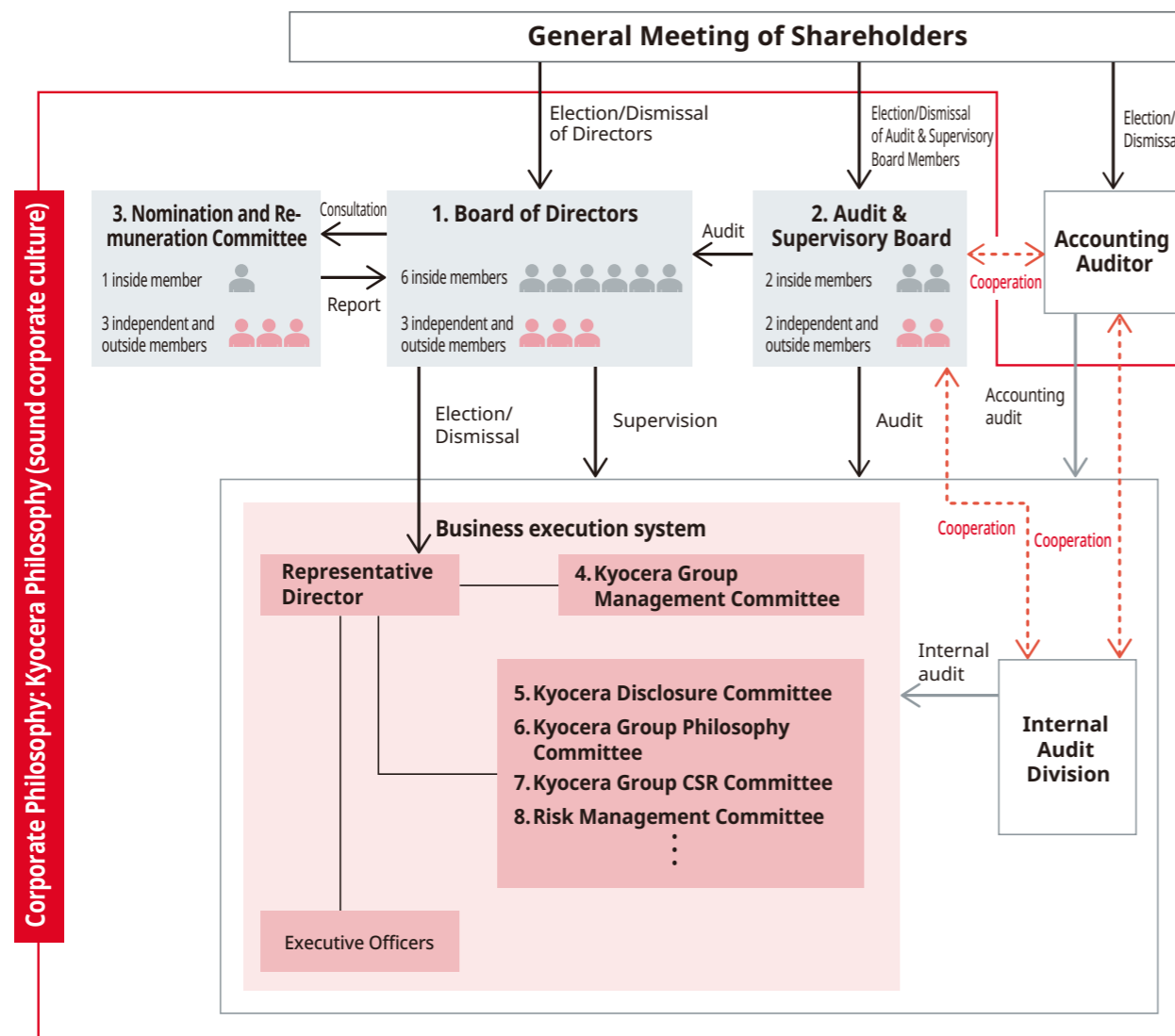


Basic Views on Corporate Governance

The Board of Directors of Kyocera defines the corporate governance of the Kyocera Group to mean "structures to ensure that Directors conducting the business manage the corporations in a fair and correct manner". The purpose of corporate governance is to maintain soundness and transparency of management and to achieve fair and efficient corporate management, through which the management rationale of the Kyocera Group can be realized.

The Board of Directors shall permeate the "Kyocera Philosophy," which is the basis of the management policy of Kyocera Group, in all Directors and employees working in Kyocera Group, and establish a sound corporate culture. The Board of Directors shall establish proper corporate governance through the exercise of the Kyocera Philosophy.



1. Board of Directors

The Board of Directors of Kyocera is an organization to decide the important matters and supervise the execution of businesses of Kyocera Group as a whole. It consists of nine Directors including three are Outside Directors.

The Directors are nominated by the General Shareholders Meeting based on the proposal of candidates who have enough understanding of Kyocera Group and with outstanding "personal qualities", "capability" and "insight" to engage in the management of Kyocera. The Board of Directors met twelve times in the year ended March 31, 2022.

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 nine times in the year ended March 31, 2022.

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 nomination of Directors and Managing Executive Officers and remuneration of Directors after consulting in advance the Nomination and Remuneration Committee so that the decision relating thereto shall be made in a fair manner and appropriately. The Nomination and Remuneration Committee met twice in the year ended March 31, 2022, 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. Such Committee examines not only the agenda of the meetings of the Board of Directors but also other important matters relating to the execution of the businesses of Kyocera Group as a whole to secure the sound management of Kyocera Group.

The Kyocera Group Management Committee met twenty-three times in the year ended March 31, 2022.

5. Kyocera Disclosure Committee

Kyocera has established an organ known as the the Kyocera Disclosure Committee for disclosure of corporate information. This 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 which educates Group companies concerning rules relating to disclosure and promotes appropriate disclosure of information for the entire Group.

The Kyocera Disclosure Committee met four times in the year ended March 31, 2022.

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 Committee has set education policy of "Kyocera Philosophy" of each entity in Kyocera Group, and discusses and decides the measures to promote an understanding of "Kyocera Philosophy" and practice it.

The Kyocera Group Philosophy Committee met twice in the year ended March 31, 2022.

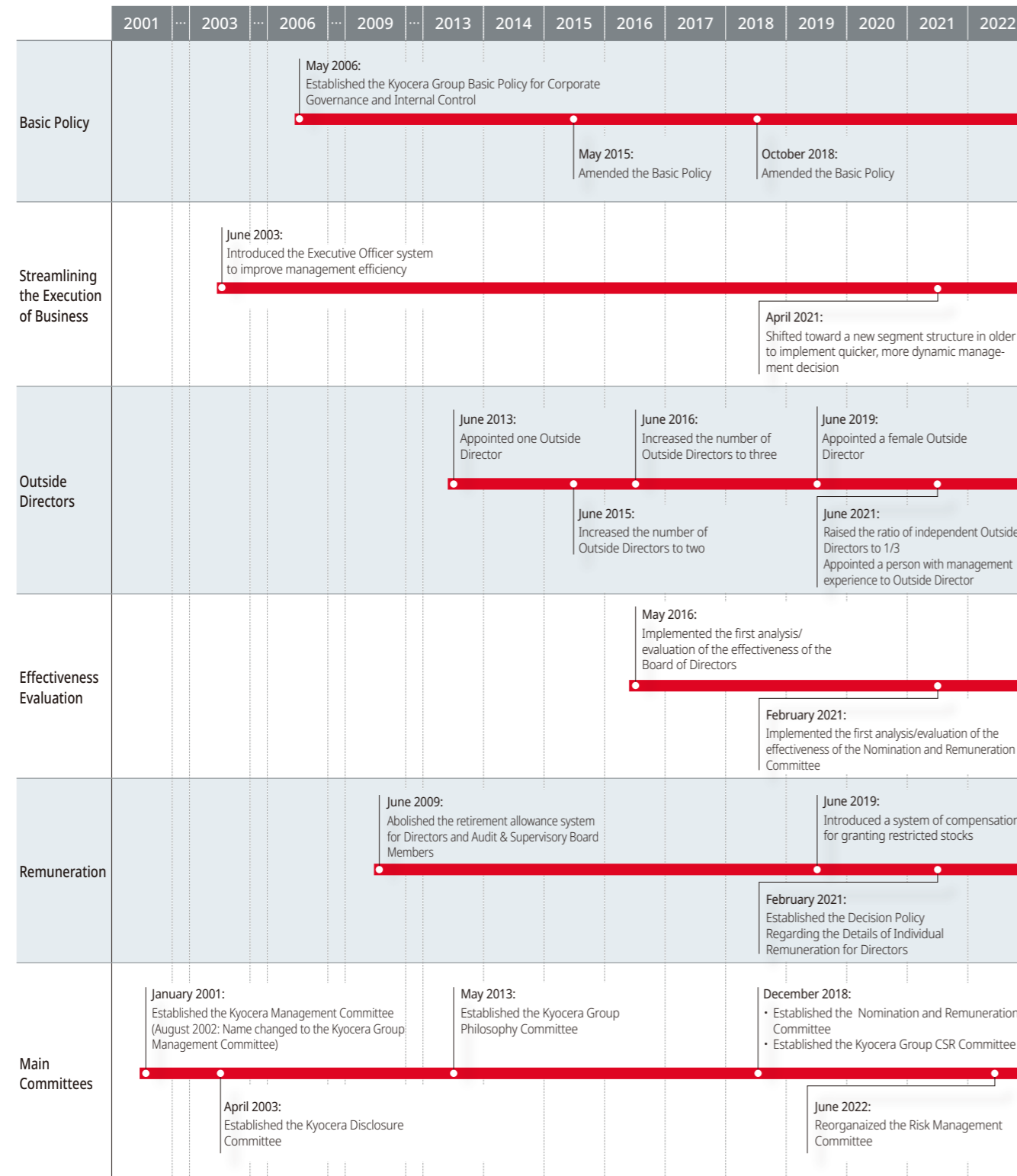
7. Kyocera Group CSR Committee

Kyocera has established the Kyocera Group CSR Committee to deliberate on a business strategy that will contribute to the resolution of societal needs, and policies and targets related to social requirements in an aim to realize our Management Rationale and achieve the SDGs. The Committee is headed up by the Representative Director and President, and is composed of Directors and other members of top management. The Kyocera Group CSR Committee met twice in the year ended March 31, 2022.

8. Risk Management Committee

Headed by the Representative Director and President, the Risk Management Committee was established to determine risk management policies, and to identify corporate risks that need to be addressed by the Group.

Initiatives for Strengthening Corporate Governance



Composition of the Board of Directors

Views on the Balance, Diversity and Size 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 one independent Outside Director with management experience in other companies.

The Key Skills Possessed by the Current Directors

		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	Atsushi Aoyama			●		●
Outside Director	Akiko Koyano					●
Outside Director	Eiji Kakiuchi	●	●			

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 FY2022>

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, support from the secretariat, 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 above evaluations, we confirmed that the effectiveness of the Board of Directors has been generally ensured, and that the following points have been evaluated in particular:

- The composition of the Board of Directors was changed last year and the number of Internal Directors was reduced. This has resulted in a more appropriate size and composition of the Board of Directors.
- Reports on current status and strategies of the business were presented to Outside Directors multiple times throughout the year. This has helped to deepen their understanding of Kyocera's business and has increased opportunities for them to exchange opinions with the Executives.

In addition, the Board of Directors has been working to improve the issues identified in the previous evaluations by enhancing explanations on business strategies and providing more information. Based on the results of the evaluations of this time, the Board of Directors will promote the following initiatives to further improve its effectiveness:

- Further enhance agenda items related to internal control and risk management, as well as shareholders and investors' opinions.
- Increase the weight of discussions on the direction of Kyocera Group, including company-wide strategies and deepen those discussions.

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.

Outside Directors and Outside Audit & Supervisory Board Members

Functions and roles of Outside Directors and Outside Audit & Supervisory Board Members

Kyocera has strengthened the supervisory function of the Board of Directors and audit function of Directors by appointing three Outside Directors with extensive knowledge and experience as a professor of graduate School, as an attorney-at-law, or as a person with management experience, and two Outside Audit & Supervisory Board Members with extensive knowledge and experience as an attorney-at-law, or as a certified public accountant and having the Directors provide sufficient explanations to the Outside Directors and Outside Audit & Supervisory Board Members at meetings of the Board of Directors and other meetings. In addition, Directors make decisions with an external perspective by exchanging opinions with Outside Directors and Outside Audit & Supervisory Board Members on overall management. Furthermore, Kyocera has established a sound corporate culture pursuant to the “Kyocera Philosophy,” which is the corporate philosophy based on the general criteria in making judgment, namely “What do we consider to be the right choice as a human being?” Kyocera establishes its corporate governance system through practicing the Kyocera Philosophy. Such system is supplemented by the function to check the management by the Outside Directors and Outside Audit & Supervisory Board Members.

Activities of Outside Directors and Outside Audit & Supervisory Board Members During FY2022

	Name	Main activities
Outside Directors	Atsushi Aoyama <small>Independent Director Member of the Nomination and Remuneration Committee</small>	He attended all 12 meetings of the Board of Directors. At meetings of the Board of Directors, he actively expressed his views particularly from the standpoint of technology management based on his abundant knowledge and experience as a Professor of Graduate School and played the role in giving precise advice and supervision of general corporate activities of Kyocera. He also attended both of two meetings of the Nomination and Remuneration Committee as a member of the Committee and provided a supervising function in the process of determining candidates for Directors and Executive Officers, Directors' compensation, and other matters from an objective and neutral position.
	Akiko Koyano <small>Independent Director Member of the Nomination and Remuneration Committee</small>	She attended all 12 meetings of the Board of Directors. At meetings of the Board of Directors, she actively 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. She also attended both of two meetings of the Nomination and Remuneration Committee as a member of the Committee and provided a supervising function in the process of determining candidates for Directors and Executive Officers, Directors' compensation, and other matters from an objective and neutral position.
	Eiji Kakiuchi <small>Independent Director Member of the Nomination and Remuneration Committee</small>	He attended all 10 meetings of the Board of Directors. At meetings of the Board of Directors, he actively 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. He also attended both of two meetings of the Nomination and Remuneration Committee as a member of the Committee and provided a supervising function in the process of determining candidates for Directors and Executive Officers, Directors' compensation, and other matters from an objective and neutral position.
Outside Audit & Supervisory Board Members	Hitoshi Sakata <small>Independent Audit & Supervisory Board Member</small>	He attended all 12 meetings of the Board of Directors and all 9 meetings of the Audit & Supervisory Board. At meetings of the Board of Directors and the Audit & Supervisory Board, he actively expressed his views particularly from the legal standpoint based on his abundant knowledge and experience as an Attorney-at-law.
	Masaaki Akiyama <small>Independent Audit & Supervisory Board Member</small>	He attended all 12 meetings of the Board of Directors and all 9 meetings of the Audit & Supervisory Board. At meetings of the Board of Directors and the Audit & Supervisory Board, he actively expressed his views particularly from the standpoint of finance and accounting based on his abundant knowledge and experience as a Certified Public Accountant.

Thoughts of Kyocera with Respect to the Independence of Outside Directors and Outside Audit & Supervisory Board Members

Kyocera thinks that it is important to retain persons who have outstanding “personality,” “capability” and “insight” as Outside Directors and Outside Audit & Supervisory Board Members of Kyocera and to have such persons supervise and audit Kyocera’s management from an objective point of view. The Outside Directors and Outside Audit & Supervisory Board Members of Kyocera are selected as independent Directors and independent Outside Audit & Supervisory Board Members compliance with the following “Independence Standards for Outside Directors and Outside Audit & Supervisory Board Members,” which Kyocera established, in addition to the requirements concerning the Outside Directors and Outside Audit & Supervisory Board Members prescribed by the Companies Act and the independence standards prescribed by the financial instruments exchanges.

[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 Auditors 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.

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.	<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

* Notation changed to “Profit attributable to owners of the parent” as per the adoption of the International Financial Reporting Standards (IFRS).

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 (FY2022)

(Yen in millions)

Classification	Amount of Remuneration	Basic Remuneration		Bonuses to Directors		Restricted Stock Compensation	
		Total amount	Persons paid (Persons)	Total amount	Persons paid (Persons)	Total amount	Persons paid (Persons)
Directors (excluding Outside Directors)	390	145	12	191	6	54	6
Outside Directors	39	39	4	—	—	—	—
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	48	48	2	—	—	—	—
Outside Audit & Supervisory Board Members	22	22	2	—	—	—	—
Total	499	254	20	191	6	54	6

(Note) Aside from the remuneration in the above table, the aggregate amount of remuneration to Directors (excluding Outside Directors) was 295 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

Kyocera engages in cross-holding or unilateral holding of shares with the objective of improving our business value in the medium-to-long-term, focusing on corporate growth through maintenance of business relationships, realization of profits through shareholdings, and the issuing companies’ social significance.

As a result of a yearly examination of its shareholdings, Kyocera reduces shares when it deems that holding such shares offers no significance. Kyocera founded Daini Denden Inc. (current KDDI Corporation) based on its management philosophy, “contributing to the advancement of society and humankind,” and holds shares in KDDI Corporation. Kyocera plans to maintain its shares in KDDI Corporation to pursue a strategic alliance with the aim of increasing its corporate value over the medium-to-long-term.

Review of Cross-holdings of Shares

Kyocera Group Management Committee and our Board of Directors conduct an annual review of all cross-holdings including unilateral holdings of shares to assess whether continued holding of the relevant shares is appropriate, taking into account business needs, such as maintenance and/or enhancement of business relationships and efficiency in use of assets considering its cost of capital, with respect to individual shares. For any shares as to which a justifiable reason for holding them cannot be identified, Kyocera decreases our holdings of such shares through discussions with the issuing companies.

Exercise of Voting Rights

Kyocera exercises its voting rights represented by its holdings based on a comprehensive judgment, verifying whether each proposal continues to conform to Kyocera’s shareholding policy and whether the issuing company’s management policy and strategy remain consistent with the Kyocera’s Management Rationale. Kyocera 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 Kyocera’s financial health.

Directors, Audit & Supervisory Board Members and Executive Officers (as of June 28, 2022)

■ : attendance at meetings of the Board of Directors (Fiscal 2022) ◎ : attendance at meetings of the Nomination and Remuneration Committee (Fiscal 2022) ○ : attendance at meetings of the Audit & Supervisory Board (Fiscal 2022)

Directors



Chairman of the Board and Representative Director

Goro Yamaguchi

Member of the Nomination and Remuneration Committee

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]

Reason for appointment

Mr. Goro Yamaguchi has been in charge of leading the management of the Group since he took office as 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 advised on establishing the corporate philosophy throughout the Group.

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



President and Representative Director

Hideo Tanimoto

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 President and Representative Director from April 2017. He has led the sustainable growth of the Group by working to create new businesses and improve productivity, and by strongly promoting organizational reform, etc.

■ Board of Directors: 12/12



Director

Hiroshi Fure

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 Senior General Manager of the Corporate Automotive Components Group from 2009, and as Senior General Manager of the Corporate Organic Materials Semiconductor Components Group, through which he has contributed to the growth and development of those businesses.

■ Board of Directors: 11/12



Director

Norihiko Ina

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, and has contributed to its global development and growth.

■ Board of Directors: 12/12



Director

Koichi Kano

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 [Present]

Reason for appointment

From 2012, Mr. Koichi Kano has contributed to the growth and development of the Group by providing proper guidance on the management of domestic and foreign subsidiaries as a Senior General Manager of Corporate Development Group of the Company.

■ Board of Directors: 12/12



Director

Shoichi Aoki

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 been in charge of the accounting and financing strategy of the Group, and has contributed to the growth and development of the Group in his role as Senior General Manager of the Corporate Financial and Accounting Group for many years.

■ Board of Directors: 12/12



Director

Atsushi Aoyama

Outside Director

Independent Director

Member of the Nomination and Remuneration Committee

Apr. 1985 Joined Mitsubishi Research Institute, Inc.
 May 1995 Researcher of Imperial College London
 Oct. 1999 Associate Professor of Chemical Resources Laboratory, Tokyo Institute of Technology
 Apr. 2005 Professor of Graduate School of Technology Management, Ritsumeikan University [Present]
 Jun. 2016 Outside Director of the Company [Present]

Reason for appointment

Mr. Atsushi Aoyama possesses extensive knowledge, experience, and distinguished insight in the field of technology management, specifically in relation to technology development and innovation creation, and in R&D and research into product development processes and, following his appointment as Outside Director, has proactively advised on the utilization of AI and IoT on an academic basis.

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



Director

Akiko Koyano

Outside Director

Independent Director

Member of the Nomination and Remuneration Committee

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 possesses extensive experience and a high level of insight as an attorney-at-law on corporate law and other legal fields, and has a broad range of knowledge of societal needs such as gender equality. Since her appointment as Outside Director, Ms. Koyano has proactively advised on matters of diversity, while also providing recommendations from a legal perspective.

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



Director

Eiji Kakiuchi

Outside Director

Independent Director

Member of the Nomination and Remuneration Committee

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.)
 Apr. 2016 Chief Executive Officer of 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, and has served as top management of a corporate group that operates a global business.

■ Board of Directors: 10/10
 ◎ Nomination and Remuneration Committee: 2/2

Directors, Audit & Supervisory Board Members and Executive Officers

Audit & Supervisory Board Members



Full-time Audit & Supervisory Board Member
Shigeru Koyama

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.

- Board of Directors: 11/12
- Audit & Supervisory Board: 5/5



Full-time Audit & Supervisory Board Member
Yushi Nishimura

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

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. 2013 Outside Director of Nippon Shinyaku Co., Ltd.
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.

- Board of Directors: 12/12
- Audit & Supervisory Board: 9/9



Audit & Supervisory Board Member
Masaaki Akiyama

Outside Audit & Supervisory Board Member

Independent Audit & Supervisory Board Member

Oct. 1968 Joined Tomishima Audit Corporation (currently Ernst & Young ShinNihon LLC)
Mar. 1973 Registration as certified public accountant
Sep. 2010 Outside Audit & Supervisory Board Member of Joyful Honda Co., Ltd.
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.

- Board of Directors: 12/12
- Audit & Supervisory Board: 9/9

Executive Officers

President and Executive Officer	Managing Executive Officer						Senior Executive Officer	
Hideo Tanimoto	Hiroshi Fure Executive General Manager of Core Components Business	Norihiko Ina Executive General Manager of Solutions Business	Koichi Kano Deputy 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	John Sarvis Executive General Manager of Electronic Components Business Chairman of the Board of KYOCERA AVX Components Corporation, Executive Officer	Masaki Iida Senior General Manager of Corporate Purchasing Group	Yoshihito Kurose President and Representative Director of KYOCERA Communication Systems Co., Ltd.
Yusuke Mizukami President and Director of KYOCERA Europe GmbH	Tayo Hamano Senior General Manager of Corporate Management Promotion Group	Masaaki Ozawa Senior General Manager of Corporate Organic Materials Semiconductor Components Group	Masaki Hayashi Senior General Manager of Corporate Fine Ceramics Group	Shigeaki Kinori Deputy Senior General Manager of Corporate Electronic 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	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	Hironori Ando President and Representative Director of KYOCERA Document Solutions Inc.	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	Shiro Sakushima Senior General Manager of Corporate Electronic 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	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.		

Messages from Outside Directors



Outside Director
Atsushi Aoyama

Outside Director
Akiko Koyano

Outside Director
Eiji Kakiuchi

As an innovation specialist, I hope to aid in the “search for knowledge” as we establish ourselves as “The Company.”

Outside Director **Atsushi Aoyama**

The previous fiscal year was fraught with a series of events that had a major impact on our business activities, including the global semiconductor shortage and the Russian invasion of Ukraine. We see our ability to increase both sales and earnings under these trying circumstances as depending on skillful decision-making by the Board of Directors, and the tremendous efforts of all employees. For a company to continually create value and grow in a sustainable manner, we need an “ambidextrous” approach to management. This refers to the need to strike a balance between “furthering knowledge (continually improving flagship businesses)” and the “pursuit of new knowledge (trialing and making forays into new businesses).” While we have a reputation for “furthering knowledge,” as seen in the strength of our operations based on our Amoeba Management approach, recently there has been increased awareness of the importance of the pursuit of new knowledge. To this end, we have established a framework for facilitating innovation, including a shift toward a new segment structure, and incorporating knowledge exploration measures into our medium-term management plan. Meetings of the Board of Directors have also become a forum for discussing future plans and business strategies in depth. I feel I have played a part in this as an innovation specialist. The Nomination and Remuneration Committee is also functioning effectively, not only delving into specific issues, but also discussing such core management topics as diversity and our approach to profit distribution. Even with robust systems and effective strategies in place, employees need to believe in them and be willing to incorporate them into their work. In a time of volatility, uncertainty, complexity and ambiguity (VUCA), with reoccurring unpredictable events, timeless principles are essential to continue making the right decisions. The Kyocera Philosophy lies at the heart of this. By holding true to our Kyocera Philosophy, I believe we can establish ourselves as “The Company,” a 3-trillion-yen enterprise that excels in both sales revenue and employee satisfaction — the paragon that sets the example for others. I hope to achieve what I can to help us reach this goal.

Enhancing our status as a company that allows employees to pursue challenges through our promotion of diversity and inclusion is key.

Outside Director **Akiko Koyano**

Our business and living environments continue to change at an increasingly rapid pace in the wake of rapid digitization following the COVID-19 pandemic. I feel that the Kyocera Philosophy, and in particular the importance we place on making decisions based on “What do we consider to be the right choice as a human being?” is a great boon in corporate management, where accurate judgment and speedy decision-making are increasingly required. In addition, the shift to a new segment structure and changes to the Board of Directors structure last year helped speed up decision-making and provided for more fruitful discussions on the future direction of the company. At the Board of Directors and the Nomination and Remuneration Committee, I hope to prioritize discussions on enhancing corporate value over the long term, while also placing greater importance on multi-faceted risk analysis.

The company has set its sights on achieving 3 trillion yen in sales revenue in the near future by providing solutions that support the shift toward digitization. The most important thing for achieving this is to remain a company where everyone working in the Kyocera Group can tackle new challenges with a gleam in their eyes.

The promotion of diversity and inclusion gets to the heart of this issue, and prompts us to re-think traditional workplace practices and promotion systems. A commitment by top management has resulted in progress in developing a workplace that encourages full participation by everyone, efforts to promote women, greater use of childcare leave (including by men), and initiatives to respect gender diversity. I feel that it is extremely important that we continue to promote these measures with a sense of urgency so as not to have our growth impeded by complex issues facing society, including the aging population and increased social division. As a global company, we hope to facilitate the sharing of international initiatives, establishing a foothold for growth and development by pursuing creative solutions across the board — both company-wide and in our external markets.

I hope to further improve the quality of Board of Directors deliberations to help achieve our management targets and enhance the quality of management.

Outside Director **Eiji Kakiuchi**

I now enter my second year as an Outside Director, having been newly appointed to the role with the change in the company's management structure in the previous fiscal year. While no comparison can be made with the previous Board of Directors, real improvements are being seen under the new structure. The views and questions from outside directors are addressed in a sincere manner by directors and by those directly involved in business operations. In particular, I give feedback and raise questions on the company's growth strategy in relation to capital and development investment, among other areas. In addition to verifying management figures, I provide views on operating-side decisions and background on proposals from the perspective of a director of another publicly listed company. Key persons in the operations take considerable time to carefully state the company's business activities and operating status, providing a meticulous outline of each segment, as well pre-briefings of proposals set forth at Board of Directors meetings. The supervisory role of an Outside Director varies greatly due to each business having a different background and possessing different technologies, widely varying business and competitive environments, differing maturity levels, and growth potential. I also receive thorough explanations of management-side activities, such as investor-facing IR activities and social responsibility activities with shareholders, activities related to sustainability, human resources strategy, and internal controls. I see further room for improving the effectiveness of the Board of Directors in reporting on the status of management activities at regular meetings of the board. As a member of the Nomination and Remuneration Committee, I receive detailed explanations of the company's approach and background, and am involved in proposal discussions. I also give my opinion on director appointments and the compensation system. An improvement-oriented approach is clearly present, and there are no signs that the operation of this committee is a mere formality. The company has stated a target of achieving 3 trillion yen in sales revenue. In addition to participating in growth strategy discussions, I hope to provide feedback as an outside director to enrich meetings of the board, help achieve our targets, and improve the quality of management.

Messages from Outside Audit & Supervisory Board Members



Outside Audit & Supervisory Board Member
Hitoshi Sakata

Outside Audit & Supervisory Board Member
Masaaki Akiyama

In light of increased risks, the auditing of subsidiaries and other entities outside of Japan has become even more important.

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

I see enhancing a company's value year over year as an important mission for companies to fulfill for their stakeholders, and the continued pursuit of sustainable growth is essential to achieve this. In the current business environment, a multifaceted approach incorporating a diverse set of values, including ESG and SDGs, is increasingly necessary in corporate activities. Our strengths lie in our diverse capabilities backed by our Amoeba Management system and the Kyocera Philosophy, which acts as a compass to guide us toward the best decisions. Our daily efforts to increase added value in the field by creating high quality products while reducing costs drives our sustainable growth.

Meanwhile, our management's socially correct course of action is guided by our Kyocera Philosophy. I view the role of an Outside Auditor as one of identifying factors hindering the sustainable growth of the company, and providing advice on how to eliminate them from a third-party perspective.

To achieve this, at meetings of the Board of Directors I primarily provide comment on the contents of management plans and, with relation to proposed investments in particular, I give feedback on the suitability of investments, return on investment plans, and the financial conditions of potential investment targets. At meetings of the Audit & Supervisory Board, I work to identify risks facing the entire Kyocera Group by reviewing operating audit plans and results, receiving and reviewing quarterly reports on accounting audit plans and results from the accounting auditor, and receiving and reviewing reports from auditors at subsidiary companies concerning their management status and auditing results at the Kyocera Group Audit & Supervisory Board Members Meeting held every six months. In light of increased overseas risks, such as the ongoing crisis in Ukraine, the auditing of overseas subsidiaries and other entities is all the more important. As such, I receive reports on audit outcomes from the Corporate Global Audit Division, which conducts operating audits focusing on overseas business risks, and I work to keep abreast of the state of risks facing overseas subsidiaries and other entities.

I hold great expectations for the company to embrace this era of change with the confidence and dynamism of an enterprise engaged in new forms of manufacturing.

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

As I look back on the past year, I feel great joy from the steady growth in sales revenue and operating profit in the face of massive challenges from the semiconductor shortage and other supply chain issues, burgeoning raw materials costs, distribution costs, and rising energy prices.

We are efficiently concentrating capital investment and R&D investment into potential growth fields.

The challenge for the future is how to restructure unprofitable divisions within certain segments.

The introduction of a new evaluation system has allowed us to identify issues by level of importance. I see no major problems with corporate governance across the Kyocera Group.

Having said that, I hope to see the whistleblower system strengthened further so we can better lend our ears to the voices of employees.

In the new fiscal year, I hold great expectations for employees to not only take pride in our improved business performance, but also to view this era of change with the confidence and dynamism of people engaged in new forms of manufacturing at the forefront of technology.

I hope to contribute to the further development of the Kyocera Group as a lawyer.



Risk Management, Compliance, and Business Continuity Plan (BCP) Initiatives

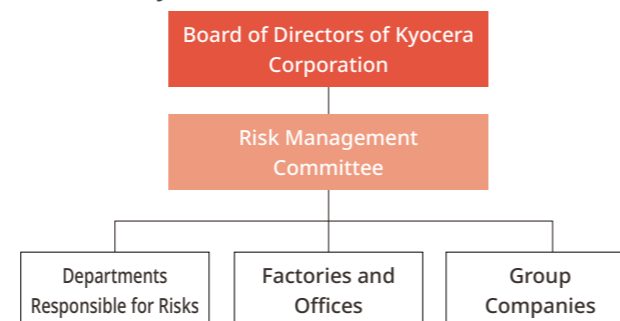
The Kyocera Group’s business environment involves volatility, uncertainty, complexity, and ambiguity, driving the need to review our supply chain to shore up economic security amidst the decoupling of the world’s economies.

The Kyocera Group will strive to reinforce our management foundation and achieve sustainable growth by pursuing risk management, compliance, and BCP activities essential for survival in these uncertain times.

Risk Management

The Our Risk Management Committee meets twice a year, chaired by the President of Kyocera Corporation. These meetings are used to determine risk management policies; identify corporate risks that need to be addressed; assign risk owners responsibility and authority on risk management; and review risk-handling progress. Looking ahead, we will focus on addressing economic security and human rights issues, and strengthening information security.

Chart of Risk Management, Compliance, and BCP Promotion System



Compliance

The Kyocera Group has established a “Kyocera Compliance Statement” to clarify its stance towards compliance activities on a global level, which was announced both within the Company, and to external stakeholders. This Kyocera Compliance Statement has been issued across the Group, and is used to ingrain a deeper awareness of compliance issues. In addition, as the Company’s business activities expand outside of Japan, we must comply with personal information protection restrictions imposed by each country. After the General Data Protection Regulation (GDPR) took effect in Europe, we have seen a push to introduce strict laws concerning the handling of personal data in countries around the world, including new restrictions on the transfer of personal data and other information outside a country or region. We will continue to cooperate with all divisions and Group companies to study and implement measures for the handling of personal information to address concerns regarding to global digital marketing. Further, in a step toward addressing the recent tightening of anti-corruption laws and regulations, of which many international companies have run astray, we have published the Kyocera Group Basic Policy on Anti-Corruption as our guide for global business activities. This compliance system is defined in the anti-corruption regulations of Kyocera Corporation. Additionally, Group companies are implementing internal regulations and training employees on anti-corruption rules and procedures.

» Risk and Compliance*-related Initiatives

Risk Management and Compliance Conference

At Kyocera Risk Management and Compliance Conference is held four times a year to promote risk and compliance initiatives throughout our business. This conference is a forum for information sharing and opinion exchange between business divisions, indirect divisions and Japan-based affiliates.

Risk & Compliance Month

For Kyocera Corporation, each December marks Risk & Compliance Month, observed to raise awareness and provide risk and compliance training for all employees. In addition, to reaffirm employee awareness of the importance of risk and compliance activities, employees are addressed by the President, important points are disseminated at shift-start meetings, and e-learning exercises are conducted for all employees. By sharing these initiatives among our Group companies, we will become an enterprise permeated with risk management, compliance, and BCP awareness.

* At Kyocera, risk management, compliance, and BCP-related activities are collectively referred to as risk compliance activities.

» Global Five-Regional Legal and IP System

Our proactive M&A strategy has seen the number of Kyocera Group companies grow to around 300, a figure expected to increase in future. For efficiency, the Corporate Legal and Intellectual Property Group divides the globe into five regions. Each local headquarters works with the Kyocera Group companies in its region to build a system for reducing legal risk and ensuring to compliance activities. Building a network to facilitate cooperation between Group companies is vital for the efficient implementation of compliance activities globally. To this end, we established the “Kyocera Group Global Legal Compliance Meeting”, for the headquarters and operating companies in each region to our policies alongside local challenges. These conferences are actively held in each of the five regions, including the U.S., Europe, China, Asia / Pacific, and Japan / South Korea, prompting lively discussion based on local circumstances.



Kyocera Global Legal Compliance IP Meeting

Business Continuity Plan (BCP)

The Kyocera Group maintains a policy to seek prompt recovery and resumption of business if operations are interrupted due to a natural disaster, and our BCP reflects this policy. A marked increase has been noted recently in the number of risks that pose a threat to business continuity, including natural disasters such as earthquakes and violent storms, infectious disease pandemics, and supply chain risks caused by international conflicts. We continue to review risks that hold the potential to disrupt business operations, and take steps to protect management resources, such as securing equipment, components, raw materials, and alternate means of production critical to our business. We are also incorporating business continuity management (BCM) activities, including education and training, with regular review.

» Response to Supply Chain Risks

To reduce supply chain risk, we conduct surveys on the state of BCP initiatives at important suppliers. We also hold BCP seminars for new suppliers that provide critical components and raw materials to explain the importance of BCP, and request their cooperation in strengthening BCP measures. Improvement requests are made to suppliers whose BCP measures are found to be insufficient in the survey taken the preceding fiscal year.