

**Corporate Motto:** "Respect the Divine and Love People"

# 敬天愛人

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

**Management Rationale:**

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



**Kazuo Inamori**  
Founder and Chairman Emeritus  
KYOCERA Corporation

## Management Based on the Bonds of Human Minds

Kyocera started as a small, suburban factory, with no money, credentials or reputation. We had nothing to rely on but a little technology and 28 trustworthy colleagues.

Nonetheless, the company experienced rapid growth because everyone exerted their maximum efforts and managers devoted their lives to earning the trust of employees. We wanted to be an excellent company where all employees could believe in each other, abandon selfish motives, and be truly proud to work. This desire became the foundation of Kyocera's management.

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



**Goro Yamaguchi**  
Chairman  
KYOCERA Corporation



**Hideo Tanimoto**  
President  
KYOCERA Corporation

## Combining the diverse strengths of the Kyocera Group to create new value and ensure customer satisfaction.

Kyocera places top priority on the "Customer-First" Principle to ensure that the products and services we provide consistently delight people. Customer satisfaction requires us to respond quickly to the constant changes all around us. We also strive to create new value by organically mobilizing the technological capabilities and management resources within the Kyocera Group, using our Kyocera Philosophy, our Amoeba Management System, and our belief in managing through a "bond of human minds." When we all combine efforts to participate in management, finding satisfaction and fulfillment in our work and expanding our true potential, we grow as human beings.

Companies are comprised of people. The quality of a technology, product or service depends on the people behind it. We want to deliver new value to our customers continuously, through team members who pursue their dreams, work enthusiastically and consistently achieve self-determined goals.

### The Kyocera Philosophy

The Kyocera Philosophy relates to life and management. Its central principle is "To do what is right as a human being," a concept we include in all of our decision making. By showing the importance of fairness and diligent effort, it serves as a paradigm for our conduct.

### The Amoeba Management System (Decentralized Management)

Amoeba Management involves dividing an organization into small units that operate as independent profit-and-loss centers directly linked to their respective markets. This system fosters leaders with management awareness and creates the foundation for Kyocera's "Management by All."