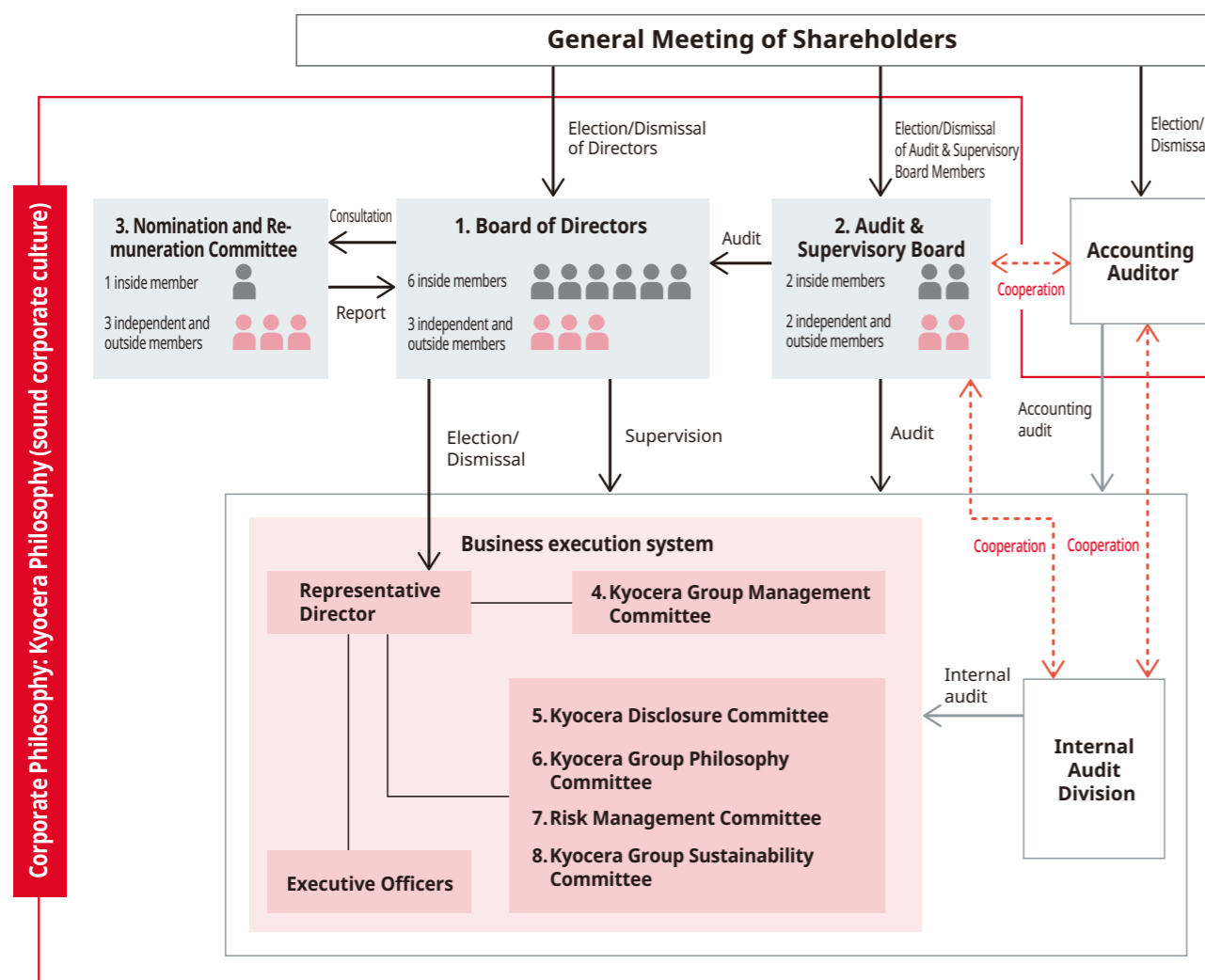


Basic Views on Corporate Governance

The Kyocera Group has made “Respect the Divine and Love People” its corporate motto and “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.” as its management rationale.

The Kyocera Group always strives to maintain equity and fairness and faces all situations with courage and conscience and will realize its management rationale by achieving sustainable growth and raising medium- to long-term corporate value. In doing so, the Kyocera Group shall build systems to undertake fair and efficient corporate management while maintaining the soundness and transparency of management upon taking into consideration the standpoints of all stakeholders.

Additionally, the Kyocera Group shall permeate the “Kyocera Philosophy,” a corporate philosophy that is the basis of the management policy of the Kyocera Group, in all Executives and employees in the Kyocera Group, and foster a sound corporate culture. The Kyocera Group shall establish proper corporate governance by building the above-mentioned systems and implementing the “Kyocera Philosophy.” Furthermore, the Kyocera Group will constantly seek the ideal system for corporate governance and will always evolve and develop its existing corporate governance system.



1. Board of Directors

The Board of Directors of Kyocera is an organization to decide on the important matters and supervise the execution of businesses of Kyocera Group as a whole. It consists of nine Directors including three Outside Directors. The Directors are nominated at the General Shareholders Meeting based on their demonstrated understanding of Kyocera Group and their outstanding personal qualities, capabilities, and insight. The Board of Directors met twelve times during the year ended March 31, 2023.

2. Audit & Supervisory Board

The Audit & Supervisory Board consists of four members. Audit & Supervisory Board Members include two full-time Audit & Supervisory Board Members, originally employees of Kyocera, as well as two Outside Audit & Supervisory Board Members, who have plenty of knowledge and experience as an attorney-at-law or CPA.

The Audit & Supervisory Board Members are conducting audit of Kyocera as a whole based on the accurate information about Kyocera gathered from inside and utilizing variety of viewpoints as outsiders of Kyocera. The Audit & Supervisory Board met eight times in the year ended March 31, 2023.

3. Nomination and Remuneration Committee

As consulting organization of the Board of Directors, Kyocera has established the Nomination and Remuneration Committee, the majority of which consists of Outside Directors. The Board of Directors examines nominations regarding Directors and Managing Executive Officers as well as the remuneration of Directors after consulting in advance with the Committee to ensure that the decision is made in a fair and appropriate manner. The Committee met twice during the year ended March 31, 2023, deliberating and responding to requests for consultation from the Board of Directors.

4. Kyocera Group Management Committee

Kyocera has established the Kyocera Group Management Committee consisting of Representative Director and Chairman, Representative Director and President and Managing Executive Officers who live in Japan and Kyocera holds meetings every month regularly. The Committee examines not only the agendas of the meetings of the Board of Directors, but also other important matters relating to the overall execution of Kyocera Group business to ensure sound management. The Committee met twenty-two times during the year ended March 31, 2023.

5. Kyocera Disclosure Committee

Kyocera has established an organ known as the the Kyocera Disclosure Committee for disclosure of corporate information. The Committee investigates all disclosure documents for the purpose of assuring the appropriateness of disclosures of corporate information, reporting the results of its investigations to the Representative Director and President, who educate Group companies concerning rules relating to disclosure and promotes appropriate disclosure of information for the entire Group. The Committee met four times during the year ended March 31, 2023.

6. Kyocera Group Philosophy Committee

Kyocera has established the Kyocera Group Philosophy Committee to educate and permeate “Kyocera Philosophy,” which is our corporate philosophy setting forth the importance of conducting business of management in a fair and honest way, basing its fundamental judgments on a precept that “What do we consider to be the right choice as a human being?” The Kyocera Group Philosophy Committee sets the “Kyocera Philosophy” education policy for each entity in the Kyocera Group, and discusses and decides upon measures to promote the understanding and practice of “Kyocera Philosophy.” The Committee met twice during the year ended March 31, 2023.

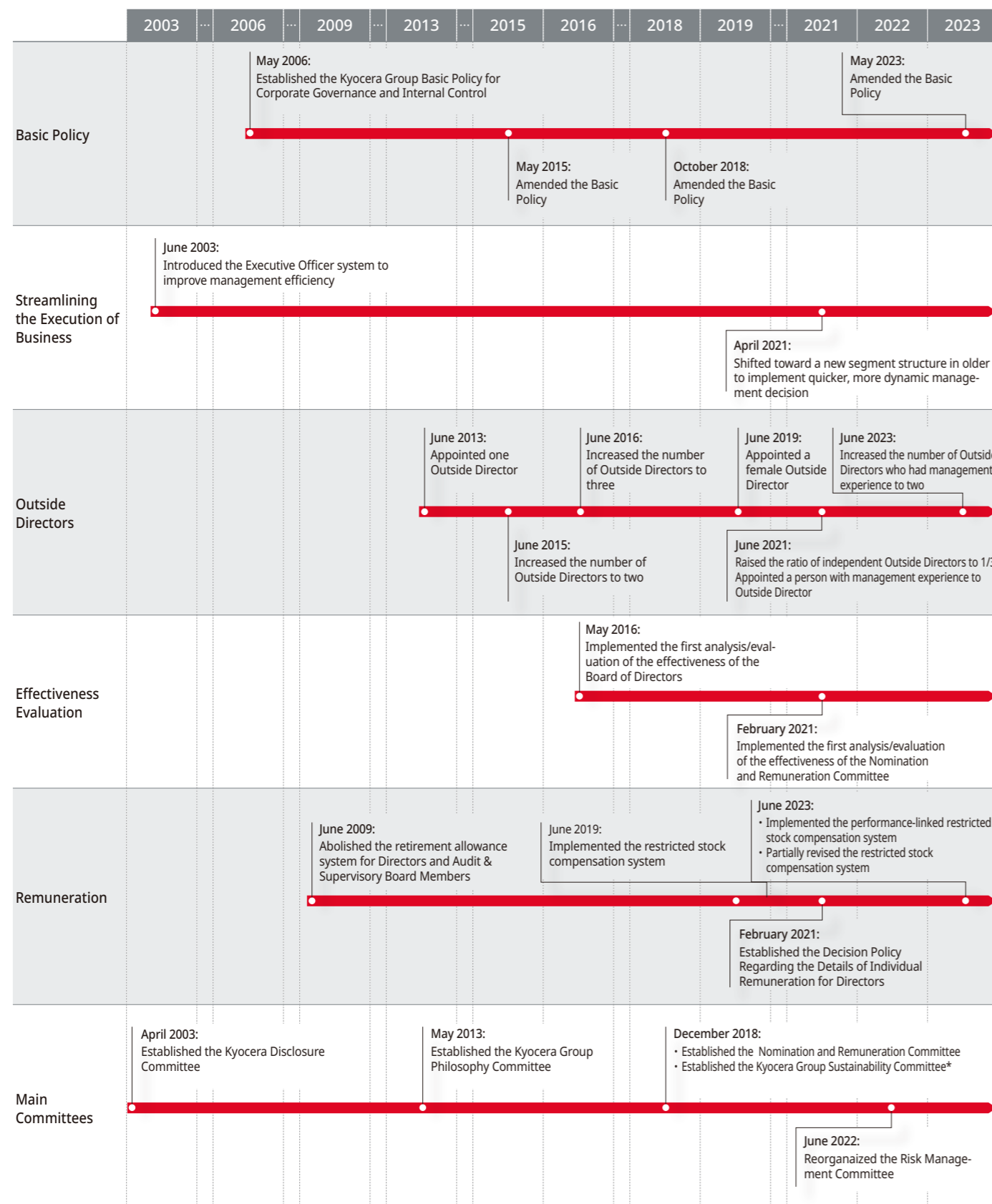
7. Risk Management Committee

Kyocera has established the Risk Management Committee to handle Kyocera Group’s risk management. This Committee determines risk management policies, and identifies corporate risks to be addressed by the Group. The Committee met twice during the year ended March 31, 2023.

8. Kyocera Group Sustainability Committee

Kyocera has established the Kyocera Group Sustainability Committee to promote the sustainable growth of both the Kyocera Group and society. This Committee discusses business strategies designed to provide solutions to societal needs, policies and targets regarding social requirements aiming to achieve the management rationale and SDGs. The Committee met twice during the year ended March 31, 2023.

Initiatives for Strengthening Corporate Governance



*The Kyocera Group CSR Committee was renamed to the Kyocera Group Sustainability Committee on May 26, 2023.

Composition of the Board of Directors

Kyocera considers that the Board of Directors must be equipped with the following skills from 1 to 5 to be able to suggest general directions of the Kyocera 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.

1. Global management
2. Sales / Marketing
3. Technology
4. Financial affairs / Accounting
5. Legal affairs / Risk management

The Key skills possessed by the current Directors are presented in the table below.

Kyocera's nomination policy for the appointment of Directors is to balance the skills required of the Board of Directors and ensure diversity, including race, ethnicity, gender, nationality, work experience, and age groups on the assumption of electing individuals having an adequate understanding of the Kyocera Group, who in terms of managing the Kyocera Group excel in their "personal qualities," "capability" and "insight." Based on such policy, the Board of Directors is well balanced in skills and it is constituted in a manner to achieve both diversity and appropriate size. Kyocera elects two independent Outside Directors with management experience at other companies.

		Global Management	Sales/ Marketing	Technology	Financial Affairs/ Accounting	Legal Affairs/ Risk Management
Chairman of the Board and Representative Director	Goro Yamaguchi	●	●			
President and Representative Director	Hideo Tanimoto	●		●		
Director	Hiroshi Fure	●		●		
Director	Norihiko Ina	●	●			
Director	Koichi Kano	●	●		●	
Director	Shoichi Aoki	●			●	●
Outside Director	Akiko Koyano					●
Outside Director	Eiji Kakiuchi	●	●			
Outside Director	Shigenobu Maekawa	●			●	●

Efforts to Improve the Effectiveness of the Board of Directors

Establishment of the Nomination and Remuneration Committee

Kyocera has established a Nomination and Remuneration Committee to ensure the objectivity and transparency of the procedures to determine nomination and remuneration. The Nomination and Remuneration Committee adequately deliberates on the nomination of the senior management and Directors (including succession plans), their remuneration, and other important matters, taking into account perspectives such as gender and other types of diversity and personal skills. The policy, mandates, roles, and other elements of the independence of the composition of Kyocera's Nomination and Remuneration Committee are as follows:

<Policy of Independence of the Composition>

Independent Outside Directors comprising a majority of the Committee members ensure its independence.

<Mandates and Roles>

In response to inquiries of the Board of Directors, the Committee deliberates on 1, matters concerning the appointment and dismissal of Directors, 2, matters concerning remuneration of Directors, and 3, matters concerning the appointment and dismissal of executive officers and reports the results to the Board of Directors. Beyond such inquiries, the Committee also provides the Board of Directors with advice as appropriate.

Evaluation of the Effectiveness of the Board of Directors

Kyocera analyzes and evaluates the effectiveness of the Board of Directors as a whole in order to obtain an appropriate understanding of the current condition of the Board of Directors and to achieve more effective operation.

<Outline of Effectiveness Evaluation Implemented in FY2023>

1.Evaluation Method

Kyocera conducted an effectiveness evaluation questionnaire to all Directors and all Audit & Supervisory Board Members.

2.Questionnaire Items

Kyocera conducted quantitative and qualitative evaluations based on a four-point scale and free descriptions regarding (1) through (4) below.

- (1) Administration and deliberation of the Board of Directors (Provision of information, agenda items, frequency of meetings, time for deliberations, free and open discussions and exchanges of views, etc.)
- (2) Composition of the Board of Directors (size, member balance, diversity, etc.)
- (3) Roles and Responsibilities of the Board of Directors (Discussion of the broad direction of corporate strategy, oversight of the management, management of subsidiaries, etc.)
- (4) Optional Nomination and Remuneration Committee (Agenda items, frequency of meetings and time for deliberations)

3.Summary of Evaluation Results and Future Initiatives

As a result of the evaluations of this time, we confirmed that the effectiveness of the Board of Directors has been generally ensured, and that the following points have been evaluated in particular:

- By holding multiple Off-Site meetings in the medium-term management plan separately from the Board of Directors meetings, it has become possible to have discussions that are more aware of the direction of the Kyocera Group, such as group-wide strategies.
- By having multiple product line reports and discussing the business environment and business strategy at the Board of Directors meetings, Outside Directors' and Outside Audit & Supervisory Board Members' understanding has deepened. This enabled the board of directors to discuss each proposal from various perspectives.

The Board of Directors will promote the following initiatives to further improve its effectiveness:

- Further enhance reports on the operational status of the internal control system and the management status of subsidiaries.
- To deepen the understanding of Kyocera through the timely and appropriate provision of information to Outside Directors and Outside Audit & Supervisory Board Members.

Training for Directors and Audit & Supervisory Board Members

The Directors and Audit & Supervisory Board Members are given, at the time of their assumption of their office, explanations concerning the details of the business of Kyocera and their respective roles and responsibilities as considered necessary in order for them to perform their roles and fulfill their responsibilities. Further, even after assuming office, if a Director or Audit & Supervisory Board Member requests, training tailored to meet the individual requests are given and opportunities for advancement of necessary knowledge are offered or introduced, or financial support for the necessary expenses for such purposes are provided, according to their individual situations.

Involvement in Succession Planning

The Board of Directors is actively involved in the establishment and implementation of a succession plan for Executives based on Kyocera's objectives (such as the management rationale) and specific management strategies. Appropriate monitoring is also conducted to ensure that sufficient time and resources are dedicated to the systematic development of candidates for succession. In addition, we have established an Executive Officer system to ensure the effective and efficient operation of the business execution system. One of the objectives of this Executive Officer system is to plan the development of the next generation of executives by actively identifying managers who display outstanding humanity and ability to take charge of the future management of Kyocera. In line with this purpose, the Board of Directors checks the development of future Executives every year and determines the appointment of Executive officers based on these findings.

Current Initiatives for the Enhancement of the Functions of the Audit & Supervisory Board Members

Current initiatives for the enhancement of the functions of the Audit & Supervisory Board Members are as follows:

1. Allocating certain employees who are selected from Corporate Global Audit Division upon the request of the Audit & Supervisory Board Members, through prior discussion with the Audit & Supervisory Board Members, to assist in their tasks and the Audit & Supervisory Board.
2. Holding regular meetings with Representative Directors to exchange opinions relating to the management of Kyocera as a whole;
3. Holding regularly the "Kyocera Group Audit & Supervisory Board Members Meeting" where all audit & supervisory board members of companies within Kyocera Group gather to report and discuss the condition of auditing the legality of the business execution and the status of the internal control of the directors of the companies within Kyocera Group;
4. Establishing the system called "Whistleblower System to Kyocera Audit & Supervisory Board" so that the related parties with Kyocera can directly submit complaints to the Audit & Supervisory Board;
5. Holding regular meetings with accounting auditors to discuss about the audit plan and substance of quarterly audit and result of the audit, and exchanging information and opinions as necessary from time to time;
6. Holding meetings in a timely fashion with internal audit division of Kyocera in order to evaluate and monitor whether the business of the Kyocera Group is duly and efficiently executed in accordance with the laws and regulations and internal rules of Kyocera; and
7. Nominating two Outside Audit & Supervisory Board Members who are independent and not to have any conflict of interest with the shareholders in general of Kyocera.

Remuneration of Directors and Audit & Supervisory Board Members

Directors

“Decision Policy Regarding the Details of Individual Remuneration for Directors”

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.

	Basic Remuneration	Bonuses to Directors (Performance-linked remuneration)	Restricted Stock Compensation (Non-monetary remuneration)
Applicable to:	Directors	Directors (excluding Outside Directors)	Directors (excluding Outside Directors)
Items determined at General Meeting of Shareholders	<The 55th Ordinary General Meeting of Shareholders held on June 25, 2009> 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).	<The 55th Ordinary General Meeting of Shareholders held on June 25, 2009> Not exceed 0.2% of the consolidated net income* of Kyocera for the relevant fiscal year, provided that such amount of bonuses shall in no case exceed 300 million yen annually. * Notation changed to “Profit attributable to owners of the parent” in line with the adoption of the International Financial Reporting Standards (IFRS).	<The 65th Ordinary General Meeting of Shareholders held on June 25, 2019> 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.
Details	<ul style="list-style-type: none"> ● Monetary remuneration to be paid according to the responsibilities of the Directors. ● 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. 	<ul style="list-style-type: none"> ● Monetary remuneration to be 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.” 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 business year. 	<ul style="list-style-type: none"> ● Remuneration to be provided Kyocera's common stock (restricted stock) for the purpose of further sharing value with shareholders while granting incentives to continuously improve the medium-to-long-term corporate and shareholder value. ● The amount to be paid to each Director shall be determined by position. ● Granted once a year in each business year

(Note) Implementation of the performance-linked restricted stock compensation system and the partial revision of the restricted stock compensation system were decided at the 69th General Meeting of Shareholders on July 27, 2023.

Views on Remuneration Proportion

- 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, to ensure maximize incentives for growing business results, no limit shall be established for proportions of basic remuneration or restricted stock compensation.

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.
- To ensure that the above delegated 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 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.

Audit & Supervisory Board Members

Items determined at General Meeting of Shareholders: Basic Remuneration of no more than 100 million yen per year (The 55th Ordinary General Meeting of Shareholders held on June 25, 2009)

Individual payment amounts are determined within the range of the above resolution upon consultation among Audit & Supervisory Board Members.

Total Amount of Remuneration to Directors and Audit & Supervisory Board Members (FY2023)

(Yen in millions)

Classification	Amount of Remuneration	Basic Remuneration		Director Bonuses		Restricted Stock Compensation	
		Total amount	Persons paid (Persons)	Total amount	Persons paid (Persons)	Total amount	Persons paid (Persons)
Directors (excluding Outside Directors)	388	151	6	165	6	72	6
Outside Directors	41	41	3	—	—	—	—
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	48	48	3	—	—	—	—
Outside Audit & Supervisory Board Members	22	22	2	—	—	—	—
Total	499	262	14	165	6	72	6

(Note) Aside from the remuneration in the above table, the aggregate amount of remuneration to Directors (excluding Outside Directors) was 249 million yen in remuneration for services as employees or Executive Officers for those Directors who serve as such.

Cross-Shareholdings

Policy Regarding Cross-holding of Shares

We engage in cross-holding or unilateral holding of shares with the objective of improving our corporate value in the medium to long-term, focusing on corporate growth through maintenance of business relationships, realization of profits through shareholdings, and the social significance of the issuing companies. If the Company judges, as a result of annual examination of its shareholdings, that a particular shareholding does not provide value to the Company, the Company will reduce such shareholding.

Also, in order to clarify the immediate policy to further reduce such shareholdings, in April 2023 the Company resolved at a meeting of its Board of Directors to adopt a target of reducing its shareholdings by at least 5% on a book value basis by the fiscal year ending March 31, 2026.

The Company founded Daini Denden Inc. (current KDDI Corporation) based on its management philosophy, “contributing to the advancement of society and humankind,” and since then the Company has been holding its shares. As the value of the shares of KDDI Corporation increased in reflection of its business development, the value of such shares within the Company's net assets has also increased.

The Company plans to maintain its shareholding in KDDI Corporation to further its strategic alliance with KDDI Corporation with the aim of increasing the Company's corporate value over the medium to long terms, and also to use such shares for procurement of investment funds necessary for the Company's sustainable growth.

Review of Cross-holdings of Shares

To achieve the target of reducing its shareholdings, the Company will conduct an annual review of all individual shareholdings to decide whether or not the Company's holding of the relevant shares is appropriate, taking into account the need to maintain the business relationship and/or efficiency in use of assets (taking into considering its cost of capital), etc. For any shares as to which a justifiable reason for holding them cannot be identified, the Company will decrease its holdings of such shares through discussions with the issuing company of such shares.

Exercise of Voting Rights

The Company exercises its voting rights represented by its holdings based on a comprehensive judgment, verifying whether each proposal continues to conform to the Company's shareholding policy and whether the issuing company's management policy and strategy remain consistent with the Company's business philosophy. The Company also examines whether each proposal submitted will contribute to a medium- to long-term increase in corporate value and the common interests of shareholders, or whether it will cause a decrease in management efficiency or damage to the Company's financial health.

Directors, Audit & Supervisory Board Members and Executive Officers (as of June 27, 2023)

■: attendance at meetings of the Board of Directors (Fiscal 2023) ◎: attendance at meetings of the Nomination and Remuneration Committee (Fiscal 2023) ○: attendance at meetings of the Audit & Supervisory Board (Fiscal 2023)

Directors



Chairman of the Board and Representative Director

Goro Yamaguchi

Member of the Nomination and Remuneration Committee

■ Board of Directors: 12/12
 ◎ Nomination and Remuneration Committee: 2/2

Mar. 1978 Joined the Company
 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]
 (Important Concurrent Post outside the Company)
 Outside Director of KDDI Corporation

Reason for appointment

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 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.



President and Representative Director

Hideo Tanimoto

■ Board of Directors: 12/12

Mar. 1982 Joined the Company
 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]

Reason for appointment

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.



Director

Hiroshi Fure

■ Board of Directors: 12/12

Mar. 1984 Joined the Company
 Apr. 2009 Senior General Manager of Corporate Automotive Components Group of the Company
 Apr. 2011 Executive Officer of the Company
 Apr. 2013 Managing Executive Officer of the Company
 Jun. 2013 Director and Managing Executive Officer of the Company
 Apr. 2015 Director and Senior Managing Executive Officer of the Company
 Sep. 2016 Senior General Manager of Corporate Organic Materials Semiconductor Components Group of the Company
 Apr. 2021 Director and Managing Executive Officer of the Company [Present]
 Executive General Manager of Core Components Business of the Company [Present]

Reason for appointment

Mr. Hiroshi Fure held positions as a Senior General Manager of Corporate Automotive Components Group from 2009, followed by a Senior General Manager of Corporate Organic Materials Semiconductor Components Group. Since April 2021, he has been leading the Core Component Business as an Executive General Manager, contributing to the growth and development of those businesses.



Director

Norihiko Ina

■ Board of Directors: 12/12

Apr. 1987 Joined Mita Industrial Company Ltd. (currently Kyocera Document Solutions Inc.)
 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.
 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 [Present]
 Apr. 2021 Executive General Manager of Solutions Business of the Company [Present]

Reason for appointment

Mr. Norihiko Ina worked as a President and Representative Director of Kyocera Document Solutions Inc. from 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.



Director

Koichi Kano

■ Board of Directors: 12/12

Mar. 1985 Joined the Company
 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
 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 appointment

From 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, contributing to the growth and development of those businesses.



Director

Shoichi Aoki

■ Board of Directors: 12/12

Mar. 1983 Joined the Company
 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 [Present]
 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 [Present]

Reason for appointment

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 has been contributing to the growth and development of the Group from a position overseeing all administrative divisions as an Executive General Manager of Headquarters.



Director

Akiko Koyano

Outside Director

Independent Director

Member of the Nomination and Remuneration Committee

■ Board of Directors: 12/12

◎ Nomination and Remuneration Committee: 2/2

Dec. 2008 Admitted to the Bar, Registered in the Kyoto Bar Association [Present]
 Joined Koyano & Aoki Law Office
 Jul. 2009 Transferred to Koyano LPC
 Feb. 2018 Partner Attorney-at-law of Koyano LPC [Present]
 Jun. 2019 Outside Director of the Company [Present]

Reason for appointment

Ms. Akiko Koyano has abundant experience and exceptional insight in various areas as an attorney, such as corporate law, and has wide-ranging knowledge into social needs, such as gender equality. After taking office as an Outside Director, she has proactively made statements notably from legal and diversity perspectives.



Director

Eiji Kakiuchi

Outside Director

Independent Director

Member of the Nomination and Remuneration Committee

■ Board of Directors: 12/12

◎ Nomination and Remuneration Committee: 2/2

Apr. 1981 Joined Dainippon Screen Mfg. Co., Ltd. (currently SCREEN Holdings Co., Ltd.)
 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.)
 Apr. 2014 Representative Director, President of Dainippon Screen Mfg. Co., Ltd. (currently SCREEN Holdings Co., Ltd.)
 Jun. 2019 Representative Director, Chairman, Member of the Board of SCREEN Holdings Co., Ltd. [Present]
 Jun. 2021 Outside Director of the Company [Present]

Reason for appointment

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 proactively made statements notably from business strategy and management strategy perspectives.



Director

Shigenobu Maekawa

Outside Director

Independent Director

Member of the Nomination and Remuneration Committee

Apr. 1976 Joined Nippon Shinyaku Co., Ltd.
 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]

Reason for appointment

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.

Audit & Supervisory Board Members



Full-time Audit & Supervisory Board Member

Shigeru Koyama

■ Board of Directors: 12/12
○ Audit & Supervisory Board: 8/8

Mar. 1980 Joined the Company
Apr. 2011 President and Director of Kyocera Fineceramics GmbH (currently KYOCERA Europe GmbH)
Apr. 2013 Executive Officer of the Company
Apr. 2015 Senior Executive Officer of the Company
Apr. 2020 Assistant to General Manager of Corporate Global Audit Division of the Company
Jun. 2020 Full-time Audit & Supervisory Board Member of the Company [Present]

Reason for appointment

After working in overseas sales in the semiconductor components business, Mr. Shigeru Koyama has served as President and Director of an overseas subsidiary since April 2011, and possesses extensive experience and a high level of insight into overseas business operations.



Full-time Audit & Supervisory Board Member

Yushi Nishimura

■ Board of Directors: 10/10
○ Audit & Supervisory Board: 5/5

Mar. 1985 Joined the Company
Feb. 2013 General Manager of Business Systems Administration Division of Kyocera Vietnam Co., Ltd.
Jul. 2016 General Manager of Corporate Global Audit Division of the Company
Apr. 2022 Assistant to General Manager of Corporate Global Audit Division of the Company
Jun. 2022 Full-time Audit & Supervisory Board Member of the Company [Present]

Reason for appointment

Mr. Yushi Nishimura possesses considerable knowledge, and extensive experience and insight into financial and accounting matters from extensive experience serving in the Accounting Division and the Internal Audit Division.



Audit & Supervisory Board Member

Hitoshi Sakata

Outside Audit & Supervisory Board Member

Independent Audit & Supervisory Board Member

■ Board of Directors: 12/12
○ Audit & Supervisory Board: 8/8

Apr. 1985 Admitted to be the Bar, Registered in the Kyoto Bar Association [Present]
Jul. 1995 Partner of Oike Law Office [Present]
Feb. 2010 Visiting Researcher of Faculty of Law, University of Cambridge
Apr. 2011 Professor of Graduate School of Law, Doshisha University (Doshisha Law School)
Jun. 2016 Outside Audit & Supervisory Board Member of the Company [Present]

Reason for appointment

Mr. Hitoshi Sakata possesses extensive experience and a high level of insight as an attorney-at-law, and has a thorough knowledge of corporate law and intellectual property overseas and, since his appointment as an Outside Audit & Supervisory Board Member, he has conducted effective audits from an objective and independent standpoint.



Audit & Supervisory Board Member

Masaaki Akiyama

Outside Audit & Supervisory Board Member

Independent Audit & Supervisory Board Member

■ Board of Directors: 12/12
○ Audit & Supervisory Board: 8/8

Oct. 1968 Joined Tomishima Audit Corporation (currently Ernst & Young ShinNihon LLC)
Mar. 1973 Registration as certified public accountant
Jun. 2016 Outside Audit & Supervisory Board Member of the Company [Present]
Jan. 2020 Representative of Masaaki Akiyama Certified Public Accountant Office [Present]

Reason for appointment

Mr. Masaaki Akiyama possesses considerable knowledge, and extensive experience and insight into financial and accounting matters as a certified public accountant and, since his appointment as an Outside Audit & Supervisory Board Member, has conducted effective audits from an objective and independent standpoint.

Executive Officers

President and Executive Officer		Managing Executive Officer						
Hideo Tanimoto Senior General Manager of Corporate Digital Business Promotion Group	Hiroshi Fure Executive General Manager of Core Components Business	Norihiko Ina Executive General Manager of Solutions Business	Koichi Kano Executive General Manager of Electronic Components Business	Shoichi Aoki Executive General Manager of Headquarters	Takashi Sato Senior General Manager of Corporate General Affairs Human Resources Group	Masaki Iida Senior General Manager of Corporate Purchasing Group	Hironori Ando President and Representative Director of KYOCERA Document Solutions Inc.	Shiro Sakushima Deputy Executive General Manager of Electronic Components Business Senior General Manager of Corporate Electronic Components Group
Senior Executive Officer		Executive Officer						
Yoshihito Kurose President and Representative Director of KYOCERA Communication Systems Co., Ltd.	Tayo Hamano Senior General Manager of Corporate Management Promotion Group	Masaaki Ozawa Senior General Manager of Corporate Organic Materials Semiconductor Components Group	Tadashi Shinagawa Deputy Senior General Manager of Corporate Fine Ceramics Group	Senri Nagashima Senior General Manager of Corporate Industrial Tool Group	Hideji Yanagisawa Deputy Senior General Manager of Corporate Industrial Tool Group	Nobuhiro Higashihara General Manager of Production Technology & Development Group, Corporate R&D Group and Precision Machine Division	Eri Yoshikawa General Manager of Corporate Communications Division and Diversity Promotion Division, Corporate General Affairs Human Resources Group	Kenichiro Nakamura Senior General Manager of Corporate Ceramic Materials Semiconductor Components Group
Executive Officer								
Wataru Dokite Senior General Manager of Corporate Digital Business Promotion Group	Kayo Hashiura General Manager of Inamori Library Division and Philosophy Division, Corporate General Affairs Human Resources Group	Michinori Yamada Deputy Senior General Manager of Corporate Ceramic Materials Semiconductor Components Group	Shouichi Nakagawa Senior General Manager of Corporate R&D Group	Koichi Nagasaki Senior General Manager of Corporate Automotive Components Group	Masafumi Ikeuchi Senior General Manager of Corporate Display Group	Katsuhiko Suzuki Deputy Senior General Manager of Corporate Display Group	Hiroaki Chida Senior General Manager of Corporate Management Control Group	Katsuyuki Waki Senior General Manager of Corporate Development Group
Executive Officer								
Akira Iino Senior General Manager of Corporate Communication Equipment Group	Kazunori Shibata Senior General Manager of Corporate Legal and Intellectual Property Group	Nick Huntalas President and Director of KYOCERA International, Inc.	Jeff Schmersal Deputy Executive General Manager of Electronic Components Business, President and Director of KYOCERA AVX Components Corporation	Tetsuya Kawakami Senior General Manager of Corporate Printing Device Group	Naoto Kajiki Senior General Manager of Corporate Fine Ceramics Group			

Messages from Outside Directors and Outside Audit & Supervisory Board Members



Advising with executive experience gained outside of the Kyocera Group to promote business growth

Outside Director **Shigenobu Maekawa**

My selection as Outside Director was approved at the 69th General Meeting of Shareholders. The Kyocera Group has experienced remarkable growth in the years since its founding by Kazuo Inamori. It has become a global company, representing Japan to the world, and is recognized as an outstanding enterprise. It is therefore my honor to have been selected as a member of the Board. With the rapid advancement of digitalization brought on by COVID-19, emerging issues have added new challenges for management to address, making management itself more complex. I realize that I am expected to provide advice for Kyocera's overall business from an independent standpoint based on experience I gained outside of the Kyocera Group. Although I have worked in a different industry, I accumulated managerial experience in a harsh business environment that led a company to be recognized as valuable by society. To ensure Kyocera's further sustainable growth, it is important to have more active and meaningful discussion with outside directors at our Board meetings. As a top executive of another company, I myself am keenly aware of the importance of outside director advice to the Board. I will continue to leverage my experience in presenting advice at Board meetings while working to enhance dialogue among directors. I will also strive to deepen my understanding of Kyocera's businesses and thereby contribute to the company's growth.

Anticipating that all employees will continue to apply originality and ingenuity for their material and intellectual growth

Outside Director **Akiko Koyano**

Kyocera achieved record consolidated sales revenue (exceeding 2 trillion yen for the first time) in the year ended March 2023, and shared a roadmap for achieving 3 trillion yen in sales through mid-term management plans announced in May 2023. Two things should be emphasized as we prepare for this next goal. First, Kyocera's defining feature is our affinity for pursuing new challenges through businesses that contribute to the advancement of society and humankind, a reflection of the Kyocera Philosophy left to us by our founder, Kazuo Inamori, who passed away in August 2022. It is important that we communicate this in an easy-to-understand way not only with employees, but also externally as well. We've been introducing the Company in various ways, including promotional animations, which can be very meaningful. The second thing is that our growth to 2 trillion yen in annual sales was the result of individual efforts made by all employees over many years, with the understanding and support of their families. Our next challenge of achieving 3 trillion yen in annual sales will likewise be possible only through the support of these people. One of the initiatives our top management is now promoting is a new paternity leave policy for fathers in the workforce, which expands on the original maternal leave policy. Supporting our families by enabling employees to remain in the workforce while rearing children, or providing nursing care for family members, is extremely important. I expect Kyocera to continue providing consistent support for all employees to ensure their material and intellectual fulfillment.

Contributing to the effectiveness of the Board of Directors through discussions on growth opportunities, future vision, and competitive advantages

Outside Director **Eiji Kakiuchi**

In FY2023, despite rising global inflation and weaker demand for smartphones, Kyocera marked the highest sales in its history and achieved its consolidated revenue target of 2 trillion yen. On Kyocera Investor Relations (IR) Day in November 2022, we announced our mid-term goal to achieve 3 trillion yen in sales, with a 20% pre-tax profit ratio, and over 10% return on equity. Subsequently, in May 2023, Kyocera released its new mid-term management plans. These dynamic moves were each discussed in our Board of Directors' meetings, where even extraordinary impetus on the executive side met with serious exchange of opinion from diverse perspectives among directors. We also discussed growth opportunities, future vision, and the competitive advantages of Kyocera. Although Kyocera is engaged in a broad range of businesses, the mid-term management plans show a unifying strategy of aggressive investment in priority fields. I think the company succeeded in showing a direction for growth that shareholders and institutional investors could readily support. Our Board of Directors' meetings also include IR activity reports and feedback from shareholders and institutional investors, reflecting our top management's engagement with capital markets. Information and training for outside directors, such as a visit to a factory in Kokubu last year, contributed to the effectiveness of the Board. In FY2024, we will deepen our discussions of sustainable management, including investment approaches to growth and climate change, as a means of responding to shareholder expectations and fulfilling our mid-term management plans.

Expecting Kyocera employees to open a new era by working with confidence at the forefront of technology

Outside Audit & Supervisory Board Member **Hitoshi Sakata**

Looking back on the past year, although we faced significant challenges, including semiconductor shortages and rising energy prices, issues in each segment gradually improved, and sales exceeded 2 trillion yen for the first time. We are now concentrating capital investment and R&D into high-growth fields from a mid- to long-term perspective. The Kyocera Group's corporate governance has also improved, with new evaluation criteria introduced by the internal audit department two years ago enabling us now to identify issues by important level, which shows that the effectiveness of corporate governance has been ensured across the Kyocera Group without any major problems. Appropriate amount of materials are distributed before Board of Directors' meetings, and lively discussions take place. I hold great expectations for employees, not only expecting them to take pride in our improved business performance, but also expecting them to work with confidence to open a new era of manufacturing at the forefront of technology. We recognize the necessity of establishing a work environment that allows flexible working conditions in step with the needs of the times. As an attorney, I hope to contribute to the further development of the Kyocera Group.

Identifying obstacles to the Company's sustainable growth, and advising ways to overcome them

Outside Audit & Supervisory Board Member **Masaaki Akiyama**

I regard Kyocera's long-term, sustainable growth as resulting from its Amoeba Management system and the Kyocera Philosophy, which function together like wheels on a bicycle. Through Amoeba Management, each employee is encouraged to have the mindset of a manager, considering new ways to maximize sales and profits, and making "the right decision as human being" in any situation. We support sustainable growth by responding flexibly to ever-changing markets and creating high-value-added products. At the same time, the Kyocera Philosophy supports better corporate activities that contribute to society. Outside Auditors provide opinions to directors as a third party independent from the company. I view the role of an Outside Auditor as identifying obstacles to the Company's sustainable growth, and providing advice on how to eliminate them. At Board of Directors meetings, we discuss management plans, especially plans for new businesses. At meetings of the Audit & Supervisory Board, we strive to identify risks facing the entire Kyocera Group by reviewing audit plans and results, reviewing quarterly accounting audit plans and results from the Kyoto-based accounting auditor, and reviewing reports of subsidiary company audits as well.