116,087	27,705	29,473	29,193	29,330	115,701

# Sales Revenue by Reporting Segment



百万円 / Yen in millions

	2025年3月期 / Fiscal 2025					2026年3月期 / Fiscal 2026				
	1Q	2Q	3Q	4Q	通期 Full year	1Q	2Q	3Q	4Q	通期 Full year
<b>コアコンポーネント</b> <b>Core Components Business</b>	<b>145,088</b>	<b>149,147</b>	<b>148,004</b>	<b>149,481</b>	<b>591,720</b>	<b>145,856</b>	<b>161,802</b>	<b>169,512</b>	<b>176,259</b>	<b>653,429</b>
産業・車載用部品 Industrial & Automotive Components Unit	59,260	59,115	61,673	61,823	241,871	58,523	60,372	63,245	67,929	250,069
半導体関連部品 Semiconductor Components Unit	80,320	84,456	80,555	81,718	327,049	81,561	95,748	100,123	102,000	379,432
その他 Others	5,508	5,576	5,776	5,940	22,800	5,772	5,682	6,144	6,330	23,928
<b>電子部品</b> <b>Electronic Components Business</b>	<b>89,712</b>	<b>91,211</b>	<b>85,378</b>	<b>88,345</b>	<b>354,646</b>	<b>83,864</b>	<b>90,845</b>	<b>92,487</b>	<b>96,290</b>	<b>363,486</b>
<b>ソリューション</b> <b>Solutions Business</b>	<b>269,042</b>	<b>264,559</b>	<b>263,940</b>	<b>288,826</b>	<b>1,086,367</b>	<b>253,007</b>	<b>266,014</b>	<b>272,245</b>	<b>279,653</b>	<b>1,070,919</b>
機械工具 Industrial Tools Unit	85,865	74,945	70,986	74,080	305,876	80,038	76,945	74,304	54,649	285,936
ドキュメントソリューション Document Solutions Unit	115,037	117,185	119,839	127,903	479,964	107,415	113,505	121,735	135,824	478,479
コミュニケーション Communications Unit	51,318	54,162	53,347	66,670	225,497	45,586	53,229	54,149	66,194	219,158
その他 Others	16,822	18,267	19,768	20,173	75,030	19,968	22,335	22,057	22,986	87,346
その他の事業 Others	4,214	3,865	4,642	4,393	17,114	3,430	3,193	3,947	3,626	14,196
調整及び消去 Adjustments and Eliminations	-9,188	-9,062	-8,497	-8,646	-35,393	-8,119	-8,507	-7,580	-7,621	-31,827
<b>売上高</b> <b>Sales Revenue</b>	<b>498,868</b>	<b>499,720</b>	<b>493,467</b>	<b>522,399</b>	<b>2,014,454</b>	<b>478,038</b>	<b>513,347</b>	<b>530,611</b>	<b>548,207</b>	<b>2,070,203</b>

# Business Profit by Reporting Segment



百万円 / Yen in millions

	2025年3月期 / Fiscal 2025					2026年3月期 / Fiscal 2026				
	1Q	2Q	3Q	4Q	通期 Full year	1Q	2Q	3Q	4Q	通期 Full year
<b>コアコンポーネント</b> <b>Core Components Business</b>	<b>12,917</b>	<b>4,130</b>	<b>-30,794</b>	<b>11,858</b>	<b>-1,889</b>	<b>14,188</b>	<b>15,832</b>	<b>20,324</b>	<b>12,738</b>	<b>63,082</b>
産業・車載用部品 Industrial & Automotive Components Unit	5,939	4,543	7,253	5,560	23,295	6,992	4,968	7,512	-742	18,730
半導体関連部品 Semiconductor Components Unit	6,704	-670	-38,366	5,885	-26,447	7,021	12,094	12,533	15,285	46,933
その他 Others	274	257	319	413	1,263	175	-1,230	279	-1,805	-2,581
<b>電子部品</b> <b>Electronic Components Business</b>	<b>1,055</b>	<b>-1,008</b>	<b>-1,458</b>	<b>593</b>	<b>-818</b>	<b>-3,008</b>	<b>3,025</b>	<b>1,920</b>	<b>5,379</b>	<b>7,316</b>
<b>ソリューション</b> <b>Solutions Business</b>	<b>19,569</b>	<b>13,977</b>	<b>18,077</b>	<b>22,073</b>	<b>73,696</b>	<b>18,879</b>	<b>18,883</b>	<b>20,235</b>	<b>45,946</b>	<b>103,943</b>
機械工具 Industrial Tools Unit	6,010	3,424	2,370	3,903	15,707	6,551	3,733	2,538	22,374	35,196
ドキュメントソリューション Document Solutions Unit	11,340	10,151	10,698	16,849	49,038	9,753	8,371	11,020	15,971	45,115
コミュニケーション Communications Unit	679	440	3,594	4,634	9,347	206	3,994	3,459	4,457	12,116
その他 Others	1,540	-38	1,415	-3,313	-396	2,369	2,785	3,218	3,144	11,516
その他の事業 Others	-11,388	-11,635	-12,142	-11,825	-46,990	-10,129	-11,523	-9,288	-10,228	-41,168
事業利益 計 Total Business Profit	22,153	5,464	-26,317	22,699	23,999	19,930	26,217	33,191	53,835	133,173
本社部門損益等 Corporate Gains and Others	25,612	-1,409	24,956	-9,527	39,632	24,633	-2,830	20,889	-6,871	35,821
<b>税引前利益</b> <b>Profit Before Income Taxes</b>	<b>47,765</b>	<b>4,055</b>	<b>-1,361</b>	<b>13,172</b>	<b>63,631</b>	<b>44,563</b>	<b>23,387</b>	<b>54,080</b>	<b>46,964</b>	<b>168,994</b>

# Orders by Reporting Segment



百万円 / Yen in millions

	2025年3月期 / Fiscal 2025					2026年3月期 / Fiscal 2026				
	1Q	2Q	3Q	4Q	通期 Full year	1Q	2Q	3Q	4Q	通期 Full year
<b>コアコンポーネント</b> <b>Core Components Business</b>	<b>153,201</b>	<b>148,276</b>	<b>143,355</b>	<b>142,584</b>	<b>587,416</b>	<b>149,408</b>	<b>158,161</b>	<b>164,251</b>	<b>169,103</b>	<b>640,923</b>
産業・車載用部品 Industrial & Automotive Components Unit	69,437	61,785	61,381	59,113	251,716	59,516	60,777	64,381	70,435	255,109
半導体関連部品 Semiconductor Components Unit	78,144	80,903	76,127	77,368	312,542	84,112	91,632	93,742	91,949	361,435
その他 Others	5,620	5,588	5,847	6,103	23,158	5,780	5,752	6,128	6,719	24,379
<b>電子部品</b> <b>Electronic Components Business</b>	<b>91,878</b>	<b>89,522</b>	<b>86,330</b>	<b>85,370</b>	<b>353,100</b>	<b>89,273</b>	<b>91,501</b>	<b>91,963</b>	<b>100,442</b>	<b>373,179</b>
<b>ソリューション</b> <b>Solutions Business</b>	<b>278,732</b>	<b>268,288</b>	<b>263,127</b>	<b>299,185</b>	<b>1,109,332</b>	<b>268,411</b>	<b>270,096</b>	<b>267,088</b>	<b>295,195</b>	<b>1,100,790</b>
機械工具 Industrial Tools Unit	86,338	74,937	71,307	74,804	307,386	80,602	77,461	76,170	56,900	291,133
ドキュメントソリューション Document Solutions Unit	114,824	117,507	118,036	127,134	477,501	107,807	113,431	121,647	135,741	478,626
コミュニケーション Communications Unit	57,080	54,933	52,418	77,782	242,213	60,357	57,278	47,914	79,102	244,651
その他 Others	20,490	20,911	21,366	19,465	82,232	19,645	21,926	21,357	23,452	86,380
その他の事業 Others	2,997	2,605	3,022	3,662	12,286	2,758	2,570	3,180	3,070	11,578
調整及び消去 Adjustments and Eliminations	-6,899	-7,743	-5,940	-11,758	-32,340	-6,684	-6,430	-5,197	-9,894	-28,205
<b>受注高</b> <b>Orders</b>	<b>519,909</b>	<b>500,948</b>	<b>489,894</b>	<b>519,043</b>	<b>2,029,794</b>	<b>503,166</b>	<b>515,898</b>	<b>521,285</b>	<b>557,916</b>	<b>2,098,265</b>

# Capital Expenditures by Reporting Segment



百万円 / Yen in millions

	2025年3月期 / Fiscal 2025					2026年3月期 / Fiscal 2026				
	1Q	2Q	3Q	4Q	通期 Full year	1Q	2Q	3Q	4Q	通期 Full year
コアコンポーネント Core Components Business	11,603	13,391	10,058	12,871	47,923	40,566	12,241	16,494	9,458	78,759
電子部品 Electronic Components Business	6,526	13,153	7,501	7,829	35,009	7,240	7,733	5,269	6,689	26,931
ソリューション Solutions Business	8,037	4,427	6,968	4,642	24,074	4,188	6,571	7,289	5,932	23,980
その他の事業 Others	1,092	883	1,316	12,411	15,702	2,405	1,460	3,417	1,733	9,015
本社部門 Corporate	4,656	5,165	6,972	2,431	19,224	4,616	1,720	1,444	2,634	10,414
合計 Total	31,914	37,019	32,815	40,184	141,932	59,015	29,725	33,913	26,446	149,099

# Depreciation Charge of PPE by Reporting Segment



百万円 / Yen in millions

	2025年3月期 / Fiscal 2025					2026年3月期 / Fiscal 2026				
	1Q	2Q	3Q	4Q	通期 Full year	1Q	2Q	3Q	4Q	通期 Full year
コアコンポーネント Core Components Business	11,899	12,040	12,386	10,018	46,343	10,186	10,699	10,781	10,838	42,504
電子部品 Electronic Components Business	7,971	7,612	7,305	7,167	30,055	7,568	7,619	7,783	7,711	30,681
ソリューション Solutions Business	6,157	5,942	6,186	6,065	24,350	6,121	6,303	6,548	6,285	25,257
その他の事業 Others	1,367	1,273	1,281	1,450	5,371	1,449	1,500	1,563	1,610	6,122
本社部門 Corporate	1,450	1,443	1,536	1,529	5,958	1,547	1,598	1,602	1,613	6,360
合計 Total	28,844	28,310	28,694	26,229	112,077	26,871	27,719	28,277	28,057	110,924

# R&D Expenses by Reporting Segment



百万円 / Yen in millions

	2025年3月期 / Fiscal 2025					2026年3月期 / Fiscal 2026				
	1Q	2Q	3Q	4Q	通期 Full year	1Q	2Q	3Q	4Q	通期 Full year
コアコンポーネント Core Components Business	5,546	5,327	5,669	4,862	21,404	6,470	6,597	6,383	6,670	26,120
電子部品 Electronic Components Business	4,132	3,556	3,338	2,962	13,988	3,097	4,423	4,116	4,252	15,888
ソリューション Solutions Business	10,076	9,621	9,169	12,162	41,028	9,212	9,100	9,383	9,804	37,499
その他の事業 Others	9,775	9,899	11,089	8,904	39,667	8,926	9,353	9,311	8,604	36,194
合計 Total	29,529	28,403	29,265	28,890	116,087	27,705	29,473	29,193	29,330	115,701

# Cautionary Statements with respect to Forward-Looking Statements

Certain of the statements made in this document are forward-looking statements, which are based on our current assumptions and beliefs in light of the information currently available to us. These forward-looking statements involve known and unknown risks, uncertainties and other factors. Such risks, uncertainties and other factors include, but are not limited to the following:

- (1) General conditions in the Japanese or global economy;
- (2) Unexpected changes in economic, political and legal conditions in countries where we operate or export;
- (3) The effect of foreign exchange fluctuations on our results of operations;
- (4) Intense competitive pressures to which our products are subject;
- (5) Fluctuations in the price and ability of suppliers to provide the required quantity of raw materials for use in our production activities;
- (6) Manufacturing delays or defects resulting from outsourcing or internal manufacturing processes;
- (7) The possibility that future initiatives and in-process research and development may not produce the desired results;
- (8) Companies or assets acquired by us not produce the returns or benefits, or bring in business opportunities;
- (9) Inability to secure skilled employees;
- (10) Damages on our information security systems from cyberattacks, etc. and significant costs in order to recover and maintain the systems;
- (11) Insufficient protection of our trade secrets and intellectual property rights including patents;
- (12) Expenses associated with licenses we require to continue to manufacture and sell products;
- (13) Unintentional conflict with laws and regulations or newly enacted laws and regulations;
- (14) Environmental liability and compliance obligations by tightening of environmental laws and regulations;
- (15) Inability to respond to global climate change problems or delay in such response, which may lead to increased costs and negatively impact our corporate brands;
- (16) Our market or supply chains being affected by plague, infectious diseases, terrorism, wars or similar events;
- (17) Earthquakes and other natural disasters affecting our headquarters and major facilities as well as our suppliers and customers;
- (18) Credit risk on trade receivables;
- (19) Fluctuations in the value of financial instruments held by us;
- (20) Impairment losses on property, plant and equipment, goodwill and intangible assets;
- (21) Uncertainty over income tax and deferred tax assets; and
- (22) Changes in accounting standards.

Due to such risks, uncertainties and other factors, our actual results, performance, achievements or financial condition may be substantially different from any future results, performance, achievements or financial condition expressed or implied by these forward-looking statements. We undertake no obligation to publicly update any forward-looking statements included in this document.



KYOCERA Corporation