

Corporate Motto

敬天愛人

“Respect the Divine and Love People”

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

Management Rationale

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.



Founder
Kazuo Inamori



Chairman of the Board and Representative Director,

Goro Yamaguchi

President and Representative Director,

H. Tanimoto

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

Since its founding in 1959, our enterprise has expanded under a unique 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.”

To achieve our new target of three trillion yen in annual sales revenue during the fiscal year ending March 2029, the Kyocera Group has established a Three-year Medium-term Management Plan, which begins in the fiscal year ending March 2024. This plan focuses on reinforcing our foundation for growth through sustainable management and capital strategies; enhanced corporate governance; business selection and concentration; and an aggressive investment campaign.

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

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

Editorial Policy

Reference guidelines, etc.

This report has been prepared in reference to the International Integrated Reporting Framework published by the IFRS Foundation and the Guidance for Collaborative Value Creation formulated by Japan's Ministry of Economy, Trade and Industry. Information related to ESG is disclosed in reference to GRI* Standards. Further, by following guidelines of the Sustainability Accounting Standards Board (SASB), we strive for transparency in the disclosure of information related to sustainability.



*GRI: Global Reporting Initiative Guidance for Collaborative Value Creation

Scope of the Report

Reporting Period:
April 1, 2022 to March 31, 2023
(Data outside of this period is provided where it is appropriate to report based on past or recent data or activities.)

Target Organization:
The Kyocera Group
(Whenever the target organization differs, it is so specified.)

Indication of Company:
The Company is indicated in this report as follows:
Kyocera, the Company:
KYOCERA Corporation
The Kyocera Group, the Group:
KYOCERA Corporation and its consolidated subsidiaries
Group companies:
consolidated subsidiaries

Cautionary statements with respect to forward-looking statements

Certain statements made in this report 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. These 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 report.

Indication

- The amounts and percentages (%) in this report are rounded to the nearest unit. Percentages are computed from amounts expressed in millions of yen, rounded to the nearest million.
- The Kyocera Group has adopted the International Financial Reporting Standards (IFRS). Note that detailed information is published on our website under "Investor Relations" and "Sustainability."

Third-party Assurance

To further ensure credibility, this report underwent third-party review by LRQA Limited. Indicators that have undergone third-party review are denoted by the checkmark icon (✓).

Information Disclosure System

	Annual Report		WEB
Financial Information	Annual Report	Financial Statements	Investor Relations
Non-Financial Information	Integrated Report	Corporate Governance Report	Sustainability

Introduction

- Kyocera Management Philosophy / Greetings ... P.1
- Editorial Policy / Contents ... P.2

Value Creation at Kyocera

- Management Rationale ... P.3
- Management Philosophy ... P.4
- Path of Growth ... P.5
- Top Management Message ... P.6-8
- The Kyocera Group's Value Creation Model ... P.9
- Value Creation with Amoeba Management ... P.10
- Special Issue ... P.11
- Addressing Priorities (Materiality) ... P.12

Management Strategies

- Medium-term Management Plan ... P.13
- At a Glance ... P.14
- Core Components Business ... P.15
- Electronic Components Business ... P.16
- Solutions Business ... P.17
- Expanding R&D ... P.18
- New Business Creation ... P.19
- Addressing Societal Needs Through Business ... P.20-21

Management Foundation

- Headquarters ... P.22
- Capital Strategies ... P.23
- Fulfillment of Human Capital
– The Kyocera Group Human Capital ... P.24
- Fulfillment of Human Capital
– Promotion of Diversity & Inclusion ... P.25
- Respect for Human Rights ... P.26
- Improving Stakeholder Engagement ... P.27
- Approaches to Carbon Neutrality ... P.28-29
- Contribution to the Circular Economy / Biodiversity ... P.30
- Digitalization: A New Corporate Culture ... P.31
- Intellectual Property Strategy ... P.32
- Risk Management and Business Continuity Plan (BCP) Initiatives ... P.33
- Compliance / Supply Chain Management ... P.34

Corporate Governance

- Corporate Governance ... P.35-38
- Directors, Audit & Supervisory Board Members and Executive Officers ... P.39-40
- Messages from Outside Directors and Outside Audit & Supervisory Board Members ... P.41

Financial and Company Information

- Financial / Non-financial Highlights (from FY3/2019 to FY3/2023) ... P.42
- 11-Year Financial Summary ... P.43
- Consolidated Financial Statements ... P.44-46
- SASB Index ... P.47
- Company and Stock Information ... P.48