



Notice of the 71st Ordinary General Meeting of Shareholders
To be held on June 26, 2025
Kyoto, Japan

KYOCERA Corporation

6 Takeda Tobadono-cho, Fushimi-ku, Kyoto, Japan

Please note that this is an English translation of the Japanese original of the Notice of the 71st Ordinary General Meeting of Shareholders of Kyocera Corporation distributed to shareholders in Japan. The translation is prepared solely for the reference and convenience of foreign shareholders.

In the event of any discrepancy between this translation and the Japanese original, the latter shall prevail.

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Kyocera Management Philosophy

Corporate Motto



“Respect the Divine and Love People”

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

Management Rationale

To provide opportunities for the material and intellectual growth of all our employees, and through our joint efforts, contribute to the advancement of society and humankind.

Management Philosophy

Living Together.

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

Management Based on the Bonds of Human Minds

Kyocera started as a small, suburban factory, with no money, credentials or reputation. We had nothing to rely on but a little technology and 28 trustworthy colleagues. Nonetheless, the company experienced rapid growth because everyone exerted their maximum efforts and managers devoted their lives to earning the trust of employees. We wanted to be an excellent company where all employees could believe in each other, abandon selfish motives, and be truly proud to work. This desire became the foundation of Kyocera’s management.

Human minds are said to be easily changeable. Yet, there is nothing stronger than the human mind. Kyocera developed into what it is today because it is based on the bonds of human minds.

Kazuo Inamori
Founder

Greetings

We are pleased to present to you the Notice of the 71st Ordinary General Meeting of Shareholders.

In the year ended March 31, 2025 (hereinafter referred to as the “71st fiscal year” or “fiscal 2025,” with other fiscal years referred to in a corresponding manner), Kyocera’s sales revenue remained flat, but profit declined compared with the 70th fiscal year (“fiscal 2024”) due to a deterioration in the business environment for the Organic Packages and Boards Business and business of electronic components operated by U.S. subsidiary KYOCERA AVX Components Corporation Group, as well as the posting of one-time costs.

Although profits declined, in order to maintain a high level of shareholder returns, Kyocera plans to distribute a year-end dividend for fiscal 2025 of 25 yen per share. Including the interim dividend that was already paid, annual dividends for fiscal 2025 will be 50 yen per share, which is the same amount as the annual dividend for fiscal 2024 (after considering the stock split on January 1, 2024).

In the 72nd fiscal year (“fiscal 2026”), we will place the highest priority on implementing fundamental structural reforms to improve profitability. We will accelerate our “selection and concentration” approach to focus investment on growth areas through measures such as business portfolio restructuring and optimization of capital expenditures. At the same time, we will steadily and proactively implement reforms related to corporate governance, including purchase of treasury stock and reduction of cross-shareholdings, to enhance our corporate value on a sustainable basis.

We would very much appreciate your continued support of the Kyocera Group as we move forward.

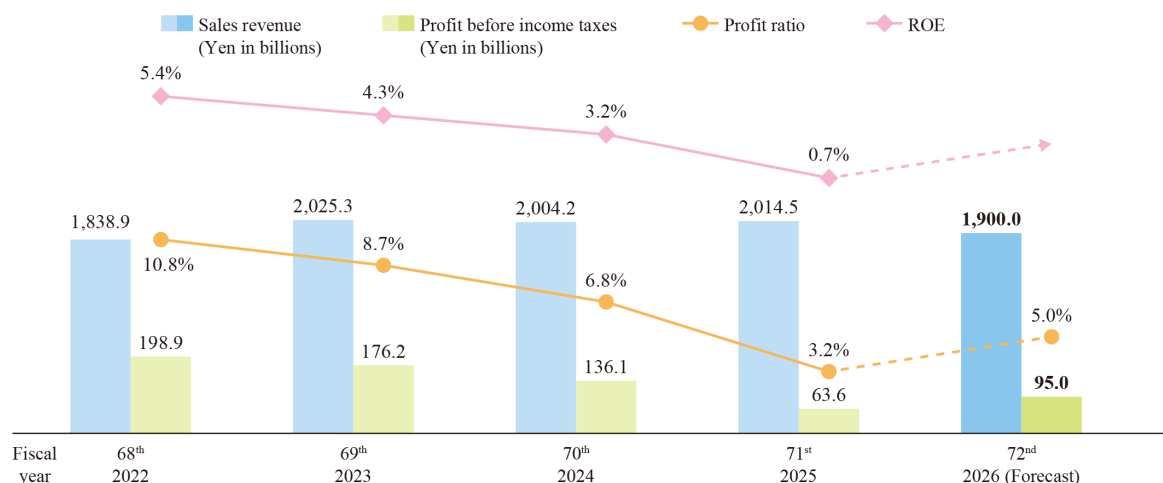
Goro Yamaguchi
Chairman of the Board and Representative Director

Hideo Tanimoto
President and Representative Director

Initiatives to Improve Corporate Value

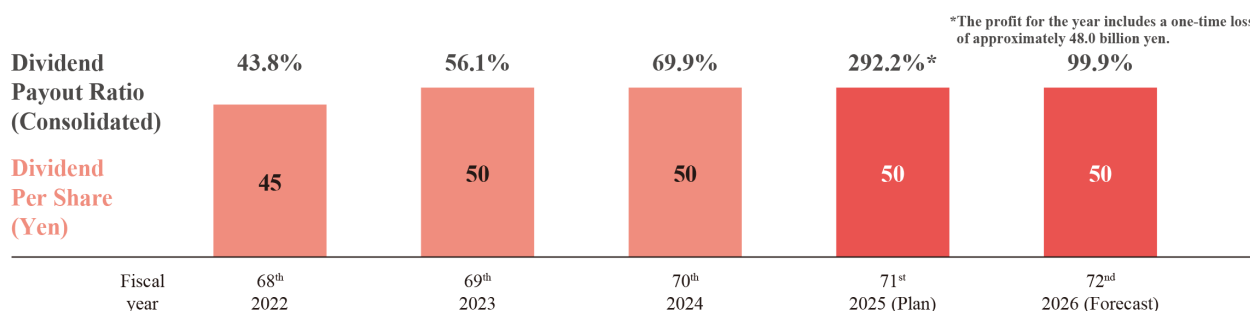
1. Financial Forecast for Fiscal 2026

Although AI-related investment in our principal markets, namely the semiconductor-related, the information and communication-related and the automotive-related markets, are expected to remain firm, uncertainty regarding the demand outlook for each of our businesses is rising due to the unpredictable economic environment. In light of this outlook, Kyocera will continue to promote cost reductions in all businesses and steadily advance structural reforms to strengthen its management foundation and improve profitability, with the aim of making Kyocera once again a highly profitable company in the future.



[Dividends for Fiscal 2025 and Fiscal 2026]

Kyocera expects the annual dividend for fiscal 2025 to be 50 yen per share, which would be the same as the annual dividend for fiscal 2024. As for fiscal 2026, Kyocera forecasts the annual dividend to be 50 yen per share. Kyocera will continue to aim for a high level of shareholder returns.

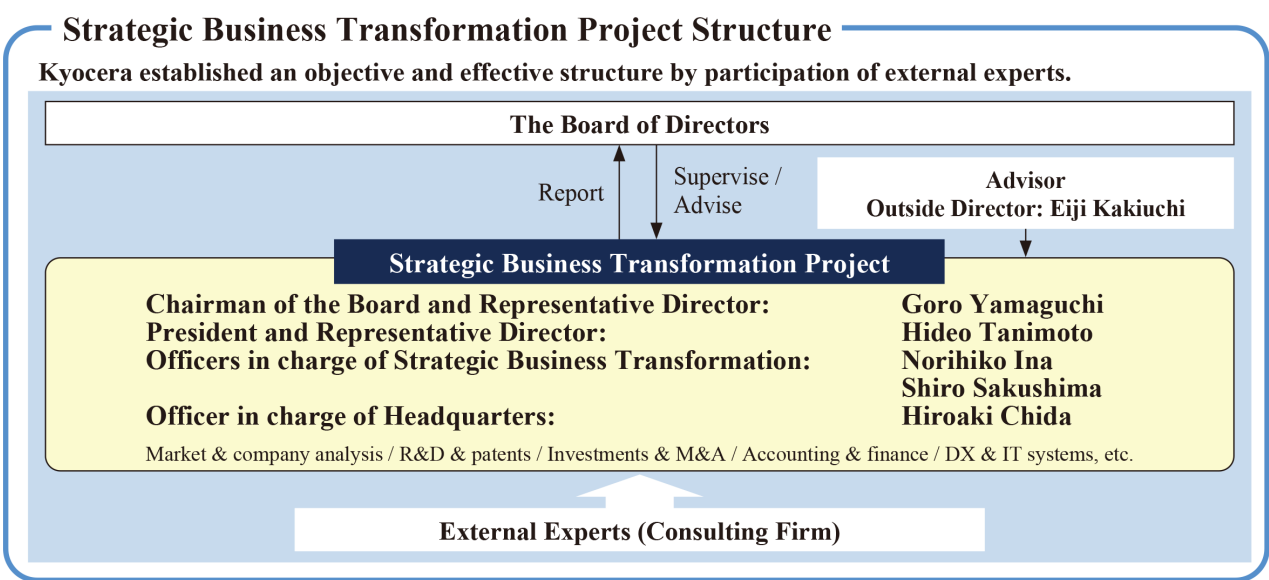


(Note) Kyocera implemented the stock split at the ratio of 4 for 1, with the effective date of January 1, 2024. The amount of dividends is shown based on post-stock split basis.

2. Structural Reforms to Improve Profitability

Kyocera recognizes the urgency to strive to improve profitability of components businesses, namely the Core Components Business and the Electronic Components Business, and to reorganize our business portfolio. Kyocera will further focus management resources on core areas with the aim of making Kyocera once again a highly profitable company in the future.

In order to promote these fundamental initiatives, Kyocera has launched the Strategic Business Transformation Project. Under this project, Kyocera aims to improve profitability as soon as possible by steadily implementing structural reforms as well as by formulating and implementing growth strategies.



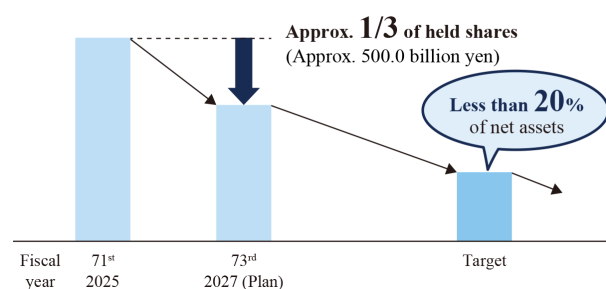
3. Review of Capital Strategies

(1) Reduction of Cross-shareholdings

Kyocera resolved to tender certain part of its shares in KDDI Corporation in a tender offer by KDDI Corporation for its treasury stocks. Income from the divestment is expected to be approximately 250.0 billion yen. In addition, Kyocera will consider continuous reduction of other company stocks listed in Japan.

Kyocera will continuously reduce its cross-shareholdings in fiscal 2027 onward towards a future target for its cross-shareholdings of below 20% of its net assets.

Reduction of Cross-shareholdings (an image)



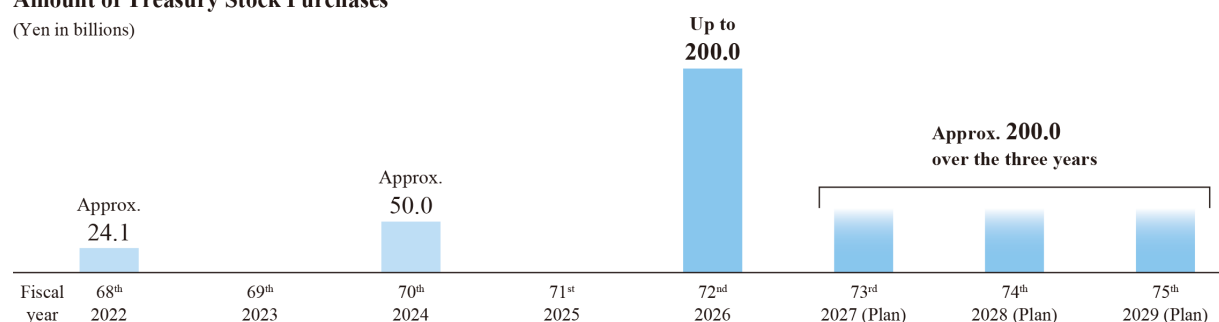
(2) Purchase of Treasury Stock

To achieve an appropriate capital structure and to promote shareholder returns, Kyocera resolved to purchase treasury stock in an amount of up to 200.0 billion yen in fiscal 2026.

In addition, Kyocera plans another purchase of approximately 200.0 billion yen worth of treasury stock over the three years from fiscal 2027, while taking future growth investments, etc. into consideration.

Amount of Treasury Stock Purchases

(Yen in billions)



4. Initiatives Regarding Corporate Governance

(1) Shortening the Term of Office of Directors ^{*1}

For the purpose of establishing a management system capable of quickly responding to changes in the business environment, to increase opportunities to gain the trust of shareholders, and also to further clarify the management responsibilities of Directors, Kyocera Corporation has decided to shorten the term of office of its Directors from two years to one year.

(2) Reduction in Number of Directors ^{*1}

For the purposes to adjust the number of Directors to the current situation and to conduct prompt as well as accurate decision making and effective discussions, Kyocera Corporation has decided to reduce the maximum number of Directors from twenty to twelve.

(3) Appoint a New Candidate for Independent Outside Director ^{*2}

Kyocera Corporation appointed Noriko Oi, an attorney, as a new candidate for Independent Outside Director.

Candidate for Independent Outside Director: Noriko Oi (Attorney)

(4) Appoint an Outside Director as a Chairperson of the Nomination and Remuneration Committee

In order to realize medium- to long-term improvement in corporate value, Kyocera Corporation aims for a healthy, transparent and efficient management structure. With regard to the Nomination and Remuneration Committee, Kyocera Corporation has determined to appoint an Independent Outside Director as a chairperson from July 2025.

(5) Early Disclosure of Annual Report

Kyocera Corporation schedules to issue Annual Report for fiscal 2025 on June 20, 2025, six days prior to the Ordinary General Meeting of Shareholders, with the aim of early disclosure of information necessary for voting decisions.

^{*1} Introduction of this initiative will be subject to the approval of proposal 2 on pp. 11-12 by shareholders at the 71st Ordinary General Meeting of Shareholders.

^{*2} Introduction of this initiative will be subject to the approval of proposal 3 on pp. 13-22 by shareholders at the 71st Ordinary General Meeting of Shareholders.

(Note) 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.

To our shareholders

Hideo Tanimoto
President and Representative Director
KYOCERA Corporation

Notice of the 71st Ordinary General Meeting of Shareholders

This is to inform you that Kyocera Corporation (the “Company”) will hold its 71st Ordinary General Meeting of Shareholders (the “Meeting”) as described below.

In convening of the Meeting, the Company takes measures for providing information that constitutes the content of reference documents for the Meeting (the items subject to the measures for electronic provision) in electronic format and posts the information on the following websites on the Internet. To review the information, please access one of the following websites.

| |
|--|
| <p>[The Company’s website]</p> <p>https://global.kyocera.com/ir/s_info/meeting.html</p> |
| <p>[The Tokyo Stock Exchange website (TSE’s Listed Company Search Service)]</p> <p>https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show</p> <p>* Please access the TSE’s website and input Kyocera in “Issue name (company name)” or 6971 in “Code” to search. Select “Basic information” and “Documents for public inspection/PR information.” Then please confirm the detail in “Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting” under “Filed information available for public inspection” section.</p> |

If you are unable to attend the Meeting, you may exercise your voting rights via the Internet, etc. or in written form, so please examine the reference documents for the Meeting and exercise your voting rights **no later than 5:30 p.m. Wednesday, June 25, 2025, Japan time.**

- 1. Date and Time** 10:00 a.m. on Thursday, June 26, 2025, Japan Time (Reception starts at 9:00 a.m.)
- 2. Venue** 3rd Floor “Genji Room” at HOTEL GRANVIA KYOTO, in KYOTO STATION BUILDING,
Shiokoji-sagaru, Karasuma-dori, Shimogyo-ku, Kyoto, Japan

3. Purpose of the Meeting

Matters to Be Reported

- (1) Contents of the business report, consolidated financial statements and the audit results of consolidated financial statements by the Accounting Auditor and the Audit & Supervisory Board for the 71st fiscal year (April 1, 2024 to March 31, 2025)
- (2) Contents of the financial statements for the 71st fiscal year (April 1, 2024 to March 31, 2025)

Matters to Be Resolved

- | | |
|------------|---|
| Proposal 1 | Appropriation of Surplus |
| Proposal 2 | Partial Amendments to the Articles of Incorporation |
| Proposal 3 | Election of Eleven (11) Directors |
| Proposal 4 | Election of One (1) Audit & Supervisory Board Member |
| Proposal 5 | Election of One (1) Substitute Audit & Supervisory Board Member |

Notes:

- If you attend the Meeting, please hand the voting card enclosed herewith to the receptionist.
- The Meeting is conducted in Japanese. In addition, an interpreter is not hired. We appreciate your understanding in advance.
- Among the items subject to the measures for electronic provision, the following items are not included in the documents delivered to shareholders who have requested them in accordance with laws and regulations as well as the provisions of the Company's Articles of Incorporation. However, the Audit & Supervisory Board Members and the Accounting Auditor have audited the documents subject to audit, including the following items.
 - "Four-Year Financial Summary," "Principal Business Sites," "Employees," "Principal Sources of Borrowings" and "System and Policy" on the business report
 - "Consolidated Statement of Changes in Equity" and "Notes to Consolidated Financial Statements" on the consolidated financial statements
 - "Balance Sheet," "Statement of Income," "Statement of Changes in Net Assets" and "Notes to Financial Statements" on the financial statements
- In the event of any changes to the items subject to the measures for electronic provision, the Company shall give notice thereof to shareholders by posting it and items before and after a change on the Company's website and the Tokyo Stock Exchange website indicated above.
- The voting results will be posted on the Company's website indicated above without sending a written notice of resolution to shareholders.

Matters Relating to Exercise of Voting Rights

You may exercise your voting rights via the Internet, etc. or in written form, instead of attending the Meeting.

Exercising Voting Rights via the Internet, Etc.

Deadline: to be entered by 5:30 p.m. on Wednesday, June 25, 2025, Japan time

Please access the website for the exercise of voting rights (<https://evote.tr.mufg.jp/>), and enter your vote “for” or “against” the proposals.

Exercising Voting Rights in Written Form

Deadline: to be received by 5:30 p.m. on Wednesday, June 25, 2025, Japan time

Please indicate your vote “for” or “against” the proposals on the voting card enclosed herewith and return it to us.

[Handling in the Event of Multiple Exercises of Voting Rights]

- In the event that any shareholder exercises voting rights via the Internet, etc. and in written form, the exercised voting rights via the Internet, etc. shall prevail.
- In the event of multiple exercised voting rights via the Internet, etc. by a shareholder, the last exercised voting rights shall prevail.

[Handling in the Event of not Indicating “For” or “Against” on the Voting Card]

- In an event that a shareholder returns a voting form, which does not indicate “for” or “against,” the Company shall deem it to be indicate “for”.

Reference Documents for the General Meeting of Shareholders

Proposals and References are as follows:

Proposal 1 Appropriation of Surplus

The Company believes that the best way to increase corporate value and meet shareholders' expectations is to improve future consolidated performance on an ongoing basis.

The Company therefore has adopted a principal guideline that 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 consolidated dividend payout ratio of around 50%. In addition, the Company determines dividend amounts based on a comprehensive assessment, taking into account various factors including the amount of capital expenditures necessary for medium- to long-term corporate growth.

Comprehensively considering the Company's financial condition, capital structure, etc., the Company proposes a year-end dividend for the 71st fiscal year in the amount of 25 yen per share as an ordinary dividend, which is the same amount as the year-end dividend for the 70th fiscal year.

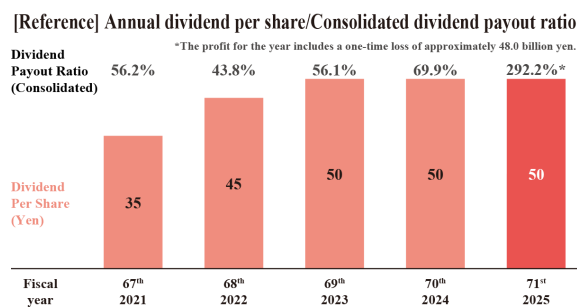
When aggregated with the interim dividend in the amount of 25 yen per share, the total annual dividend will be 50 yen per share. This amount is the same as the total annual dividend of 50 yen per share for the 70th fiscal year (after taking into account the stock split conducted on January 1, 2024).

The Company also proposes to reverse the general reserve, comprehensively taking into account the Company's financial status, performance through the 71st fiscal year and business conditions going forward.

The proposed appropriation of surplus is as follows:

1. Matters Relating to Year-end Dividend

- (1) Type of Assets Distributed as Dividend:
Cash
- (2) Matters Relating to the Appropriation to Shareholders of Assets Distributed as Dividend and Aggregate Amount Thereof:
25 yen per share of common stock of the Company
The aggregate amount thereof shall be 35,218,702,875 yen
- (3) Effective Date of Distribution of Surplus as Dividend: June 27, 2025



Note: On January 1, 2024, the Company conducted a 4-for-1 stock split. The dividends with record dates prior to this stock split have been restated based on the number of shares after the stock split.

2. Matters Relating to Other Appropriation of Surplus

- (1) Category of Surplus to Increase and Amount Thereof:
Unappropriated retained earnings: 26,000,000,000 yen
- (2) Category of Surplus to Decrease and Amount Thereof:
General reserve: 26,000,000,000 yen

Proposal 2 Partial Amendments to the Articles of Incorporation

1. Reason for proposal

(1) Shortening of the term of office of Directors

The Company shall shorten the term of office of Directors from two years to one year and shall make required amendments to Article 21, Paragraph (1) of the current Articles of Incorporation to establish a management system capable of quickly responding to changes in the business environment, increase opportunities to gain the trust of shareholders, and further clarify the management responsibilities of Directors.

(2) Reduction in number of Directors

The amendment to Article 19 of the Articles of Incorporation is to reduce the maximum number of Directors from 20 to 12. This is to match the number of Directors provided for in the Articles of Incorporation with the current practical situation. It is also to enable the Board of Directors to flexibly respond to the change in the business environment, and to make speedy and appropriate business decision and effective discussion.

(3) Other changes

Changes shall be made to Article 15, Paragraph (2), and Article 24, Paragraph (2) of the current Articles of Incorporation to clarify the procedures for determining the person with the authority to convene and chair the General Meeting of Shareholders and the meeting of the Board of Directors in the event of a vacancy in the position of President. Furthermore, Article 22, Paragraph (3) of the current Articles of Incorporation shall be deleted to abolish the position of the Chairperson Emeritus.

2. Details of amendments

Details regarding the amendments are as follows.

(Amended portions are underlined)

| Current Articles of Incorporation | Proposed Amendments |
|---|---|
| <p>Article 15. (Person to Convene General Meeting of Shareholders and Chairperson)</p> <p>1. (Text omitted)</p> <p>2. Should the President be unable to so act, other Director designated by the Board of Directors in advance (in that order) shall convene the General Meeting of Shareholders and act as the chairperson.</p> <p>Article 19. (Number of Directors)</p> <p>The authorized number of Directors of the Company shall be <u>twenty (20)</u>.</p> <p>Article 21. (Term of Office of Directors)</p> <p>1. The term of office of a Director shall end at the adjournment of the Ordinary General Meeting of Shareholders for the last business year ending within <u>two years</u> after assumption of office.</p> <p>2. (Text omitted)</p> <p>Article 22. (Representative Directors, Executive Directors, <u>Chairperson Emeritus</u>, Advisors and Counselors)</p> <p>1. (Text omitted)</p> <p>2. (Text omitted)</p> <p>3. <u>The Board of Directors may appoint, by resolution, a Chairperson Emeritus.</u></p> <p>4. (Text omitted)</p> | <p>Article 15. (Person to Convene General Meeting of Shareholders and Chairperson)</p> <p>1. (Unchanged)</p> <p>2. <u>Should there be a vacancy for the President or</u> should the President be unable to so act, other Director designated by the Board of Directors in advance (in that order) shall convene the General Meeting of Shareholders and act as the chairperson.</p> <p>Article 19. (Number of Directors)</p> <p>The authorized number of Directors of the Company shall be <u>twelve (12)</u>.</p> <p>Article 21. (Term of Office of Directors)</p> <p>1. The term of office of a Director shall end at the adjournment of the Ordinary General Meeting of Shareholders for the last business year ending within <u>one year</u> after assumption of office.</p> <p>2. (Unchanged)</p> <p>Article 22. (Representative Directors, Executive Directors, Advisors and Counselors)</p> <p>1. (Unchanged)</p> <p>2. (Unchanged)</p> <p>(Deleted)</p> <p>3. (Unchanged)</p> |

| Current Articles of Incorporation | Proposed Amendments |
|---|--|
| <p>Article 24. (Person to Convene the Board of Directors and the Chairperson)</p> <ol style="list-style-type: none"> 1. (Text omitted) 2. Should there be a vacancy for the Chairperson of the Board of Directors or should the Chairperson of the Board of Directors be unable to so act, the President shall, and should the President be unable to so act, other Director designated by the Board of Directors in advance (in that order) shall convene the Board of Directors and act as the chairperson. | <p>Article 24. (Person to Convene the Board of Directors and the Chairperson)</p> <ol style="list-style-type: none"> 1. (Unchanged) 2. Should there be a vacancy for the Chairperson of the Board of Directors or should the Chairperson of the Board of Directors be unable to so act, the President shall, and <u>should there be a vacancy for the President or</u> should the President be unable to so act, other Director designated by the Board of Directors in advance (in that order) shall convene the Board of Directors and act as the chairperson. |

Note: Some underlining does not coincide with the Japanese version because of translation adjustments.

Proposal 3 Election of Eleven (11) Directors

The terms of office of all of ten (10) Directors will expire at the conclusion of the Meeting.

Accordingly, the Company proposes eleven (11) Directors in order to strengthen its strategic business transformation initiatives by increasing the number of Directors by one (1).

The policy to nominate the candidates for Director of the Company is that the Company shall maintain a balance of skills and the diversity of the members of its Board of Directors in terms of, without limitation, international experience and gender, job experience and age group, etc. subject to the prerequisite that the Company must always select superior personnel, who understand Kyocera Group (the “Group”) well and who excel in their “personal qualities,” “capability,” and “insight” to manage Kyocera. Based on such policy, the Board of Directors decided the candidates for Director after deliberation in advance by a Nomination and Remuneration Committee, a majority of whose members are Outside Directors.

The candidates for Director are as follows:

| No. | | Name | Gender | Expected assignment after election | | | |
|-----|--------------|-------------------|--------|------------------------------------|------------------|----------------------|---|
| | | | | Right to represent | Outside Director | Independent Director | Member of the Nomination and Remuneration Committee |
| 1 | Reelection | Goro Yamaguchi | Male | ○ | | | ○ |
| 2 | Reelection | Hideo Tanimoto | Male | ○ | | | |
| 3 | Reelection | Norihiko Ina | Male | | | | |
| 4 | New election | Shiro Sakushima | Male | | | | |
| 5 | Reelection | Koichi Kano | Male | | | | |
| 6 | New election | Michinori Yamada | Male | | | | |
| 7 | New election | Hiroaki Chida | Male | | | | |
| 8 | Reelection | Eiji Kakiuchi | Male | | ○ | ○ | ○ |
| 9 | Reelection | Shigenobu Maekawa | Male | | ○ | ○ | ○ |
| 10 | Reelection | Junko Sunaga | Female | | ○ | ○ | ○ |
| 11 | New election | Noriko Oi | Female | | ○ | ○ | ○ |

Skills Matrix

The Company considers that the Board of Directors must be equipped with the following skills from (1) to (6) to be able to suggest general directions of the Group's growth strategies, discuss the appropriateness, risks, and other factors of such directions from objective and diverse perspectives, and appropriately oversee the status of business operations.

In addition, the Company, which promotes sustainable management, positions "Sustainability / ESG" as a prerequisite for demonstrating the skills from (1) to (6), and requires all Directors to possess this skill.

| Required skill | Definition | Reason for selection |
|--|---|--|
| (1) Corporate Management / Business Strategy | Experience in corporate management as a representative of a company (including a Group company of the Company), or experience in formulating and implementing business strategies | To formulate and implement business strategies from a medium- to long-term and comprehensive perspective and enhance sustainable corporate value |
| (2) Global Business | Experience in overseas business development or management | To enhance competitiveness in global markets |
| (3) Sales / Marketing | Experience in formulating and implementing sales or marketing strategies | To accurately respond to changes in the business environment and the diversification of customer needs |
| (4) Digital / Technology | Expertise or experience in IT, digital transformation, or technology / R&D | To respond to technological evolution and improve productivity |
| (5) Financial Affairs / Accounting | Expertise or experience in financial affairs or accounting | To maintain a sound financial base and maximize corporate value through capital strategy |
| (6) Legal Affairs / Risk Management | Expertise or experience in legal affairs or risk management | To establish a corporate governance system and risk management structure that support sound corporate activities |


Principal skills each Director possesses, if the Proposal 3 is approved as originally proposed at the Meeting, are as follows:


| Name | Corporate Management / Business Strategy | Global Business | Sales / Marketing | Digital / Technology | Financial Affairs / Accounting | Legal Affairs / Risk Management |
|-------------------|--|-----------------|-------------------|----------------------|--------------------------------|---------------------------------|
| Goro Yamaguchi | ○ | ○ | ○ | | | ○ |
| Hideo Tanimoto | ○ | ○ | | ○ | | ○ |
| Norihiko Ina | ○ | ○ | ○ | | | |
| Shiro Sakushima | | ○ | | ○ | | |
| Koichi Kano | ○ | ○ | | | ○ | |
| Michinori Yamada | | ○ | ○ | | | |
| Hiroaki Chida | | ○ | | | ○ | ○ |
| Eiji Kakiuchi | ○ | ○ | ○ | | | |
| Shigenobu Maekawa | ○ | ○ | | | ○ | ○ |
| Junko Sunaga | ○ | ○ | ○ | ○ | | |
| Noriko Oi | | | | | | ○ |


| No. | Name (Date of birth) | Career Summary, Position and Area of Responsibility, and Important Concurrent Post | | | Number of the Company's Shares Held |
|-----|---|---|------|--|---|
| 1 | Goro Yamaguchi (Jan. 21, 1956) Male  | Mar. | 1978 | Joined the Company | 277,452 |
| | | Jun. | 2003 | Executive Officer of the Company | |
| | | Jun. | 2005 | Senior Executive Officer of the Company | |
| | | Apr. | 2009 | Managing Executive Officer of the Company | |
| | | Jun. | 2009 | Director and Managing Executive Officer of the Company | |
| | | Apr. | 2013 | President and Representative Director, President and Executive Officer of the Company | |
| | | Apr. | 2017 | Chairman of the Board and Representative Director of the Company [Present] | |
| | <ul style="list-style-type: none"> • Reelection • Right to represent • Member of the Nomination and Remuneration Committee | | | (Important Concurrent Post outside the Company) Outside Director of KDDI Corporation Outside Director of Toyota Tsusho Corporation | |
| | Reason for nomination as Director | Mr. Goro Yamaguchi has been in charge of leading the management of the Group since he took office as a President and Representative Director in April 2013, and has properly operated the Board of Directors as a Chairperson of the Board since serving as a Chairman of the Board and Representative Director from April 2017. He also proactively makes recommendations for the spread of the corporate philosophy throughout the Group. The Company nominated him as a Director sequentially because the Company believes that he will be adequately capable of accomplishing his duties as a Director of the Company, based on his experience and exceptional insight. | | | |
| No. | Name (Date of birth) | Career Summary, Position and Area of Responsibility, and Important Concurrent Post | | | Number of the Company's Shares Held |
| 2 | Hideo Tanimoto (Mar. 18, 1960) Male  | Mar. | 1982 | Joined the Company | 156,507 |
| | | Apr. | 2015 | Executive Officer of the Company | |
| | | Apr. | 2016 | Managing Executive Officer of the Company | |
| | | Jun. | 2016 | Director and Managing Executive Officer of the Company | |
| | | Apr. | 2017 | President and Representative Director, President and Executive Officer of the Company [Present] | |
| | <ul style="list-style-type: none"> • Reelection • Right to represent | | | | |
| | Reason for nomination as Director | Mr. Hideo Tanimoto has been in charge of leading the management of the Group as a President and Representative Director from April 2017. He leads the sustainable growth of the Group by working to create new businesses and improve productivity, and strongly promoting organizational reform, etc. The Company nominated him as a Director sequentially because the Company believes that he will be adequately capable of accomplishing his duties as a Director of the Company, based on his experience and exceptional insight. | | | |


| No. | Name (Date of birth) | Career Summary, Position and Area of Responsibility, and Important Concurrent Post | | | Number of the Company's Shares Held |
|-----|--|--|------|--|---|
| 3 | Norihiko Ina (Sep. 16, 1963) Male  | Apr. | 1987 | Joined Mita Industrial Company Ltd. (currently Kyocera Document Solutions Inc.) | 66,862 |
| | | Aug. | 2011 | President of Kyocera Mita America, Inc. (currently Kyocera Document Solutions America, Inc.) | |
| | | Apr. | 2012 | Executive Officer of Kyocera Document Solutions Inc. | |
| | | Apr. | 2014 | Managing Executive Officer of Kyocera Document Solutions Inc. | |
| | | Jun. | 2014 | Director and Managing Executive Officer of Kyocera Document Solutions Inc. | |
| | • Reelection | Apr. | 2016 | Director of Kyocera Document Solutions Inc. Senior General Manager of Corporate Sales Division of Kyocera Document Solutions Inc. | |
| | | Apr. | 2017 | Managing Executive Officer of the Company President and Representative Director of Kyocera Document Solutions Inc. | |
| | | Jun. | 2017 | Director and Managing Executive Officer of the Company | |
| | | Apr. | 2021 | Executive General Manager of Solutions Business of the Company | |
| | | Apr. | 2025 | Director and Senior Managing Executive Officer of the Company [Present] Senior Managing Executive Officer in charge of Strategic Business Transformation and Executive General Manager of Solutions Business of the Company [Present] | |
| | Reason for nomination as Director | Mr. Norihiko Ina worked as a President and Representative Director of Kyocera Document Solutions Inc. from April 2017. Since April 2021, he has been leading the Solutions Business as an Executive General Manager, contributing to the growth and development of those businesses. The Company nominated him as a Director sequentially because the Company believes that he will be adequately capable of accomplishing his duties as a Director of the Company, based on his experience and exceptional insight. | | | |
| No. | Name (Date of birth) | Career Summary, Position and Area of Responsibility, and Important Concurrent Post | | | Number of the Company's Shares Held |
| 4 | Shiro Sakushima (Feb. 8, 1967) Male  | Mar. | 1990 | Joined the Company | 17,760 |
| | | Apr. | 2018 | General Manager of High Radio Device Division of the Company | |
| | | Apr. | 2022 | Executive Officer of the Company Senior General Manager of Corporate Electronic Components Group of the Company | |
| | | Apr. | 2023 | Managing Executive Officer of the Company Deputy Executive General Manager of Electronic Components Business and Senior General Manager of Corporate Electronic Components Group of the Company | |
| | • New election | Apr. | 2025 | Senior Managing Executive Officer of the Company [Present] Senior Managing Executive Officer in charge of Strategic Business Transformation of the Company [Present] | |
| | Reason for nomination as Director | Mr. Shiro Sakushima was involved in the research, development, and commercialization of high radio devices. From April 2022, he served as Senior General Manager of the Corporate Electronic Components Group, and from April 2023, he promoted global strategies for the Electronic Components Business as Deputy Executive General Manager. The Company nominated him as a Director because the Company believes that he will be adequately capable of accomplishing his duties as a Director of the Company, based on his experience and exceptional insight. | | | |


| No. | Name (Date of birth) | Career Summary, Position and Area of Responsibility, and Important Concurrent Post | | | Number of the Company's Shares Held |
|-----|--|---|------|---|---|
| 5 | Koichi Kano (Sep. 21, 1961) Male  | Mar. | 1985 | Joined the Company | 48,602 |
| | | Jun. | 2005 | General Manager of Circuit Components Division of the Company | |
| | | Apr. | 2012 | Senior General Manager of Corporate Development Group of the Company | |
| | | Apr. | 2013 | Executive Officer of the Company | |
| | | Apr. | 2015 | Senior Executive Officer of the Company | |
| | | Apr. | 2016 | Managing Executive Officer of the Company | |
| | • Reelection | Jun. | 2016 | Director and Managing Executive Officer of the Company [Present] | |
| | | Apr. | 2021 | Deputy Executive General Manager of Electronic Components Business of the Company | |
| | | Apr. | 2023 | Executive General Manager of Electronic Components Business of the Company [Present] | |
| | Reason for nomination as Director | From April 2012, Mr. Koichi Kano provided proper guidance on all aspects of management, from business operations to financial management, to subsidiaries in Japan and overseas as a Senior General Manager of Corporate Development Group. He also served as Deputy Executive General Manager of Electronic Components Business from April 2021, and has been leading Electronic Components Business as an Executive General Manager since April 2023, promoting global strategies for those businesses. The Company nominated him as a Director sequentially because the Company believes that he will be adequately capable of accomplishing his duties as a Director of the Company, based on his experience and exceptional insight. | | | |
| No. | Name (Date of birth) | Career Summary, Position and Area of Responsibility, and Important Concurrent Post | | | Number of the Company's Shares Held |
| 6 | Michinori Yamada (Jun. 12, 1962) Male  | Mar. | 1985 | Joined the Company | 16,321 |
| | | May | 2013 | General Manager of Semiconductor Components Domestic Sales Division of the Company | |
| | | Oct. | 2020 | Deputy Senior General Manager of Corporate Ceramic Materials Semiconductor Components Group of the Company | |
| | | Apr. | 2021 | Executive Officer of the Company | |
| | | Apr. | 2025 | Managing Executive Officer of the Company [Present] Executive General Manager of Core Components Business of the Company [Present] | |
| | • New election | | | | |
| | Reason for nomination as Director | Mr. Michinori Yamada was responsible for sales in the semiconductor components business. From October 2020, he contributed to the growth and development of the semiconductor ceramic materials business as Deputy Senior General Manager of the Corporate Ceramic Materials Semiconductor Components Group. The Company nominated him as a Director because the Company believes that he will be adequately capable of accomplishing his duties as a Director of the Company, based on his experience and exceptional insight. | | | |

| No. | Name (Date of birth) | Career Summary, Position and Area of Responsibility, and Important Concurrent Post | | | Number of the Company's Shares Held |
|-----|--|---|------|---|---|
| 7 | Hiroaki Chida (Jul. 6, 1963) Male  | Mar. | 1986 | Joined the Company | 19,554 |
| | | Jul. | 2007 | Vice President of KYOCERA WIRELESS CORP. | |
| | | Nov. | 2015 | Director and Senior General Manager of Administration Division of Nihon Inter Electronics Corporation | |
| | | Apr. | 2017 | General Manager of Accounting Division of the Company | |
| | | Apr. | 2021 | Senior General Manager of Corporate Management Control Group of the Company | |
| | | Apr. | 2022 | Executive Officer of the Company | |
| | • New election | Apr. | 2025 | Managing Executive Officer of the Company [Present] Executive General Manager of Headquarters of the Company [Present] | |
| | Reason for nomination as Director | Mr. Hiroaki Chida served as Vice President of an overseas subsidiary from July 2007 and as Director and Senior General Manager of the Administration Division at a listed subsidiary from November 2015, overseeing all administrative functions. He was appointed General Manager of the Accounting Division in April 2017 and served as Senior General Manager of the Corporate Management Control Group from April 2021, being responsible for the Group's accounting and financial strategy and contributing to the growth and development of the Group. The Company nominated him as a Director because the Company believes that he will be adequately capable of accomplishing his duties as a Director of the Company, based on his experience and exceptional insight. | | | |

| No. | Name (Date of birth) | Career Summary, Position and Area of Responsibility, and Important Concurrent Post | | | Number of the Company's Shares Held |
|-----|--|---|------|---|---|
| 8 | Eiji Kakiuchi (Apr. 3, 1954) Male  | Apr. | 1981 | Joined Dainippon Screen Mfg. Co., Ltd. (currently SCREEN Holdings Co., Ltd.) | 14,584 |
| | | Apr. | 2005 | Corporate Officer of Dainippon Screen Mfg. Co., Ltd. (currently SCREEN Holdings Co., Ltd.) | |
| | | Apr. | 2006 | Senior Corporate Officer of Dainippon Screen Mfg. Co., Ltd. (currently SCREEN Holdings Co., Ltd.) | |
| | | Apr. | 2007 | Corporate Executive Officer of Dainippon Screen Mfg. Co., Ltd. (currently SCREEN Holdings Co., Ltd.) | |
| | | Jun. | 2011 | Director of Dainippon Screen Mfg. Co., Ltd. (currently SCREEN Holdings Co., Ltd.) | |
| | • Reelection | Apr. | 2014 | Representative Director, President of Dainippon Screen Mfg. Co., Ltd. (currently SCREEN Holdings Co., Ltd.) | |
| | • Outside | Jun. | 2019 | Representative Director, Chairman, Member of the Board of SCREEN Holdings Co., Ltd. | |
| | • Independent | Jun. | 2021 | Outside Director of the Company [Present] | |
| | • Member of the Nomination and Remuneration Committee | Jun. | 2023 | Chairman of the Board of Directors of SCREEN Holdings Co., Ltd. [Present] | |
| | Reason for nomination as Outside Director, and overview of expected role | Mr. Eiji Kakiuchi has abundant experience and exceptional insight in corporate management as he serves as top management of a manufacturer that produces and sells electronics products, such as semiconductor manufacturing equipment. After taking office as an Outside Director, he has played a role in giving precise advice and supervision of overall corporate activities of the Company, proactively making statements notably from business strategy and management strategy perspectives. The Company nominated him as an Outside Director because the Company has judged that he can adequately accomplish his duties as an Outside Director of the Company, based on the above-mentioned reasons. The Company expects that he will continue to play the above-mentioned role after election. | | | |

| No. | Name (Date of birth) | Career Summary, Position and Area of Responsibility, and Important Concurrent Post | | | Number of the Company's Shares Held |
|-----|---|---|------|---|---|
| 9 | Shigenobu Maekawa (Jan. 18, 1953) Male  | Apr. | 1976 | Joined Nippon Shinyaku Co., Ltd. | 8,036 |
| | | Apr. | 2004 | Corporate Officer of Nippon Shinyaku Co., Ltd. | |
| | | Jun. | 2005 | Director of Nippon Shinyaku Co., Ltd. | |
| | | Jun. | 2006 | Managing Director of Nippon Shinyaku Co., Ltd. | |
| | | Jun. | 2007 | President of Nippon Shinyaku Co., Ltd. | |
| | | Jun. | 2021 | Chairman of Nippon Shinyaku Co., Ltd. [Present] | |
| | | Jun. | 2023 | Outside Director of the Company [Present] | |
| | <ul style="list-style-type: none"> • Reelection • Outside • Independent • Member of the Nomination and Remuneration Committee | | | | |
| | Reason for nomination as Outside Director, and overview of expected role | Mr. Shigenobu Maekawa has abundant experience and exceptional insight in corporate management as he serves as top management of a pharmaceutical manufacturer that produces and sells medical products and functional foods. After taking office as an Outside Director, he has played a role in giving precise advice and supervision of overall corporate activities of the Company, proactively making statements notably from business strategy and capacity strategy perspectives. The Company nominated him as an Outside Director because the Company has judged that he can adequately accomplish his duties as an Outside Director. The Company expects that he will continue to play the above-mentioned role after election. | | | |

| No. | Name (Date of birth) | Career Summary, Position and Area of Responsibility, and Important Concurrent Post | | | Number of the Company's Shares Held |
|-----|---|--|------|--|---|
| 10 | Junko Sunaga (Sep. 25, 1960) Female  | Apr. | 1983 | Joined NEC Corporation | 1,201 |
| | | Jan. | 1993 | Seconded to NEC Electronics, Inc. (USA) | |
| | | Apr. | 1997 | Joined Qualcomm International Japan (currently Qualcomm Japan, LLC) | |
| | | Nov. | 2008 | Senior Director of Qualcomm Japan, Inc. (currently Qualcomm Japan, LLC) | |
| | | Jun. | 2016 | Vice President of Qualcomm Japan, Inc. | |
| | | Apr. | 2018 | President of Qualcomm Japan, Inc. | |
| | | Jun. | 2023 | Advisory Chairwoman of Qualcomm Japan, LLC | |
| | <ul style="list-style-type: none"> • Reelection • Outside • Independent • Member of the Nomination and Remuneration Committee | Jun. | 2024 | Outside Director of the Company [Present] (Important Concurrent Post outside the Company) Outside Director of TIS Inc. | |
| | Reason for nomination as Outside Director, and overview of expected role | Ms. Junko Sunaga has abundant experience and exceptional insight in corporate management as a top executive of a Japanese subsidiary of a global company that designs and develops mobile communications and semiconductors. After taking office as an Outside Director, she has played a role in giving precise advice and supervision of overall corporate activities of the Company, proactively making statements notably from marketing strategy and technology perspectives. The Company nominated her as an Outside Director because the Company has judged that she can adequately accomplish her duties as an Outside Director. The Company expects that she will continue to play the above-mentioned role after election. | | | |

| No. | Name (Date of birth) | Career Summary, Position and Area of Responsibility, and Important Concurrent Post | | | Number of the Company's Shares Held |
|-----|---|--|------|---|---|
| 11 | Noriko Oi (May 15, 1964) Female  | Apr. | 1997 | Admitted to the Bar Joined Toranomon Sougoh Law Office | 0 |
| | | Apr. | 2003 | Partner at Toranomon Sougoh Law Office [Present] | |
| | | Sep. | 2013 | Outside Audit & Supervisory Board Member of U-NEXT Co., Ltd. (currently U-NEXT HOLDINGS Co., Ltd.) (Important Concurrent Post outside the Company) | |
| | | | | Director and Head of Secretariat of International Literary and Artistic Association of Japan | |
| | <ul style="list-style-type: none"> • New election • Outside • Independent • Member of the Nomination and Remuneration Committee | | | Outside Audit & Supervisory Board Member of TOHAN CORPORATION | |
| | Reason for nomination as Outside Director, and overview of expected role | Ms. Noriko Oi has abundant experience and exceptional insight as an attorney-at-law, particularly in corporate legal affairs and other related fields. The Company nominated her as an Outside Director because the Company has judged that she can adequately accomplish her duties as an Outside Director of the Company by utilizing her experience and insight to play a role in giving appropriate advice and supervision of overall corporate activities of the Company, primarily from a legal perspective. The Company expects that she will play the above-mentioned role after election. | | | |

(Notes)

- Mr. Goro Yamaguchi, candidate for Director, is a Representative Director of Kyoto Purple Sanga Co., Ltd., with which the Company engages in transactions relating to advertising. Also, he is a Representative Director of Kyocera Communication Systems Co., Ltd., with which the Company engages in transactions relating to the sale of solar products, etc., and the purchase of information systems, etc.
- There is no special interest between the other candidates and the Company.
- Mr. Eiji Kakiuchi will resign as Chairman of the Board of Directors of SCREEN Holdings Co., Ltd. on June 20, 2025, and is scheduled to be appointed as Executive Advisor.
- The number of the Company's shares held by the candidates for Director above is as of March 31, 2025, and it includes their ownership in the Stock Purchase Plan for Kyocera Group Executives.
- The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3 paragraph (1) with an insurance company. The policy will cover damages incurred by the insured, such as compensation for damages and litigation expenses when they are subject to claims arising from actions (including inaction) conducted based on their position as a director or officer of the Company. Each candidate for Director will be included as an insured in the policy. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.
- Matters with respect to the candidates for Outside Director are as follows:
 - Mr. Eiji Kakiuchi, Mr. Shigenobu Maekawa, Ms. Junko Sunaga, and Ms. Noriko Oi are candidates for Outside Director.
 - Although Ms. Noriko Oi has not been directly involved in corporate management other than through her undertaking of offices of Outside Audit & Supervisory Board Member of some companies, the Company believes that she will be adequately capable of accomplishing her duties as an Outside Director of the Company because she has abundant experience and exceptional insight in various areas as an attorney.
 - The number of years from the time of Mr. Eiji Kakiuchi, Mr. Shigenobu Maekawa, and Ms. Junko Sunaga's assumption of offices as Outside Directors of the Company to the conclusion of the Meeting and times of attendances at the meetings of the Board of Directors held during the 71st fiscal year are as follows:


| Name | Number of years from the time of assumption of offices as Outside Director of the Company to the conclusion of the Meeting | Attendances at the meeting of the Board of Directors held during the 71 st fiscal year of the Company |
|-------------------|--|--|
| Eiji Kakiuchi | 4 years | Attendance ratio 100% (12 out of 12 meetings) |
| Shigenobu Maekawa | 2 years | Attendance ratio 100% (12 out of 12 meetings) |
| Junko Sunaga | 1 year | Attendance ratio 90% (9 out of 10 meetings) |

Note: Because Ms. Junko Sunaga was elected and assumed the office as Director at the 70th Ordinary General Meeting of Shareholders held on June 25, 2024, her attendance at the meeting of the Board of Directors is provided from that day onward.

- (4) The Company has entered into agreements with Mr. Eiji Kakiuchi, Mr. Shigenobu Maekawa, and Ms. Junko Sunaga, regarding the limitation of their liability for damages caused by negligence in the performance of their duties, in accordance with the provisions of the Companies Act and the Articles of Incorporation of the Company. The amount of liability to which they are subject, as set under such agreements, is limited to the minimum amount of liability provided under applicable laws and regulations. The Company will maintain such agreements if their re-election as an Outside Director is approved. The Company will also enter into an agreement under the same terms and conditions with Ms. Noriko Oi if her election as an Outside Director is approved.
 - (5) The Company has designated Mr. Eiji Kakiuchi, Mr. Shigenobu Maekawa, and Ms. Junko Sunaga as Independent Directors as provided for by Tokyo Stock Exchange. The Company will also designate Ms. Noriko Oi as an Independent Director as provided for by the aforementioned exchange if her election as an Outside Director is approved.
Mr. Eiji Kakiuchi serves as Chairman, Member of the Board of SCREEN Holdings Co., Ltd., with which the Company engages in transactions relating to the sale and purchase of products, including with various subsidiaries of the said company. The amounts of the applicable business transactions represent less than 1% of the consolidated net sales of either the Company or SCREEN Holdings Co., Ltd. in any of the past three fiscal years; therefore, the Company deems that this does not affect his independence as an Outside Director.
There are transactional relationships between Qualcomm Japan, LLC, where Ms. Junko Sunaga served as President until May 2023, and the Qualcomm Group to which the company belongs, and the Company, relating to the sale and purchase of products and the licensing of technologies, etc. The amounts of these transactions represent less than 1% of the consolidated net sales of either Qualcomm, Inc., which is the company's parent company, or the Company in any of the past three fiscal years. Therefore, the Company deems that this does not affect her independence as an Outside Director.
7. Junko Sunaga, as set forth above, is her professional name. Her name on the family register is Junko Inoue.

Proposal 4 Election of One (1) Audit & Supervisory Board Member

Audit & Supervisory Board Member Mr. Shigeru Koyama will resign at the conclusion of the Meeting. Accordingly, the Company proposes one (1) Audit & Supervisory Board Member be elected. The Audit & Supervisory Board has consented to this proposal. The candidate for Audit & Supervisory Board Member is as follows:

| Name (Date of birth) | Career Summary, Position and Important Concurrent Post | | | Number of the Company's Shares Held |
|---|--|------|--|---|
| Shoichi Aoki (Sep. 19, 1959) Male | Mar. | 1983 | Joined the Company | 97,459 |
|  | Jun. | 2005 | Executive Officer of the Company | |
| | | | Senior General Manager of Corporate Accounting Group of the Company | |
| | May | 2008 | Senior General Manager of Corporate Financial and Accounting Group of the Company | |
| | Apr. | 2009 | Managing Executive Officer of the Company | |
| | Jun. | 2009 | Director and Managing Executive Officer of the Company | |
| | Oct. | 2010 | Senior General Manager of Corporate Financial and Business Systems Administration Group of the Company | |
| | Apr. | 2013 | Senior General Manager of Corporate Financial and Accounting Group of the Company | |
| | Apr. | 2018 | Senior General Manager of Corporate Management Control Group of the Company | |
| | Apr. | 2021 | Executive General Manager of Headquarters of the Company | |
| | Apr. | 2024 | Executive General Manager of Headquarters of the Company | |
| | | | Senior General Manager of Corporate Development Group of the Company | |
| | Apr. | 2025 | Director of the Company [Present] | |
| • New election | | | | |
| Reason for nomination as Audit & Supervisory Board Member | Mr. Shoichi Aoki has overseen the accounting and financing strategy of the Group, serving as a Senior General Manager of the Corporate Financial and Accounting Group for many years. From April 2021, he contributed to the growth and development of the Group from a position overseeing all administrative divisions as an Executive General Manager of Headquarters. The Company has judged that, based on his experience and exceptional insight, he can be expected to conduct accurate audits of the general corporate activities as an Audit & Supervisory Board Member, and has decided to nominate him as a candidate for Audit & Supervisory Board Member. | | | |

(Notes)


1. There is no special interest between Mr. Shoichi Aoki and the Company.
2. The number of the Company's shares held by Mr. Shoichi Aoki is as of March 31, 2025, and it includes his ownership in the Stock Purchase Plan for Kyocera Group Executives.
3. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3 paragraph (1) of the Companies Act with an insurance company. The policy will cover damages incurred by the insured, such as compensation for damages and litigation expenses when they are subject to claims arising from actions (including inaction) conducted based on their position as a director or officer of the Company. Mr. Shoichi Aoki will be included as an insured in the policy. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.

Proposal 5 Election of One (1) Substitute Audit & Supervisory Board Member

The validity of the election of the current substitute Audit & Supervisory Board Member will expire as of the beginning of the Meeting, so the Company proposes to elect one (1) substitute Audit & Supervisory Board Member to be ready to fill a vacant position should the number of Audit & Supervisory Board Members fall below the number required by laws and regulations.

The Audit & Supervisory Board has consented to the proposal.

The candidate for substitute Audit & Supervisory Board Member is as follows:

| Name (Date of birth) | Career Summary, Position and Important Concurrent Post | | | Number of the Company's Shares Held |
|---|--|--|--|---|
| Yusuke Nakano (May 15, 1969) Male | Oct. 1998 | Joined Asahi & Co. (currently KPMG AZSA LLC) | | |
|  | Apr. 2002 | Registered as a Certified Public Accountant | | |
| | Jul. 2005 | Representative Partner of Seiyu Audit Corporation [Present] | | |
| | Sep. 2005 | Registered as a Certified Public Tax Accountant | | |
| | Apr. 2006 | Visiting Associate Professor, Ritsumeikan University Graduate School of Management | | |
| | Jan. 2010 | Head of Nakano CPA Office [Present] | | |
| | Nov. 2023 | Representative Partner of Seiyu Tax Corporation [Present] | | 0 |
| | | (Important Concurrent Post) | | |
| • Substitute | | Outside Audit & Supervisory Board Member of Nissha Co., Ltd. | | |
| • Outside | | Outside Director (Audit and Supervisory Committee Member) of | | |
| • Independent | | SK-Electronics Co., Ltd. | | |
| | | Outside Audit & Supervisory Board Member of Sanyo Chemical Industries, Ltd. | | |
| Reason for nomination as substitute Outside Audit & Supervisory Board Member | Mr. Yusuke Nakano has substantial knowledge of finance and accounting, and abundant experience and exceptional insight as a certified public accountant and certified public tax accountant. The Company has judged that he can be expected to conduct accurate audits of general corporate activities as an Outside Audit & Supervisory Board Member, and has decided to nominate him as a substitute Outside Audit & Supervisory Board Member. | | | |

(Notes)

- There is no special interest between Mr. Yusuke Nakano and the Company.
- The number of the Company's shares held by Mr. Yusuke Nakano is as of March 31, 2025.
- Mr. Yusuke Nakano is a candidate for substitute Outside Audit & Supervisory Board Member.
- Although Mr. Yusuke Nakano has not been directly involved in corporate management, the Company believes that he will be adequately capable of accomplishing his duties as an Outside Audit & Supervisory Board Member because he is familiar with corporate accounting and tax as a certified public accountant and certified public tax accountant.
- If Mr. Yusuke Nakano assumes the office as an Audit & Supervisory Board Member, the Company plans to enter into an agreement with him regarding the limitation of his liability for damages caused by negligence in the performance of his duties, in accordance with the provisions of the Companies Act and the Articles of Incorporation of the Company. The amount of liability to which he is subject, as set under such agreement, is limited to the minimum amount of liability provided under applicable laws and regulations.
- The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3 paragraph (1) of the Companies Act with an insurance company. The policy will cover damages incurred by the insured, such as compensation for damages and litigation expenses when they are subject to claims arising from actions (including inaction) conducted based on their position as a director or officer of the Company. If Mr. Yusuke Nakano assumes the office as an Audit & Supervisory Board Member, he will be included as an insured in the policy. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.
- The Company will designate Mr. Yusuke Nakano as an Independent Audit & Supervisory Board Member as provided for by Tokyo Stock Exchange if he assumes the office as an Audit & Supervisory Board Member.

Reference [Independence Standards for Outside Directors and Outside Audit & Supervisory Board Members]

The Company judges that an Outside Director and an Outside Audit & Supervisory Board Member who is not fallen under any of the following items is independent of the Company.

- (1) An executive (note 1) of the Group (note 2).
- (2) A person who has been an executive (including a non-executive Director when judging the independence of an Outside Audit & Supervisory Board Member) of the Group in the past 10 years (note 3).
- (3) A major business partner of the Group (a business partner whose payments to the Group or payments received from the Group in the most recent fiscal year represent 2% or more of the consolidated net sales of either the Company or the business partner) or an executive thereof.
- (4) A person who is a consultant, accounting professional or legal professional who receives a large amount of monetary consideration or other property (10 million yen or more per year in the case of individuals, and 2% or more of the total income per year in the case of a body) from the Group, besides remuneration as a Director or an Audit & Supervisory Board Member.
- (5) A person who belongs to audit firms which are the Accounting Auditor of the Group.
- (6) A person who receives a large donation or subsidy (donation or subsidy of an amount equal to or more than 10 million yen or 2% of the total income of the person per year, whichever is greater) from the Group or an executive thereof.
- (7) A major shareholder (a shareholder who holds shares with 5% or more of total voting rights at the end of the most recent fiscal year) of the Company or an executive thereof.
- (8) An executive of the company which accept Directors or Audit & Supervisory Board Members (both full-time and part-time) from the Group, its parent companies or subsidiaries (except when the company, its parent companies or subsidiaries belong to the Group).
- (9) A person who has fallen under any of items (3) through (8) above in the past three years.
- (10) A spouse or relative within the second degree of kinship, of a person who falls under any of items (1) through (9) above (limited to the person in an important position (note 4)).
- (11) Any other person who is likely to have serious conflicts of interest with general shareholders.

(Notes)

1. An “executive” means an Executive Director, Operating Officer, Executive Officer or other person or employee similar thereto.
2. “The Group” means the Company or its subsidiaries.
3. When judging the independence of an Outside Director who was a non-executive Director or an Audit & Supervisory Board Member of the Group (in the case of an Outside Audit & Supervisory Board Member who was an Audit & Supervisory Board Member of the Group) at any time in the past 10 years, “the past 10 years” means the 10 years prior to his or her appointment to those positions.
4. An “important position” means a Director, Audit & Supervisory Board Member, Executive Officer, Operating Officer, other person similar thereto, or an employee who executes important operations, such as a general manager.

Business Report (April 1, 2024 to March 31, 2025)

1. Current Conditions of Kyocera Corporation and its Consolidated Subsidiaries

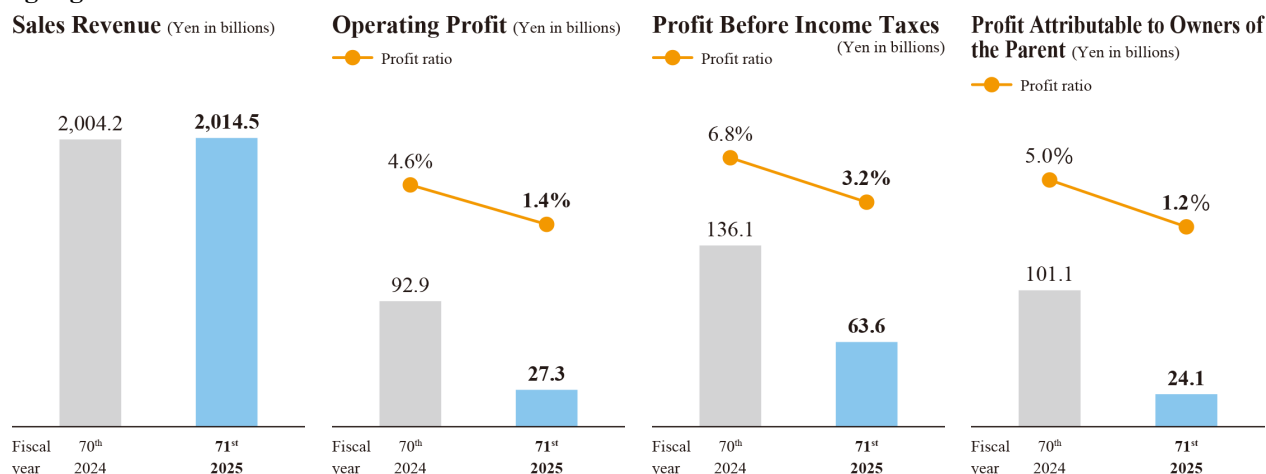
(1) Business Progress and Results

During fiscal 2025, the global economy continued to grow moderately. In semiconductor-related markets and information and communication-related markets, which are our principal markets, AI-related segments have expanded due to continued demand for data centers driven by generative AI, but demand in other markets, such as automotive markets, etc., have remained sluggish.

Sales revenue for fiscal 2025 was 2,014.5 billion yen, almost flat as compared with fiscal 2024.

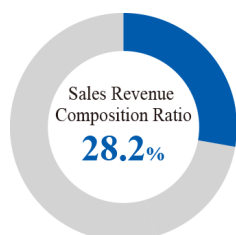
Profit decreased significantly due mainly to a lower utilization ratio of production facilities in the Core Components Business and the Electronic Components Business and higher labor and other costs, as well as the recording of a loss for impairment of property, plant and equipment, etc. in the amount of approximately 43.0 billion yen in the Organic Packages and Boards Business of the Core Components Business. As a result, operating profit decreased by 65.6 billion yen, or 70.6%, to 27.3 billion yen, and profit before income taxes decreased by 72.5 billion yen, or 53.3%, to 63.6 billion yen, as compared with fiscal 2024. Profit attributable to owners of the parent decreased by 77.0 billion yen, or 76.2%, to 24.1 billion yen as compared with fiscal 2024, due partly to the recording of tax expenses in the amount of approximately 18.0 billion yen resulting from reversal of deferred tax assets, etc. at overseas subsidiaries.

Highlights of Consolidated Results

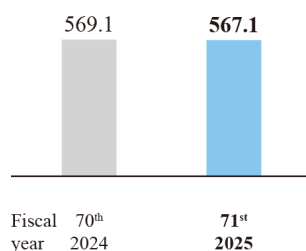


Consolidated Results by Reporting Segment

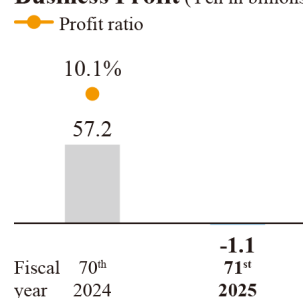
Core Components Business



Sales Revenue (Yen in billions)



Business Profit (Yen in billions)



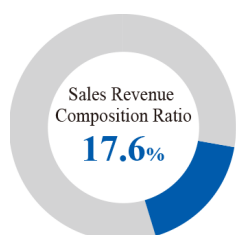
Sales revenue remained almost flat due to a decrease in sales of FCBGAs for general purpose data centers, which offset an increase in sales of fine ceramic components for semiconductor processing equipment, etc.

Business profit decreased significantly due mainly to the decrease in sales and the recording of a loss for impairment of property, plant and equipment, etc. in the amount of approximately 43.0 billion yen in the Organic Packages and Boards Business.

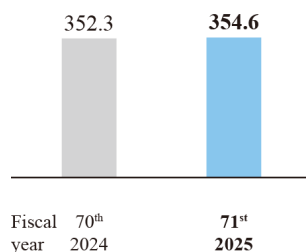
Principal Businesses

The Core Components Business provides components, such as fine ceramic components for semiconductor processing equipment, automotive camera modules, ceramic packages as well as organic packages and boards to protect electronic components and ICs, to industrial machinery, automotive-related, and the information and communication-related markets.

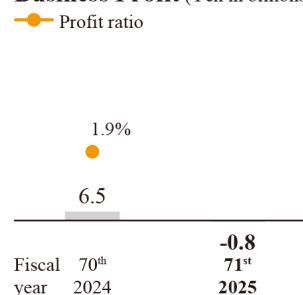
Electronic Components Business



Sales Revenue (Yen in billions)



Business Profit (Yen in billions)



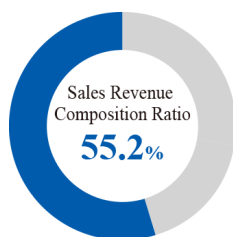
Sales revenue remained almost flat. A decline in demand for our products from the sluggish European automotive markets was offset by an increase in sales of components such as capacitors and crystal devices in the information and communication markets and the industrial equipment markets and also by the impact of a weaker yen.

Business profit decreased significantly due to a higher cost of sales ratio, which resulted from the lower utilization ratio of a new manufacturing plant and to an increase in labor and other costs at Kyocera AVX Components Corporation (“KAVX”) Group, although the impact of restructuring costs in KAVX Group incurred in fiscal 2024 was no longer a factor.

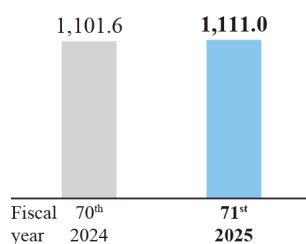
Principal Businesses

The Electronic Components Business provides a wide variety of electronic components and devices including capacitors, crystal devices, connectors and power semiconductor devices for diverse fields that include information and communications, industrial machinery, automotive-related, and consumer markets.

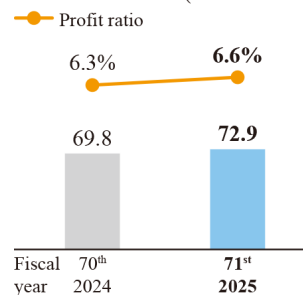
Solutions Business



Sales Revenue (Yen in billions)



Business Profit (Yen in billions)



Sales revenue remained almost flat due to an increase in sales in the Document Solutions Unit reflecting the impact of a weaker yen, which offset decreases in sales in other businesses.

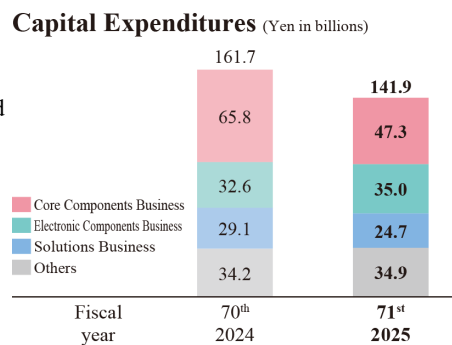
Business profit increased due mainly to an increase in sales in the Document Solutions Unit and to improved profitability of the Communications Unit as a result of structural reforms.

Principal Businesses

The Solutions Business provides wide variety of equipment, system and solution services such as pneumatic and power tools for consumers as well as for industrial uses, MFPs, printers, mobile phones, information systems and telecommunication services, and residential storage batteries.

(2) Capital Expenditures

During fiscal 2025, Kyocera continued to make capital investment to expand production capacity to meet growing demand for products in semiconductor-related markets and information and communication-related markets. In comparison with fiscal 2024, however, capital expenditures for fiscal 2025 decreased by 19.8 billion yen, or 12.2%, to 141.9 billion yen on account of an investment in fiscal 2024, which was made to build a new manufacturing facility in the Core Components Business.



(3) Issues to be Addressed

In recent years, new technologies such as AI and 5G/6G have made rapid progress. These new technologies are expected to spread not only to the information and communication fields, in products such as smartphones and servers, but also to a wider range of industries such as automobiles and factory automation. Under these circumstances, demand for fine ceramic components and electronic components, which Kyocera provides, is also expected to grow over the medium- to long-term, and technological requirements from customers are expected to become more sophisticated. In addition, along with the evolution of technology, there is a growing need for technologies and services that contribute to solving various social issues, including environmental responses such as decarbonization, and the advancement of smarter production sites to cope with a declining labor population. Kyocera takes these market trends as business opportunities and opportunities to improve its profitability, and we intend to further focus on businesses in which our strengths lie, striving to develop products and solutions that contribute to solving social issues by utilizing our strong financial base.

Kyocera's management challenges to be addressed are as shown below.

1. Return to Highly Profitable Company Status through Management Reforms

Kyocera recognizes the urgent need to pave the way to resume its status as a highly profitable company and is striving to improve its profit margin before income taxes to double-digits as soon as possible. As a short-term measure, Kyocera is positioning fiscal 2026 as a period of structural reform, and has launched Strategic Business Transformation Project which is led by the Representative Directors, as well as by the Executive Officers in charge of Strategic Business Transformation and the Executive Officer in charge of Headquarters to implement and execute more drastic measures. In addition, in order to enhance the objectivity of this project and its available expertise, an Outside Director, as advisors, and an outside consulting firm will also participate.

Under this project, Kyocera will undergo a transformation to resume our status as a highly profitable company by reorganizing our business portfolio and further concentrating management resources on our core businesses.

Regarding component businesses, namely the Core Components Business and the Electronic Components Business, in addition to achieving profitability in the Organic Packages and Boards Business and KAVX as soon as possible, Kyocera will improve its profit margin before income taxes to double-digits by restructuring its business portfolio. Kyocera will strive to expand market share and improve profitability by positioning the ceramics-related businesses, in which Kyocera holds a high market share, as core businesses, and concentrating its management resources there, and by strengthening development capabilities and expanding production capacities.

In the Solutions Business, Kyocera will strive to enhance profitability in each business. In addition, Kyocera will restructure its business portfolio by shifting focus from selling existing products to providing solutions that address issues faced by users and society. Moreover, Kyocera will aim for business growth by strengthening the manufacturing skills and product technologies which Kyocera has cultivated over the years, as well as by building a common business model and platform to promote not only "selling products" but also "selling services as well as products."

2. Revision of Capital Strategies

In addition to structural reforms in its business areas, Kyocera will promote reform of capital strategies. Kyocera has already been reducing its cross-shareholdings to improve capital efficiency. The proceeds from the sale of such shares will be used for growth investments such as M&A, capital expenditures, and research and development activities in focused areas. Kyocera will also further optimize its capital structure and enhance shareholder returns through planned purchases of treasury stocks.

3. Promotion of Sustainable Management

Kyocera is addressing environmental and social issues and is also strengthening its corporate governance for sustainable corporate management.

With respect to environmental issues, Kyocera is striving to realize a decarbonized society and is making efforts to proliferate the use of renewable energy through development of its own products and services. Also, Kyocera has set reduction targets for greenhouse gas emissions and obtained SBT certification, and aims to be carbon neutral by the year ending March 31, 2051.

With respect to social issues, Kyocera consciously promotes active participation of diverse human resources as well as improvement of employee engagement, in order to realize 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.”

With regard to corporate governance, for sustainable growth of corporate value, Kyocera aims to strengthen its corporate governance by continuously seeking to further enhance the diversity and effectiveness of the Board of Directors as well as the Nomination and Remuneration Committee, and by reviewing its executive remuneration system, etc.

(4) Significant Subsidiaries (as of March 31, 2025)

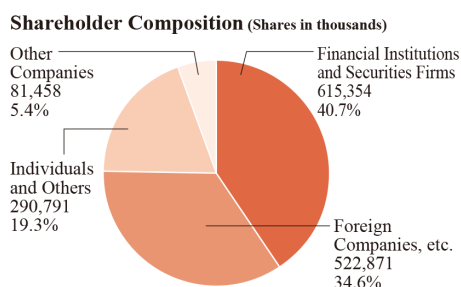
| Name of Subsidiary | Amount of Capital | | Ownership by Kyocera Corporation (%) | Principal Business |
|---|--------------------------|------------------|---|---|
| Kyocera Document Solutions Inc. | Yen | 12,000 million | 100.00 | Development, manufacture and sale of printers and multifunctional products and provision of solution services |
| Kyocera Communication Systems Co., Ltd. | Yen | 2,986 million | 76.64 | Provision of information systems and telecommunication services |
| Kyocera (China) Sales & Trading Corporation | US\$ | 10,000 thousand | 90.00 | Sale of semiconductor components, electronic components, cutting tools and printing devices |
| Dongguan Shilong Kyocera Co., Ltd. | HK\$ | 472,202 thousand | 90.00 | Manufacture of automotive components, cutting tools and displays |
| Kyocera Korea Co., Ltd. | Won | 1,200 million | 100.00 | Sale of semiconductor components and electronic components |
| Kyocera Asia Pacific Pte. Ltd. | US\$ | 35,830 thousand | 100.00 | Sale of semiconductor components, electronic components and cutting tools |
| Kyocera International, Inc. | US\$ | 34,850 thousand | 100.00 | Manufacture and sale of fine ceramic components, semiconductor components and displays |
| Kyocera AVX Components Corporation | US\$ | 1,763 thousand | 100.00 | Development, manufacture and sale of electronic components |
| Kyocera Industrial Tools, Inc. | US\$ | 1 | 100.00 | Sale of pneumatic & power tools |
| Kyocera Europe GmbH | EURO | 1,687 thousand | 100.00 | Sale of fine ceramic components, semiconductor components and printing devices |

2. Shares (as of March 31, 2025)

| | |
|--|---------------|
| (1) Total Number of Shares Authorized to Be Issued: | 2,400,000,000 |
| (2) Total Number of Shares Issued: | 1,510,474,320 |
| (Of which, Number of Treasury Shares: | 101,726,205) |
| (3) Number of Shareholders: | 134,025 |
| (4) Major Shareholders (Top 10 Largest Shareholders) | |

| Name | Number of Shares Owned (Shares in thousands) | Share Ownership Ratio (%) |
|--|---|------------------------------|
| The Master Trust Bank of Japan, Ltd. (Trust Account) | 309,334 | 21.96 |
| Custody Bank of Japan, Ltd. (Trust Account) | 124,846 | 8.86 |
| The Bank of Kyoto, Ltd. | 57,745 | 4.10 |
| State Street Bank and Trust Company 505001 | 53,757 | 3.82 |
| Inamori Foundation | 37,440 | 2.66 |
| State Street Bank West Client - Treaty 505234 | 27,032 | 1.92 |
| Stock Purchase Plan for Kyocera Group Employees | 24,172 | 1.72 |
| MUFG Bank, Ltd. | 18,388 | 1.31 |
| HSBC Hong Kong - Treasury Services A/C Asian Equities Derivatives..... | 17,759 | 1.26 |
| The Dai-ichi Life Insurance Company, Ltd. | 16,816 | 1.19 |

(Note) Share ownership ratios are calculated after deduction of the treasury shares.



(5) Shares issued to Directors and Audit & Supervisory Board Members as a consideration for the execution of the duties in fiscal 2025

| | Class and Number of Shares | Persons provided |
|---|-------------------------------|------------------|
| Directors (excluding Outside Directors) | Common stock 44,999 shares | 6 persons |
| Outside Directors | - | - |
| Audit & Supervisory Board Members | - | - |

(Notes) Kyocera Corporation's common stocks were delivered as the restricted stock compensation. An outline of the transfer restrictions under the restricted stock allocation agreement is as follows.

- (1) The Eligible Officer shall not transfer, create a security interest in, or otherwise dispose of the Allocated Shares until the date such Eligible Officer resigns or retires from the position of Director or Executive Officer (hereinafter referred to as the "Transfer Restriction Period").
- (2) Kyocera Corporation shall lift transfer restrictions when certain conditions are met, such as the expiration of the "Transfer Restriction Period."

3. Directors and Audit & Supervisory Board Members

(1) List of Directors and Audit & Supervisory Board Members (as of March 31, 2025)

| Position | Name | Area of Responsibility and Important Concurrent Post |
|---|-------------------|--|
| Chairman of the Board and Representative Director | Goro Yamaguchi | |
| President and Representative Director | Hideo Tanimoto | President and Executive Officer |
| Director | Hiroshi Fure | Managing Executive Officer Executive General Manager of Core Components Business, Senior General Manager of Corporate Components Sector QMS Promotion Group |
| Director | Norihiko Ina | Managing Executive Officer Executive General Manager of Solutions Business |
| Director | Koichi Kano | Managing Executive Officer Executive General Manager of Electronic Components Business |
| Director | Shoichi Aoki | Managing Executive Officer Executive General Manager of Headquarters, Senior General Manager of Corporate Development Group |
| Director | Akiko Koyano | Attorney-at-law Partner Attorney-at-law of Koyano LPC |
| Director | Eiji Kakiuchi | Chairman, Member of the Board of SCREEN Holdings Co., Ltd. |
| Director | Shigenobu Maekawa | Representative Director, Chairman of Nippon Shinyaku Co., Ltd. |
| Director | Junko Sunaga | |
| Full-time Audit & Supervisory Board Member | Shigeru Koyama | |
| Full-time Audit & Supervisory Board Member | Yushi Nishimura | |
| Audit & Supervisory Board Member | Minoru Kida | Certified Public Accountant Certified Public Tax Accountant Head of Kida CPA & CPTA Office Representative Partner of Gravitas Audit Corporation |
| Audit & Supervisory Board Member | Michie Kohara | Attorney-at-law Partner Attorney-at-law of Oike Law Office |

(Notes)

- At the 70th Ordinary General Meeting of Shareholders held on June 25, 2024, Ms. Junko Sunaga was newly elected and assumed the position of Director, and both Mr. Minoru Kida and Ms. Michie Kohara were newly elected and assumed the position of Audit & Supervisory Board Members.
- Mr. Hitoshi Sakata and Mr. Masaaki Akiyama retired as Audit & Supervisory Board Members due to the expiration of their terms of office at the conclusion of the 70th Ordinary General Meeting of Shareholders held on June 25, 2024.
- Important concurrent posts undertaken by Directors and Audit & Supervisory Board Members in fiscal 2025
 - Mr. Goro Yamaguchi, Chairman of the Board and Representative Director, serves as an Outside Director of KDDI Corporation and Toyota Tsusho Corporation.
 - Ms. Junko Sunaga, Director, serves as an Outside Director of TIS Inc.
 - Mr. Minoru Kida, Audit & Supervisory Board Member, serves as an Outside Director (Audit and Supervisory Committee Member) of OPTEX GROUP CO., LTD.
- Important concurrent posts undertaken by Outside Directors and Outside Audit & Supervisory Board Members, and their relations with Kyocera Corporation

- (1) There is no special interest between Kyocera Corporation and Koyano LPC where Ms. Akiko Koyano, Director, serves as a Partner Attorney-at-law.
 - (2) Although Kyocera Corporation engages in transactions relating to the sale and purchase of products with SCREEN Holdings Co., Ltd. where Mr. Eiji Kakiuchi, Director, serves as a Chairman, Member of the Board, and transactions relating to the sale and purchase of products with various subsidiaries of the said company, the amounts of the applicable business transactions represent less than 1% of the consolidated net sales of either the said company or Kyocera Corporation.
 - (3) There is no special interest between Kyocera Corporation and Nippon Shinyaku Co., Ltd. where Mr. Shigenobu Maekawa, Director, serves as a Representative Director, Chairman.
 - (4) There is no special interest between Kyocera Corporation and TIS Inc. where Ms. Junko Sunaga, Director, serves as a Representative Director, Chairman.
 - (5) There is no special interest between Kyocera Corporation and either Kida CPA & CPTA Office, where Mr. Minoru Kida, Audit & Supervisory Board Member, serves as the head, or Gravitass Audit Corporation, where he serves as a representative partner. In addition, there is no special interest between Kyocera Corporation and OPTEX GROUP Co., Ltd., where he serves as an outside director (Audit and Supervisory Committee Member).
 - (6) There is no special interest between Kyocera Corporation and Oike Law Office where Ms. Michie Kohara, Audit & Supervisory Board Member, serves as a Partner Attorney-at-law.
5. Ms. Akiko Koyano, Mr. Eiji Kakiuchi, Mr. Shigenobu Maekawa and Ms. Junko Sunaga are Outside Directors, and Mr. Minoru Kida and Ms. Michie Kohara are Outside Audit & Supervisory Board Members.
 6. Mr. Yushi Nishimura, Audit & Supervisory Board Member, has long experience in the accounting department and substantial knowledge of finance and accounting.
 7. Mr. Minoru Kida, Audit & Supervisory Board Member, has qualifications as a Certified Public Accountant and Certified Public Tax Accountant, and possesses substantial knowledge of finance and accounting.
 8. Kyocera Corporation has designated Ms. Akiko Koyano, Mr. Eiji Kakiuchi, Mr. Shigenobu Maekawa and Ms. Junko Sunaga as Independent Directors, and Mr. Minoru Kida and Ms. Michie Kohara as Independent Audit & Supervisory Board Members, as provided for in the rules of the Tokyo Stock Exchange.
 9. “Area of Responsibility and Important Concurrent Post” of Director was changed as of April 1, 2025 as follows:

| Position | Name | Area of Responsibility and Important Concurrent Post |
|----------|--------------|--|
| Director | Hiroshi Fure | A role in charge of Components Sector QMS Promotion Group |
| Director | Norihiko Ina | Senior Managing Executive Officer Senior Managing Executive Officer in charge of Strategic Business Transformation, Executive General Manager of Solutions Business |
| Director | Shoichi Aoki | |

(2) Summary of Agreements Regarding the Limitation of Liability

Kyocera Corporation has entered into agreements with all of the Outside Directors and Outside Audit & Supervisory Board Members regarding the limitation of their liability for damages caused by negligence in the performance of their duties, in accordance with Article 427, paragraph (1) of the Companies Act and Articles 28 and 36 of the Articles of Incorporation of Kyocera Corporation. The amount of liability to which they are subject, as set under such agreements, is limited to the minimum amount of liability provided under applicable laws and regulations.

(3) Summary of Contents of the Directors and Officers Liability Insurance Policy

Kyocera Corporation has entered into a directors and officers liability insurance policy as provided for in Article 430-3 paragraph (1) of the Companies Act with an insurance company. The policy will cover damages incurred by the insured, such as compensation for damages and litigation expenses when they are subject to claims arising from actions (including inaction) conducted based on their position as a director or officer of Kyocera. However, damages, etc. incurred by an insured due to criminal acts or illegal acts intentionally committed by the insured are not covered by the policy as a measure to ensure the properness of the performance of duties by directors or officers is not impaired.

The scope of insured persons is Directors, Audit & Supervisory Board Members, Executive Officers and managerial employees of Kyocera Corporation and domestic subsidiaries (excluding some subsidiaries), and the insurance premiums are all paid by Kyocera Corporation and the subsidiaries.

(4) Total Amount of Remuneration to Directors and Audit & Supervisory Board Members**(i) Total Amount of Remuneration to Directors and Audit & Supervisory Board Members for Fiscal 2025**

| Classification | Amount of remuneration | Basic remuneration | | Performance-linked remuneration (Bonuses to Directors) | | Non-monetary remuneration (Restricted Stock Compensation) | |
|--|-------------------------------------|-------------------------------------|---------------------------|--|------------------|---|------------------|
| | | Total amount | Persons paid | Total amount | Persons paid | Total amount | Persons paid |
| Directors (of which, Outside Directors) | 334 million yen (56 million yen) | 220 million yen (56 million yen) | 10 persons (4 persons) | 30 million yen (-) | 6 persons (-) | 84 million yen (-) | 6 persons (-) |
| Audit & Supervisory Board Members (of which, Outside Audit & Supervisory Board Members) | 71 million yen (23 million yen) | 71 million yen (23 million yen) | 6 persons (4 persons) | - (-) | - (-) | - (-) | - (-) |
| Total (of which, Outside Directors and Outside Audit & Supervisory Board Members) | 405 million yen (79 million yen) | 291 million yen (79 million yen) | 16 persons (8 persons) | 30 million yen (-) | 6 persons (-) | 84 million yen (-) | 6 persons (-) |

- (Notes)
1. Aside from the remuneration in the above table, the aggregate amount of remuneration to Directors (excluding Outside Directors) was 190 million yen in remuneration for services as employees or Executive Officers for those Directors who serve as such.
 2. As of the end of fiscal 2025, there were 10 Directors (including 4 Outside Directors) and 4 Audit & Supervisory Board Members (including 2 Outside Audit & Supervisory Board Members).
 3. Bonuses to Directors are paid to Directors as performance-linked remuneration.
The performance indicator for bonuses to Directors is profit attributable to owners of the parent and this amounted to 24,097 million yen. This was selected as a performance indicator to clarify its linkage with dividends and to ensure conformance with the interests of shareholders. The amount of bonuses to Directors is calculated by multiplying a prescribed numerical value determined based on the performance indicator by a prescribed coefficient and a coefficient for individual assessments based on the degree of contribution to performance.
 4. No Performance-Linked Restricted Stock Compensation was paid for fiscal 2025.
 5. Restricted Stock Compensation is issued to Directors as non-monetary remuneration.
Restricted Stock Compensation consists of Kyocera Corporation's common stock (restricted stock) and the delivery conditions and circumstances are as described in "(iii) Decision Policy Regarding the Details of Individual Remuneration for Directors (b) Outline of the Details of the Decision Policy" and "2. Shares."
 6. Regarding basic remuneration and restricted stock compensation for fiscal 2025, the Board of Directors has consulted with the Nomination and Remuneration Committee in advance about the payment standard and calculation method of remuneration and obtained a report. Messrs. Goro Yamaguchi, Chairman of the Board and Representative Director, and Hideo Tanimoto, President and Representative Director, who have been delegated authority by the Board of Directors, determined the amounts of individual compensation according to details of the report. This delegated authority consists of determining the payment amounts and the number of allotted shares, etc. This authority was delegated because the Chairman of the Board and Representative Director and the President and Representative Director are the most suitable persons for evaluating the roles and responsibilities of each Director while having an overall view of the business results of the entire Kyocera Group. Regarding director bonuses for fiscal 2025, the same process will be used to determine the details of individual remuneration after the 71st Ordinary General Meeting of Shareholders.

(ii) Resolution of the Ordinary General Meeting of Shareholders for Remuneration for Directors and Audit & Supervisory Board Members

Regarding basic remuneration and bonuses for Directors, at the 55th Ordinary General Meeting of Shareholders held on June 25, 2009, it was resolved that the amount of basic remuneration payable to Directors shall be no more than 400 million yen per year (not including salaries for services as employees or Executive Officers for those Directors who serve as such), and the aggregate amount of bonuses payable to Directors shall not exceed 0.2% of the consolidated net income^{*1} of Kyocera for the relevant fiscal year, provided that such amount of bonuses shall in no case exceed 300 million yen annually. The number of Directors stood at 12 at the end of this Ordinary General Meeting of Shareholders.

Performance-linked restricted stock compensation for Directors, at the 69th Ordinary General Meeting of Shareholders held on June 27, 2023, it was resolved that their total compensation amounts shall be no more than an amount equivalent to 0.2% of profit attributable to owners of the parent for the Evaluation Period. It was resolved that the upper limit shall be the amount after deducting the total amount of bonuses to Directors actually paid by cash, and the upper limit on the number of shares shall be no more than 70,000 shares per year^{*2} (Outside Directors are not eligible). The number of Directors stood at 6 (excluding Outside Directors) at the end of this Ordinary General Meeting of Shareholders.

Regarding restricted stock compensation for Directors, at the 65th Ordinary General Meeting of Shareholders held on June 25, 2019 (Partially revised at the 69th Ordinary General Meeting of Shareholders held on June 27, 2023), it was resolved that their total compensation amounts shall be no more than 100 million yen per year as well as no more than 0.1% of the profit attributable to owners of the parent as the reasonable amounts and that the number of shares shall be no more than 25,000 shares per year^{*3} (Outside Directors are not eligible). The number of Directors stood at 13 (excluding Outside Directors) at the end of this Ordinary General Meeting of Shareholders.

The amount of basic remuneration for Audit & Supervisory Board Members was determined by a resolution adopted at the 55th General Meeting of Shareholders, which was held on June 25, 2009, and shall be no more than 100 million yen per year. The number of Audit & Supervisory Board Members stood at 5 at the end of the Ordinary General Meeting of Shareholders.

*1 The notation has been changed to “Profit attributable to owners of the parent” due to the application of International Financial Reporting Standards (“IFRS”).

*2 As a result of the stock split of 4 shares per share on January 1, 2024, the number of shares has been adjusted to no more than 280,000 per year.

*3 As a result of the stock split of 4 shares per share on January 1, 2024, the number of shares has been adjusted to no more than 100,000 per year.

(iii) Decision Policy Regarding the Details of Individual Remuneration for Directors (hereafter referred to as “Decision Policy”)

(a) Method for Determining the Decision Policy

Kyocera Corporation resolved the Decision Policy at the Board of Directors meeting held on February 26, 2021. (Some changes were made at the Board of Directors meeting held on April 27, 2023.) At the time of the resolution of the Board of Directors meeting, consultation on the details of the resolution was conducted with the Nomination and Remuneration Committee in advance and a report was obtained.

(b) Outline of the Details of the Decision Policy

[Basic policy]

- The remuneration system for Directors is designed to be a mechanism that effectively encourages Directors to thoroughly demonstrate their abilities and fulfill their roles and responsibilities toward the healthy and sustainable growth of the Kyocera Group.
- The remuneration level of Directors shall be set at an appropriate level by referring to objective data from external specialist organizations while giving consideration to securing and maintaining excellent human resources necessary for realizing the management rationale.
- Regarding the remuneration system and remuneration level of Directors, high objectivity and transparency in the process for determining remuneration for Directors shall be assured by making decisions according to a resolution by the Board of Directors based on the deliberations with and reports from the Nomination and Remuneration Committee, which consists of a majority of Outside Directors.

[Remuneration Composition and Proportion]

<Representative Directors/Executive Directors>

- Compensation for Representative Directors and Executive Directors consists of “basic remuneration,” “bonuses to Directors,” “performance-linked restricted stock compensation” and “restricted stock compensation.”
- Based on the belief that a system for the healthy and sustainable growth of the Kyocera Group is important, the proportion of basic remuneration and restricted stock compensation is determined placing emphasis on the level and stability of basic remuneration as well as giving consideration to the pursuit of shareholder interests. Moreover, the higher the position of the Director, the higher the proportion of the restricted stock compensation to basic remuneration.
- For bonuses to Directors and performance-linked restricted stock compensation, to ensure maximize incentives for growing business results, no limit shall be established for proportions of basic remuneration or restricted stock compensation.

<Outside Directors>

- The remuneration of Outside Directors with duties independent of business execution shall consist only of “basic remuneration.”

[Details of Each Type Remuneration]

<Basic Remuneration>

- This is monetary remuneration paid monthly according to the responsibilities of the Directors, and for individual payment levels of the payment amount will be determined according to each respective role upon taking into consideration the payment levels of other companies in the same industry.
- The annual amount shall be paid monthly in 12 equal portions.

<Bonuses to Directors>

- This is monetary remuneration paid according to the degree of contribution of each Director to business results in the relevant fiscal year. The performance indicator is “profit attributable to owners of the parent,” which represents the result of the Kyocera Group’s annual corporate activities. This is calculated by multiplying the numerical value determined based on this performance indicator by a prescribed coefficient according to the position of the Director and a coefficient for individual assessment according to the degree of contribution to performance.
- Provided once per year following the end of the fiscal year.

<Performance-Linked Restricted Stock Compensation>

- This compensation system grants Directors shares of common stock of Kyocera Corporation (restricted stock) according to the degree of contribution of each Director to business results in the relevant fiscal year. The system is intended to offer incentives for Directors to improve short-term performance as well as continuously increasing mid- to long-term corporate and shareholder value of Kyocera Corporation. Performance indicator and calculation method are the same as for bonuses to Directors.
- If an amount calculated by the same method as bonuses to Directors exceeds an amount designated by the Board of Directors after consulting the Nomination and Remuneration Committee, shares of common stock of Kyocera Corporation (restricted stock) corresponding to the exceeding portion shall be granted as performance-linked restricted stock compensation.
- Granted once per year following the end of the fiscal year.

<Restricted Stock Compensation>

- This compensation system grants each Director shares of common stock of Kyocera Corporation (restricted stock) to offer incentives to continuously improve mid- to long-term corporate and shareholder value. The amount to be paid to each Director shall be set for each position.
- Granted once per year in each fiscal year.

[Process for Determining Remuneration]

- The Nomination and Remuneration Committee composed of a majority of Outside Directors shall be established as an advisory body to the Board of Directors. This committee receives inquiries from the Board of Directors and also upon referring to objective data such as benchmark results of executive compensation provided by external specialist organizations the committee validates the appropriateness of the Director remuneration system that encompasses the basic remuneration payment standard, the bonuses to Directors calculation standard, and restricted stock compensation grant standard, and the results shall be reported to the Board of Directors.

- The Chairman of the Board and Representative Director and the President and Representative Director shall be delegated with the authority to determine specific details for the amounts of individual remuneration for Directors based on a resolution of the Board of Directors. The details of their authority shall be as follows.

| | |
|--|---|
| Basic remuneration | Determine the payment amount by position |
| Bonuses to Directors | Assess individuals and determine payment amount according to the degree of contribution to business results |
| Performance-linked restricted stock compensation | Assess individuals and determine payment amount and the number of shares to be allotted according to the degree of contribution to business results |
| Restricted stock compensation | Determine the amount of payment and the number of shares to be allotted by position |

- To ensure that such authority is properly exercised by the Chairman of the Board and Representative Director and the President and Representative Director, the Board of Directors shall consult with and obtain a report from the Nomination and Remuneration Committee on the payment standards, calculation method and grant standards for each type of remuneration by position and the Chairman of the Board and Representative Director and the President and Representative Director who have been delegated authority as mentioned above shall make their determinations in accordance with the contents of the relevant report, and shall report the results of the determined payment amount and the number of shares to be allotted to the Nomination and Remuneration Committee.
- (c) Reasons the Board of Directors Determined That Individual Remuneration for Directors for the Current Fiscal Year is in Accordance With the Decision Policy

Regarding the details of individual remuneration for Directors for fiscal 2025, the Nomination and Remuneration Committee has made a report in advance after undertaking a multifaceted examination that includes consistency with details prescribed in the Decision Policy regarding the payment standard and calculation method of remuneration. The Board of Directors judged that this is in accordance with the Decision Policy because the Chairman of the Board and Representative Director and the President and Representative Director, who have been delegated authority by the Board of Directors, have determined remuneration is in accordance with the details of the aforementioned report. (Director bonuses shall be decided following the 71st Ordinary General Meeting of Shareholders.)

(5) Outside Directors and Outside Audit & Supervisory Board Members

Activities of Outside Directors and Outside Audit & Supervisory Board Members During Fiscal 2025

| Position | Name | Attendance, remarks made, and overview of duties performed for the role expected of Outside Director |
|--|-------------------|--|
| Outside Director | Akiko Koyano | <p>She attended all 12 meetings of the Board of Directors that were held during fiscal 2025. At meetings of the Board of Directors, she expressed her views particularly from the legal standpoint and the standpoint of diversity based on her abundant knowledge and experience as an Attorney-at-law and played the role in giving precise advice and supervision of general corporate activities of Kyocera Corporation.</p> <p>She also attended all 5 meetings of the Nomination and Remuneration Committee held during fiscal 2025 as a member of the Committee and provided a supervising function in the process of determining candidates for Executive Officers and Directors' compensation, and other matters from an objective and neutral position.</p> |
| Outside Director | Eiji Kakiuchi | <p>He attended all 12 meetings of the Board of Directors that were held during fiscal 2025. At meetings of the Board of Directors, he expressed his views particularly from the standpoint of business and management strategies based on his abundant knowledge and experience as a person with management experience and played the role in giving precise advice and supervision of general corporate activities of Kyocera Corporation.</p> <p>He also attended all 5 meetings of the Nomination and Remuneration Committee held during fiscal 2025 as a member of the Committee and provided a supervising function in the process of determining candidates for Executive Officers and Directors' compensation, and other matters from an objective and neutral position.</p> |
| Outside Director | Shigenobu Maekawa | <p>He attended all 12 meetings of the Board of Directors that were held during fiscal 2025. At meetings of the Board of Directors, he expressed his views particularly from the standpoint of business and capital strategies based on his abundant knowledge and experience as a person with management experience and played the role in giving precise advice and supervision of general corporate activities of Kyocera Corporation.</p> <p>He also attended all 5 meetings of the Nomination and Remuneration Committee held during fiscal 2025 as a member of the Committee and provided a supervising function in the process of determining candidates for Executive Officers and Directors' compensation, and other matters from an objective and neutral position.</p> |
| Outside Director | Junko Sunaga | <p>She attended 9 out of the 10 meetings of the Board of Directors that were held after taking office during fiscal 2025. At meetings of the Board of Directors, she expressed her views particularly from the standpoint of a marketing strategy and technology based on her abundant knowledge and experience as a person with management experience and played the role in giving precise advice and supervision of general corporate activities of Kyocera Corporation.</p> <p>She also attended all 4 meetings of the Nomination and Remuneration Committee held after taking office during fiscal 2025 as a member of the Committee and provided a supervising function in the process of determining candidates for Executive Officers and Directors' compensation, and other matters from an objective and neutral position.</p> |
| Outside Audit & Supervisory Board Member | Minoru Kida | <p>He attended all 10 meetings of the Board of Directors and all 5 meetings of the Audit & Supervisory Board that were held after taking office during fiscal 2025, and expressed his views particularly from the standpoint of finance and accounting, based on his abundant knowledge and experience as a Certified Public Accountant and Tax Accountant.</p> |
| Outside Audit & Supervisory Board Member | Michie Kohara | <p>She attended all 10 meetings of the Board of Directors and all 5 meetings of the Audit & Supervisory Board that were held after taking office during fiscal 2025, and expressed her views particularly from a legal standpoint based on her abundant knowledge and experience as an Attorney-at-law.</p> |

4. Accounting Auditor

(1) Name of Accounting Auditor: PricewaterhouseCoopers Japan LLC

(2) Audit and Other Fees to Accounting Auditor

- (i) Audit and other fees by Kyocera Corporation to the Accounting Auditor for the services for fiscal 2025209 million yen
- (ii) Total amount of fees by Kyocera group to the Accounting Auditor for the services for fiscal 2025397 million yen

(Notes)

1. The overseas subsidiaries of Kyocera Corporation are audited by auditing firms other than PricewaterhouseCoopers Japan LLC.
2. In the audit agreement between Kyocera Corporation and the Accounting Auditor, audit fee is determined without separately indicating amounts for auditing under the Companies Act and for auditing under the Financial Instruments and Exchange Law. Therefore, the total of these amounts is shown in (i).
3. Kyocera pays fees to the Accounting Auditor for services, including the use of information websites related to IFRS, other than those set forth in Article 2, Paragraph (1) of the Certified Public Accounts Act of Japan (Non-audit services).
4. Audit & Supervisory Board agrees to the fee of Accounting Auditor based on Article 399, paragraph (1) of the Companies Act of Japan through following measures. Audit & Supervisory Board obtains the necessary materials and receives reports from Directors, relevant internal company divisions and Accounting Auditor. In addition, Audit & Supervisory Board confirms audit content, hours and details and trend of its fee in the past fiscal year, and considers estimates of audit fee for the fiscal year.

(3) Policy Regarding Decision to Terminate or Not to Reappoint Accounting Auditor

In the event that the Audit & Supervisory Board determines that the Accounting Auditor is subject to any of the events provided in Article 340, paragraph (1) of the Companies Act of Japan, the Audit & Supervisory Board is authorized to terminate the office of such Accounting Auditor, based on the Regulations of the Audit & Supervisory Board. Should anything occur to negatively impact the qualifications or independence of the Accounting Auditor, making it unlikely that such Accounting Auditor will be able to properly perform an audit, the Audit & Supervisory Board shall determine the resolution to be proposed to the General Meeting of Shareholders to terminate or not to reappoint such Accounting Auditor.

(Notes for the Business Report)

1. The amounts and number of shares in this report are rounded to digits represented. Ratios on pages 26 to 29 are shown as ratios compared in units of one million yen and rounded to digits represented.
2. Pictures and graphs in this report are presented solely for reference.
3. The total of sales revenue composition ratio shown on pages 27 to 28 shall not be 100% because “Others” and “Adjustments and Eliminations,” when aggregated, accounting for -1.0% of consolidated sales revenue in fiscal 2025.
4. Kyocera decided to change the classification of Energy Solutions Business, which was included in “Others,” and share of net profit (loss) of investments accounted for using the equity method regarding investments in energy businesses, which was included in “Corporate gains and others,” to “Others” under “Solutions Business” from fiscal 2025. With respect to this change, the business results for both fiscal 2024 and fiscal 2025 are presented in the same manner.

Consolidated Financial Statements
Consolidated Statement of Financial Position

| | (Yen in millions) | |
|---|-------------------|------------------|
| | As of March 31, | |
| | 2024 | 2025 |
| Assets | | |
| Current assets: | | |
| Cash and cash equivalents | 424,792 | 444,744 |
| Trade and other receivables | 384,381 | 382,584 |
| Other financial assets | 35,541 | 28,643 |
| Inventories | 540,225 | 521,813 |
| Income tax receivables | 7,831 | 10,498 |
| Other current assets | 46,584 | 47,466 |
| Total current assets | 1,439,354 | 1,435,748 |
| Non-current assets: | | |
| Equity and debt instruments | 1,640,038 | 1,704,708 |
| Investments accounted for using the equity method | 15,979 | 15,474 |
| Other financial assets | 46,539 | 50,068 |
| Property, plant and equipment | 665,990 | 651,949 |
| Right-of-use assets | 82,642 | 81,793 |
| Goodwill | 282,879 | 282,239 |
| Intangible assets | 152,171 | 142,050 |
| Deferred tax assets | 50,774 | 43,870 |
| Other non-current assets | 89,010 | 103,408 |
| Total non-current assets | 3,026,022 | 3,075,559 |
| Total assets | 4,465,376 | 4,511,307 |

(Note) The consolidated statement of financial position as of March 31, 2024 and the consolidated statement of profit or loss for the year ended March 31, 2024 are presented solely for reference.

| (Yen in millions) | | |
|---|-----------|-----------|
| As of March 31, | | |
| | 2024 | 2025 |
| Liabilities | | |
| Current liabilities: | | |
| Borrowings | 9,394 | 44,386 |
| Trade and other payables | 212,133 | 207,029 |
| Lease liabilities | 24,378 | 25,439 |
| Other financial liabilities | 5,934 | 1,437 |
| Income tax payables | 22,530 | 15,168 |
| Accrued expenses | 142,338 | 140,270 |
| Provisions | 8,474 | 9,381 |
| Other current liabilities | 45,008 | 48,572 |
| Total current liabilities | 470,189 | 491,682 |
| Non-current liabilities: | | |
| Borrowings | 199,760 | 202,577 |
| Lease liabilities | 70,659 | 69,980 |
| Retirement benefit liabilities | 9,138 | 8,771 |
| Deferred tax liabilities | 441,345 | 468,781 |
| Provisions | 11,594 | 15,968 |
| Other non-current liabilities | 9,833 | 10,314 |
| Total non-current liabilities | 742,329 | 776,391 |
| Total liabilities | 1,212,518 | 1,268,073 |
| Equity | | |
| Equity attributable to owners of the parent: | | |
| Common stock | 115,703 | 115,703 |
| Capital surplus | 118,754 | 118,802 |
| Retained earnings | 1,967,527 | 1,942,485 |
| Other components of equity | 1,166,752 | 1,183,792 |
| Treasury stock | (143,141) | (142,994) |
| Total equity attributable to owners of the parent | 3,225,595 | 3,217,788 |
| Non-controlling interests | 27,263 | 25,446 |
| Total equity | 3,252,858 | 3,243,234 |
| Total liabilities and equity | 4,465,376 | 4,511,307 |

Consolidated Statement of Profit or Loss

| | (Yen in millions) | |
|--|------------------------------|-----------|
| | For the year ended March 31, | |
| | 2024 | 2025 |
| Sales revenue | 2,004,221 | 2,014,454 |
| Cost of sales | 1,451,110 | 1,455,280 |
| Gross profit | 553,111 | 559,174 |
| Selling, general and administrative expenses | 460,188 | 531,875 |
| Operating profit | 92,923 | 27,299 |
| Finance income | 60,839 | 60,841 |
| Finance expenses | 18,836 | 27,653 |
| Share of net profit (loss) of investments accounted for using the equity method | (526) | (165) |
| Other, net | 1,743 | 3,309 |
| Profit before income taxes | 136,143 | 63,631 |
| Income taxes | 31,316 | 36,177 |
| Profit for the year | 104,827 | 27,454 |
| Profit attributable to: | | |
| Owners of the parent | 101,074 | 24,097 |
| Non-controlling interests | 3,753 | 3,357 |
| Profit for the year | 104,827 | 27,454 |

Audit Report

Copy of Audit Report of Accounting Auditor on Consolidated Financial Statements

Independent Auditors' Report (English Translation)

May 23, 2025

To the Board of Directors of
Kyocera Corporation:

PricewaterhouseCoopers Japan LLC

Designated and Engagement Partner,
Certified Public Accountant:

Toru Tamura

Designated and Engagement Partner,
Certified Public Accountant:

Kentaro Morimoto

Audit Opinion

Pursuant to Article 444, paragraph (4) of the Companies Act of Japan, we have audited the consolidated financial statements, namely, the consolidated statements of financial position as of March 31, 2025 of Kyocera Corporation (the "Company") and its consolidated subsidiaries, and the consolidated statement of profit or loss, and changes in equity for the year then ended, including notes to consolidated financial statements.

In our opinion, the consolidated financial statements, prepared with the omission of a part of the disclosure item required under the designated International Financial Reporting Standards pursuant to the provisions of the second sentence of Article 120, paragraph (1) of the Regulations on Corporate Accounting of Japan, present fairly, in all material respects, the consolidated financial position of the Company and its subsidiaries as of March 31, 2025 and the consolidated results for the year then ended.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities in auditing standards are stated in "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements."

We are independent of the Company and its consolidated subsidiaries in accordance with the provisions of the Code of Professional Ethics in our country, and fulfilled our other ethical responsibilities as auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and the supplementary schedule. Management is responsible for the preparation and disclosure of the other information. In addition, the Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operation of the reporting process of the other information.

Our audit opinion on the consolidated financial statements does not cover the other information, and we do not provide an opinion on the other information.

In connection with our audit of the consolidated financial statements, our responsibilities are to read the other information carefully and in the course of reading, consider whether the other information is materially different from the consolidated financial statements or the knowledge we have obtained during the audit, and to pay attention to whether there are any indications of material errors in the other information other than such material differences.

If, based on the work we have performed, we conclude that there is a material misstatement in this other information, we are required to report that fact.

We have no matters to report with respect to the other information.

Responsibilities of Management, Audit & Supervisory Board Members and the Audit & Supervisory Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of consolidated financial statements pursuant to the provisions of the second sentence of Article 120, paragraph (1) of the Regulations on Corporate Accounting of Japan which permits the preparation of consolidated financial statements with some omissions of disclosure item required under the designated International Financial Reporting Standards. This includes implementing and maintaining internal control deemed necessary by management for the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the consolidated financial statements on the basis of the going concern assumption and for disclosing any matters relating to going concern, if necessary, pursuant to the provisions of the second sentence of Article 120, paragraph (1) of the Regulations on Corporate Accounting of Japan which permits the preparation of consolidated financial statements with the omission of a part of the disclosure item required under the designated International Financial Reporting Standards.

Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operation of the financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our responsibilities are to express an opinion on these consolidated financial statements in the audit report from an independent position based on our audit, with reasonable assurance obtained as to whether the consolidated financial statements as a whole are free from material misstatement due to fraud or error. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of these consolidated financial statements.

As part of an audit in accordance with the auditing standards generally accepted in our country, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- identify and assess the risk of material misstatement due to fraud or error, design and perform audit procedures responsive to material misstatement risks. The audit procedures are selected and applied depending on the auditor's judgement. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- evaluate the appropriateness of accounting policies adopted by management and the application thereof, as well as the reasonableness of accounting estimates and the validity of related disclosure made by management.
- conclude on the appropriateness of management's use of the going concern assumption and, based on the audit evidence obtained, whether material uncertainties exist related to events or circumstances that may cast significant doubt on the Company's ability to continue as a going concern assumption. If material uncertainties regarding the going concern assumption are identified, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inappropriate, we are required to express an opinion with exceptive items to the consolidated financial statements. Our conclusions are based on audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- evaluate whether the presentation and disclosures of the consolidated financial statements are pursuant to the provisions of the second sentence of Article 120, paragraph (1) of the Regulations on Corporate Accounting of Japan which allows to prepare consolidated financial statements with the omission of a part of the disclosure item required under the designated International Financial Reporting Standards, as well as the presentation, structure and content of the consolidated financial statements, including the related disclosures, and whether the consolidated financial statements properly present the underlying transactions and accounting events.
- plan and perform the audit of the consolidated financial statements in order to obtain sufficient and appropriate audit evidence regarding the financial information of the Company and its consolidated subsidiaries, which forms the basis for expressing an opinion on the consolidated financial statements. We are responsible for the directions, supervision and review of the audit of the consolidated financial statements. We are solely responsible for our audit opinion.

We communicate with Audit & Supervisory Board Members and the Audit & Supervisory Board regarding the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified in the process of the audit and other matters required by the audit standards.

We provide to Audit & Supervisory Board Members and the Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence and on matters reasonably considered to affect the independence of the auditors and the content of safeguards, if any, to remove or reduce impediments to their independence.

Interest

Our firm and its designated engagement partners do not have any interest in the Company for which disclosure is required under the provisions of the Certified Public Accountants Act of Japan.

Copy of Audit Report of Accounting Auditor

Independent Auditors' Report (English Translation)

May 23, 2025

To the Board of Directors of
Kyocera Corporation:

PricewaterhouseCoopers Japan LLC

Designated and Engagement Partner,
Certified Public Accountant:

Toru Tamura

Designated and Engagement Partner,
Certified Public Accountant:

Kentaro Morimoto

Audit Opinion

Pursuant to Article 436, paragraph (2), item (i) of the Companies Act of Japan, we have audited the financial statements, namely, the balance sheet as of March 31, 2025 of Kyocera Corporation (the "Company") for its 71st business term, and the statement of income, and the statement of changes in net assets for the year then ended, including the notes to the financial statements and the supplementary schedules (hereinafter "the financial statements").

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as of March 31, 2025 and the results for the year then ended in conformity with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities in auditing standards are stated in "Auditor's Responsibilities for the Audit of the Financial Statements." We are independent of the Company in accordance with the provisions of the Code of Professional Ethics in our country, and fulfilled our other ethical responsibilities as auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and the supplementary schedule. Management is responsible for the preparation and disclosure of the other information. In addition, the Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operating of the reporting process of the other information.

Our audit opinion on the financial statements does not cover the other information, and we do not provide an opinion on the other information.

In connection with our audit of the financial statements, our responsibilities are to read the other information carefully and in the course of reading, consider whether the other information is materially different from the financial statements or the knowledge we have obtained during the audit, and to pay attention to whether there are any indications of material errors in the other information other than such material differences.

If, based on the work we have performed, we conclude that there is a material misstatement in this other information, we are required to report that fact.

We have no matters to report with respect to the other information.

Responsibilities of Management, Audit & Supervisory Board Members and the Audit & Supervisory Board for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in Japan. This includes implementing and maintaining internal control deemed necessary by management for the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, management is responsible for assessing whether it is appropriate to prepare the financial statements on the basis of the going concern assumption and for disclosing any matters relating to going concern, if necessary, in accordance with accounting principles generally accepted in Japan.

Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operation of the financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our responsibility is to express an opinion on these financial statements in the audit report from an independent position based on our audit, with obtaining reasonable assurance as to whether the financial statements as a whole are free from material misstatement due to fraud or error. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users of these financial statements.

As part of an audit in accordance with the auditing standards generally accepted in our country, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- identify and assess the risk of material misstatement due to fraud or error, design and perform audit procedures responsive to material misstatement risks. The audit procedures are selected and applied depending on the auditor's judgement. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- evaluate the appropriateness of accounting policies adopted by management and the application thereof, as well as the reasonableness of accounting estimates and the validity of related disclosure made by management.
- conclude on the appropriateness of management's use of the going concern assumption and, based on the audit evidence obtained, whether material uncertainties exist related to events or circumstances that may cast significant doubt on the Company's ability to continue as a going concern assumption. If material uncertainties regarding the going concern assumption are identified, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inappropriate, we are required to express an opinion with exceptive items to the financial statements. Our conclusions are based on audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- evaluate whether the presentation and disclosures of the financial statements are in accordance with accounting principles generally accepted in Japan, as well as the presentation, structure and content of the financial statements, including the related disclosure, and whether the financial statements properly present the underlying transactions and accounting events.

We communicate with Audit & Supervisory Board Members and the Audit & Supervisory Board regarding the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control identified in the process of the audit and other matters required by the audit standards.

We provide to Audit & Supervisory Board Members and the Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence and on matter reasonably considered to affect the independence of the auditors and the content of safeguards, if any, to remove or reduce impediments to their independence.

Interest

Our firm and its designated engagement partners do not have any interest in the Company for which disclosure is required under the provisions of the Certified Public Accountants Act of Japan.

Copy of Audit Report of Audit & Supervisory Board

Audit Report (English Translation)

The Audit & Supervisory Board (hereinafter referred to as “the Board”), based on audit reports prepared by each Audit & Supervisory Board Member (hereinafter referred to as “Board Member”) related to the execution of duties of Directors during the 71st fiscal year from April 1, 2024 to March 31, 2025, hereby reports its results of audit after deliberations, as the unanimous opinion of all Board Members, as follows:

1. Methods and Details of Audit by Individual Board Members and by the Board

- (1) The Board established auditing policies, auditing plans and role sharing for the fiscal year and received audit reports from each Board Member on the execution of his or her auditing activities and the result thereof. In addition, it received reports on the execution of duties from Directors, etc. and from the Accounting Auditor, and, when necessary, requested their explanations regarding such reports.
- (2) In accordance with the auditing standards for Board Members set by the Board, each Board Member communicated with Directors, the internal audit department, employees of Kyocera Corporation (hereinafter referred to as the “Company”) and others, and endeavored to gather information, utilizing telephone lines, the Internet, etc., and create an improved environment for auditing, according to the auditing policies, auditing plans and role sharing for the fiscal year, and conducted the audit by the following methods.
 - (i) Board Members attended the meetings of the Board of Directors and other important meetings in face-to-face as well as by utilizing online tools, received reports from Directors, the internal audit department and employees of the Company on the execution of their duties, and, when necessary, requested their explanations regarding those reports. Board Members also inspected documents related to important decisions including internally approved documents and examined operations and assets at the Company’s head office, plants and major operational establishments. In addition, Board Members had a meeting with the Chairman of the Board and Representative Director and the President and Representative Director of the Company, and exchanged opinions and information on issues, etc., on auditing. With respect to subsidiaries, Board Members not only visited and examined subsidiaries based on the auditing plans, but also received reports on auditing situation of subsidiaries from their board members, etc., at the regular meetings with them, and facilitated communications and exchanged information with Directors of them too in face-to-face as well as by utilizing online tools, and, when necessary, attended important meetings as well as by utilizing online tools, received reports on business, requested explanations and expressed opinions.
 - (ii) Board Members received reports on the status of maintenance and operations from Directors, the internal audit department and board members of subsidiaries, etc., and, when necessary, requested their explanations and expressed opinions regarding the content of the resolution of the Board of Directors with respect to the development and maintenance of a system to ensure that the execution of duties by Directors as described in the business report shall be in compliance with laws and regulations and with the Company’s Articles of Incorporation and other systems required by Article 100, paragraphs (1) and (3) of the Regulations for Enforcement of the Companies Act of Japan as being necessary for ensuring the appropriateness of operations of the corporate group consisting of the Company and its consolidated subsidiaries, and the systems (internal control systems) established under such resolution. With respect to the internal control systems regarding financial reporting, Board Members received reports on the evaluation of such internal control systems and the auditing condition from Directors, the internal audit department and PricewaterhouseCoopers Japan LLC, and, when necessary, requested their explanations regarding those reports.
 - (iii) Board Members monitored and examined whether the Accounting Auditor maintained their independence and performed their audits in an appropriate manner, and received reports from the Accounting Auditor on the execution of their duties and, when necessary, requested their explanations regarding those reports. Board Members also received notification from the Accounting Auditor that they have taken steps to improve the “system for ensuring appropriate execution of their duties” (matters set forth in the items of Article 131 of the Regulations on Corporate Accounting) in compliance with the “Quality Control Standards Relating to Auditing” (adopted by the Business Accounting Council), etc., and, when necessary, requested their explanations regarding such notification.

Based on the foregoing methods, Board Members reviewed the business report and supplementary schedule thereto, the financial statements (balance sheet, statement of profit or loss, statement of changes in net assets and notes to financial statements) and supplementary schedules thereto as well as consolidated financial statements (consolidated statement of financial position, consolidated statement of profit or loss, consolidated statement of changes in equity and notes to consolidated financial statements) for the fiscal year.

2. Results of Audit

(1) Result of the Audit of the Business Report, etc.

- (i) The business report and the supplementary schedules thereto fairly present the condition of the Company in accordance with Japanese laws and regulations and the Articles of Incorporation of the Company.
- (ii) There has been neither unfair conduct nor any material violation of Japanese law or regulation or the Articles of Incorporation of the Company in connection with the execution of duties of the Directors.
- (iii) The content of the resolution by the Board of Directors regarding internal control systems is due and proper. Furthermore, nothing has arisen that requires comment on the description in the business report and the Directors' execution with respect to the internal control systems, including financial reporting.

(2) Result of the Audit of Financial Statements and Supplementary Schedules Thereto

The methods and results of the audit by the Accounting Auditor, PricewaterhouseCoopers Japan LLC are due and proper.

(3) Result of the Audit of Consolidated Financial Statements

The methods and results of the audit by the Accounting Auditor, PricewaterhouseCoopers Japan LLC are due and proper.

May 27, 2025

Audit & Supervisory Board,
Kyocera Corporation
Shigeru Koyama [Seal]
Full-time Audit & Supervisory Board Member
Yushi Nishimura [Seal]
Full-time Audit & Supervisory Board Member
Minoru Kida [Seal]
Audit & Supervisory Board Member
Michie Kohara [Seal]
Audit & Supervisory Board Member

(Note) Mr. Minoru Kida and Ms. Michie Kohara are Outside Audit & Supervisory Board Members as specified in Article 2, item (xvi) and Article 335, paragraph (3) of the Companies Act of Japan.