



# 5

## The Most Important Management Resource

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# 5-1

## The Most Important Management Resource

### Kyocera Group Human Capital

The foundation of the Kyocera Group lies in the Kyocera Philosophy, particularly the concept of prioritizing people and their mindset as the most valuable of the Group's management resources. Human potential is infinite, and the mindset of the individual is what fuels the drive to seek out challenges. Maximizing the capabilities of each employee leads to growth, satisfaction with work and life, and the creation of added value.

## Human capital concept

Aiming for growth in both individual employees and the Group through capability development and management by all

The Kyocera Group aims to achieve its management rational - "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." From the beginning, Kyocera has sought to achieve these goals by operating businesses under its unique Amoeba Management system, which encourages all employees to participate in management. The Kyocera Group strives to create an environment in which all employees can maximize their capabilities and approach their work with a sense of ownership. The Amoeba Management system encourages each employee to be responsible for achieving the management targets of their division, and continually expand their potential through their efforts.

Our "Management by All" approach in the Kyocera Philosophy calls upon every employee to carefully consider what the right thing to do is as a compass for work and decision-making. Kyocera firmly believes that doing what is right while maximizing individual capabilities based on the Kyocera Philosophy - "The Result of Our Life or Work = Attitude × Effort × Ability" - leads to the creation of work that encourages employees through higher initiative and enthusiasm, and provides job satisfaction and employee fulfillment.

The Group strives to share the Kyocera Philosophy throughout individual workplaces with training to enhance the understanding and practice of the ideals in our corporate culture. In addition, the Group actively provides a wide variety of training and education to promote business-related skills and nurture specialized knowledge.

The Kyocera Group continues to improve job satisfaction and employee fulfillment as well as promote the growth of both individual employees and Group companies by ensuring an environment in which everyone is given a wide range of opportunities to gain and improve knowledge and skills in their individual and other career specializations while learning and practicing the Kyocera Philosophy.

Enhancing both employee happiness and corporate value through the optimization of systems, recruitment, and workstyles

Based on the corporate management rational, Kyocera strives to ensure a work environment that allows all employees to improve themselves. In regard to the personnel system, we prioritize the provision of opportunities to enhance job satisfaction and encourage employees to take on challenges. At the same time, we have also striven to ensure an organizational base that is not affected by changes in business conditions or corporate performance.

Through the implementation of Amoeba Management, Kyocera regularly identifies opportunities for organizational reform and leader mobility to keep pace with changes in the business environment. In order to flexibly respond to change, Kyocera has implemented an evaluation system that promotes opportunities for growth across job titles. Using a certification system based on specializations and capabilities, we have developed a framework that encourages diverse career formation. To ensure sustainable growth, our human resource recruitment strategy strives for a balance in age composition. In line with securing individuals with immediate capabilities and specializations, we also focus on the recruitment and cultivation of young employees that align with the Kyocera Philosophy. In regard to workstyles, we strive to ensure an environment that continuously facilitates implementation of the Kyocera Philosophy, "Management by All." While encouraging each employee to make decisions and act autonomously with a sense of ownership, we have placed a priority on working as a team with a unified spirit to achieve the same targets. Kyocera strives to maintain the trusting relationship it has built with employees through direct and open communication while flexibly responding to changes in workstyles depending on individual situations, including child rearing and long-term nursing care.



# 5-2

## The Most Important Management Resource

### Fulfillment of Human Capital – Dissemination of the philosophy

The dissemination of the Kyocera Philosophy, the source of the Kyocera Group's strength, is an important theme for us. The Group focuses specifically on **the cultivation of Group leaders who deeply understand the Kyocera Philosophy, and ensuring that corporate culture remains rooted in the philosophy.**

The Group established the Kyocera Group Philosophy Committee to promote dissemination. We provide Kyocera Philosophy education globally in accordance with the education policies and direction of the activities determined by the Committee.

#### The Group-Wide Kyocera Philosophy Promotion Structure

The Group established the Kyocera Group Philosophy Committee, led by the Chairman, in 2013 to promote the dissemination of the philosophy into each division. Kyocera Group executives join the Committee to develop education policies based on the results of past philosophy education and dissemination activities, and discuss and determine future directions and specific measures.

The Committee meets twice each year, in June and December. Philosophy Awareness Committee members report the state of the initiatives and issues in their respective areas. Measures resolved by the Committee are implemented by each member.



#### Kyocera Philosophy education system segmentalized by job classification and purpose to facilitate implementation

The Group provides a wide variety of Kyocera Philosophy education programs in accordance with the policies established by the Group Philosophy Committee. Having organized and updated conventional programs in 2020, we provide systematic philosophy education according to job classification and purpose. The specific content of Kyocera Philosophy that applies to individual employees may differ depending on the issues and conflicts they encounter in daily business activities; therefore, the content of programs also varies depending on job classification. However, all content is well developed to ensure that employee understanding goes beyond the superficial meaning of each area of the philosophy to a deeper comprehension and alignment with the content and its practical application. We organize programs with a focus on case studies to explore issues and responses, and to prompt discussion that deepens understanding and application.

FY2025 Philosophy Education Achievements	Participants
Introductory education (For young and mid-career employees)	2,404 persons
Leader education	1,443 persons
Management leader education	438 persons

#### ● Management Education

Kyocera provides training to next-generation management leaders and dialogues with top management about the philosophy as opportunities to instill the mindset needed by management leaders. Management at overseas group companies are provided with education through global philosophy seminars (GPS) designed to share the Kyocera Philosophy as the common criteria.

#### ● Cultivation of Corporate Culture

Kyocera provides newly hired employees with Kyocera Philosophy introductory education and establishes digital infrastructures that allow them to freely learn at any time afterwards. Through the provision of awards, such as for papers written on implementation of the philosophy by individual employees (My Episode), a practice that began over 30 years ago, we promote the cultivation of corporate culture rooted in the Kyocera Philosophy.

#### Philosophy Education Framework

Targets		Purposes		Promotion Activities by Each Organization		Domestic			Overseas		
						By Function	Management Leader	Common	Support for Top Management	Common	
Top Management	Executive Officers	Realization and transmission of management based on the philosophy		Divisions and Departments	Group Companies	Philosophy education by position	Top Management Philosophy Study Session	My Episode	Kazuo Iiamori Digital Archive	Global Philosophy Seminar (GPS)	
	General Managers	In charge of the realization and transmission of the philosophy	Top Management Philosophy Session (TPS)								
	Division Chiefs	Organizational implementation of the philosophy	Middle Management Philosophy Session (MPS)								
Managers	Department Chiefs	Maturing as a person through implementation, trial and error as a leader	Understanding and aligning with the philosophy	Formulating the foundation of work attitude Formulating the sense of ethics and norms Sharing a common sense of values Improving the sense of belonging	When becoming a manager, being promoted, etc.	Introductory education	In the third-year In the first-year When joined	In-house Portal Site	Local Philosophy Seminar (LPS)	Philosophy Platform	
	Section Chiefs										
	Young to Mid-level Employees										
Mid-career Recruits/ M&A											

# 5-3

## The Most Important Management Resource

## Fulfillment of Human Capital – Capability Development

In order to maximize “Ability” among the “Results of Our Life or Work = Attitude × Effort × Ability,”

it is essential to gain specialized knowledge and skills directly connected to the business.

The Kyocera Group emphasizes capability development through actual work and on-site technological succession in addition to educational training focused on classes that enable both individuals and organizations to flexibly fulfill their potential, even within rapidly changing environments.

A wide variety of training programs and cultivation schemes that enable individuals to feel their growth

The Kyocera Group provides support to ensure that all employees are aware of their growth and the enhancement of their presence inside and outside the Group. We have developed training programs for individual positions and functions aiming to cultivate human resources equipped with a broad range of basic knowledge as well as advanced specialized knowledge covering all divisions, technologies, research and development, manufacturing, quality assurance, sales, and management.

### ● Technology and Skill Education

Kyocera strives to cultivate young engineers for the future equipped with a broad range of basic knowledge and advanced specializations in the fields of research and development, production technology, manufacturing technology, and quality assurance.

Training programs are designed to progress in a step-by-step manner, including engineer education for newly hired employees, specialized technology training for young engineers, and innovation training for mid-level employees. We support skill acquisition, from theory to practice, in a broad range of fields, including material technology and DX, with a special emphasis on the on-site utilization of knowledge about DX.



Technical Training

### ● Support for Career Formation

Kyocera prioritizes the cultivation of fundamental attitudes toward work and promotes a sense of unity among those who were hired at the same time through newly hired employee training. For two years after training, we provide a supportive environment where employees can work with peace of mind, supported by a mentor system and systematically designed OJT programs supervised by managers in charge of human resource cultivation. We provide annual training and interviews from the first to fourth years in the Group to promote job retention and autonomous career formation. In the Step-up System for the fourth year in particular, we promote a shift in awareness toward business reforms as we provide executives with opportunities to present results. Furthermore, we provide a wide range of programs that enable all employees to work on career formation. These include such programs as the Challenge System, designed to share targets with supervisors, and the In-House Recruitment System through which employees can choose to try new work.



Newly hired employee training

### ● Management Education

Kyocera provides position-based training to supervisors and organization leaders to foster the development of executives with advanced management capabilities. In addition, Kyocera provides function-based training to employees to build the business skills and knowledge necessary for each stage of career development. Through these training opportunities, employees improve their management capabilities.



Management training

### ● Initiatives for the Cultivation of Next-Generation Human Resources in Charge of Management

Kyocera considers the cultivation of next-generation executives in charge of management as an important issue from the mid- and long-term perspective. We are cultivating candidates for future executive positions in each business segment and have launched the Management Knowledge Education and Human Resource Assessment program, which focuses on business strategies and finances for executives selected by each business segment, to advance the systematic cultivation and assignment of human resources in charge of management.



# 5-4

## The Most Important Management Resource

### Fulfillment of Human Capital – Creating challenging opportunities

As an example of the Kyocera Philosophy's principle of **"Possess a Challenging Spirit"**, Kyocera has a history of innovation that comes from setting high targets and refusing to rest on its laurels.

This idea has been passed down to us today, and we've continuously strived for the cultivation of a corporate climate that encourages a fighting spirit with rich and creative ideas, expresses their opinions, and takes action that moves us toward the future as we nurture candidates for future top management through Kyocera's New Business Idea Start-up Program.

#### Promoting the cultivation of candidates for future top management and the creation of communities through new business development

In April 2025, along with the establishment of new business, Kyocera launched the S Project Promotion Department aiming to cultivate human resources with a managerial perspective. We not only create new businesses, but also focus on fostering a corporate culture that encourages all employees to accept challenges as we enhance human capital to support sustainable value creation.

##### ● New Business Idea Start-up Program

The New Business Idea Start-up Program was initiated in December 2018 as a major measure implemented by the S Project Promotion Department to support the creation of bottom-up type new businesses. Through this program, Kyocera encourages all employees to submit ideas for new businesses. From the ideas submitted, outstanding candidates are selected in a stepwise manner through seminars and workshops. In 2025, a total of 413 ideas were submitted, and 56 employees participated in seminars. About 10 submissions will be selected for development into more detailed business visions, and market verification. And finally, we will choose employees to serve as industrialization promoters.

The goal of this program is not only to select business ideas, but also to cultivate highly motivated human resources. Through the selection process, we prioritize enthusiasm and the independence of each applicant as well as the potential productivity and feasibility of each business concept. We also take into consideration the viewpoint of social contribution and "Do the right thing as a human being" in accordance with the Kyocera Philosophy.

##### ● The Role of the S Project Promotion Department

The S Project Promotion Department also plays a role in making this program a permanent part of corporate culture rather than a temporary activity. Ensuring an environment in which all employees are encouraged to think freely and act independently beyond the performance of their assigned work, Kyocera promotes the continuation of a corporate culture that allows all employees to exercise flexibility free from existing business frameworks, and to feel not only free, but highly inspired to take on challenges.

In seminars, we focus on the importance of making decisions and taking risks from the viewpoint of business management. We also promote interactions among participants from different divisions and occupations to establish diverse networks and in-house communities.

##### ● Future Directions

While systemizing and continually improving the program, we focus on the enhancement of support systems following implementation.

Specifically, we establish appropriate support systems according to each employee's vision, a support system to secure funds and human resources, and a system that accelerates the expansion of scale and productivity through cooperation with business divisions and R&D division.

In addition, we also enhance the framework for promoting new ideas, leading to the improvement of corporate value based on human capital.

#### Case 1: "matoil" – a food allergy response service

matoil is a custom meal service designed to accommodate food allergies, launched in 2021. Originally focused on providing services for school trips, from 2024, matoil started offering services to corporate customers such as hotels and inns. While responding to various dietary preferences such as vegan and low-carb options, we aim to improve the efficiency of our operations to maintain the safety and reliability of this delivery system while continuously reflecting the most up-to-date information in the food preparation industry, including trends in available ingredients and options that various individuals prefer to avoid.



**Minako Tani**

S Project Promotion Division  
Corporate Management Promotion Group

#### Case 2: Skin Care Service (Under Development)

This new service uses Kyocera's superior sensor technology to measure skin condition and propose optimal skin care. Aiming to support women's health and beauty, we are currently conducting technology verification and market research. Through prototype development, we plan to establish a service model through demonstration experiments.



**Yuko Tanaka**

S Project Promotion Division  
Corporate Management Promotion Group

# 5-5

## The Most Important Management Resource

### Fulfillment of Human Capital – Promotion of Inclusion and Belonging

Since its foundation, the Kyocera Group has taken each step forward based on the **Extended Family Principle**, a concept that calls for employees to treat one another like family, understand one another, and work together to succeed. This concept aligns with the Kyocera Philosophy's principle of **Management Based on a Bond of Human Mind**. We believe that this leads to Inclusion and Belonging, which values diversity and mutual understanding. Respecting each employee's individuality and sense of values, and ensuring a work environment in which diverse human resources achieve satisfaction with work, we aim to fill our company with the energy and motivation to continuously seek out challenges and pursue growth.

## Kyocera's vision for Inclusion and Belonging

Importance of all employees considering Inclusion and Belonging as their personal goal

Kyocera's vision for Inclusion and Belonging is not meant to treat women, individuals with physical, intellectual, and emotional challenges, people from overseas, or members of the LGBTQ community as special categories, but rather to promote the inclusion of all employees. Kyocera established the Diversity Promotion Division in 2019 with the goal of ensuring a corporate culture that allows each employee to work toward Inclusion and Belonging as a personal goal.

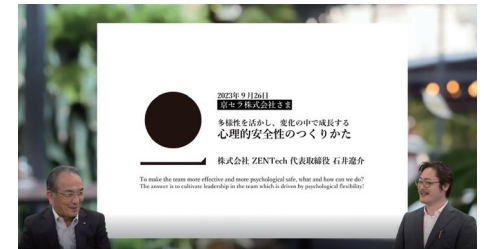
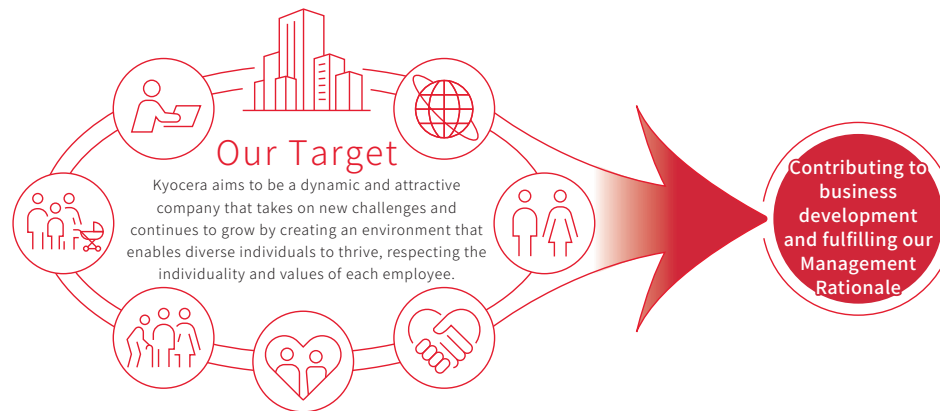
Kyocera created four major pillars for advancing Inclusion and Belonging.

### ① Cultivation of a corporate culture that respects diversity

The Kyocera Group respects the individuality of all employees and fully utilizes their capabilities to comprehensively increase the capabilities of the organization. Ensuring a corporate culture that respects diversity and allows everyone to engage in frank dialogue is key to the promotion of Inclusion and Belonging.

We place a special emphasis on the development of workplaces with psychological safety. In FY2023, we hosted an online presentation targeting all employees; and in FY2024, we provided e-learning programs. Watching the video of dialogues between the president and the presenter helps employees not only to acquire knowledge, but also to deepen their understanding of Inclusion and Belonging concepts linked with Kyocera corporate principles. Furthermore,

we also held psychological safety academy sessions targeting section and division chiefs to support leadership in promoting on-site dialogues. In addition, Kyocera established an in-house community with the participation of more than 100 employees to share individual day-to-day experiences and problems to encourage learning together through communication. Through such approaches, Kyocera strives to cultivate a corporate culture that promotes individual employee engagement with Inclusion and Belonging not as difficult issues unrelated to themselves, but as issues closely related to them.



Video education materials regarding psychological safety



The 1st graduating class of the Psychological Safety Academy

## Fulfillment of Human Capital - Promotion of Inclusion and Belonging

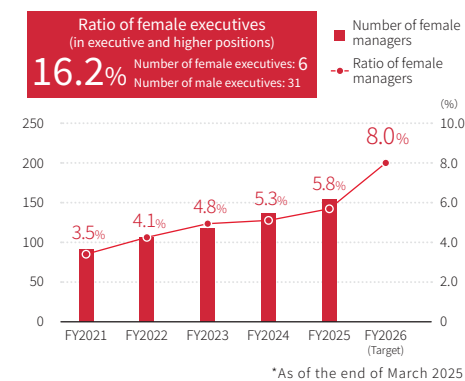
### ② Gender diversity promotion

Gender equality is one of the core themes in the promotion of Inclusion and Belonging at Kyocera. Setting the goal of having 8.0% of management positions held by women (as of the end of FY2026), we have steadily moved forward with the initiative. As of the end of FY2025, the percentage of management positions held by women remained at 5.8%, revealing a gap between the goal and actual progress; however, the number of female executives, both internal and external, increased to 6 (16.2%), showing improvement in the diversity of top management.

In order to support such growth, Kyocera provides mid-career employee and young employees with opportunities to develop a mindset that reduces anxiety about filling managerial positions in the future and helps them acquire leadership knowledge through Career Challenge Training.

Kyocera has also implemented multifaceted measures to dispatch candidates for executive positions to external training, provide mentoring for employees in managerial positions, and ensure opportunities for communication with division chiefs from other

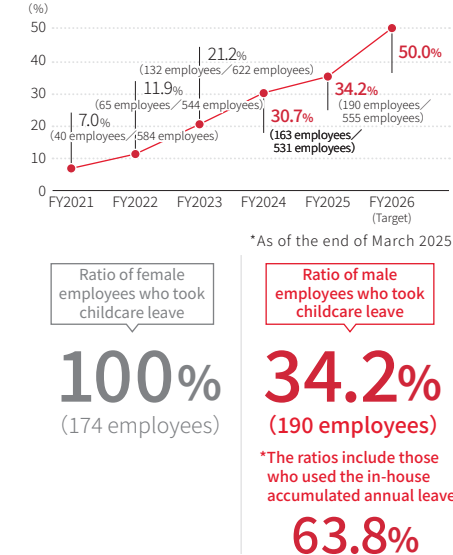
#### Numbers and Ratios of Female Managers (Kyocera Corporation)



companies.

Kyocera also supports male employees to take childcare leave, and holds roundtable discussions with male employees who have taken childcare leave with the goal of providing information about the benefits of childcare leave and promoting greater understanding of the system. Such efforts helped to steadily increase the ratio of male employees taking childcare leave in FY2025. However, in order to achieve the goal (50%), it is essential to implement structural reforms, including multi-skilling and standardization of work. We continue to cultivate a corporate culture that considers childcare leave to be a positive factor for career development.

#### Ratio of Male Employees that Have Taken Childcare Leave (Kyocera Corporation)



### ③ Support to ensure that all employees are able to actively enjoy diverse attributes and life stages

Kyocera prioritizes the development of an environment in which all employees can exercise their potential in different life stages. We place a particular focus on improving systems and measures to help employees to engage in work along with child rearing and providing long-term nursing care to family members when needed, and when undergoing medical treatment.

#### ○ Support for Child Rearing

Kyocera strives to eliminate anxiety while providing support for career development through seminars before and after childcare leave and the establishment of in-house communities, and enhances flexible workstyles for employees returning to work while creating an in-house support network, aiming for the continual career formation and growth of individual employees.

#### ○ Support for Long-term Nursing Care

In cooperation with the labor union and human affairs division, Kyocera promotes group-wide education, the development of a consultation desk, and the establishment of communities for information sharing to help individual employees create a good balance between work and the need to provide long-term care to family members.

#### ○ Support for Female Engineers Specialized in Science and Technology

In order to recruit and cultivate female engineers specialized in science and technology, Kyocera has implemented initiatives from a long-term perspective. These include interactions with employees from other companies, and office tours for female junior-high and high school students. These measures are considered strategic investment to develop an organization in which diverse human resources can exercise their capabilities.

### ④ Internal and external provision of information and raising awareness of Inclusion and Belonging

Kyocera has selected January as promotion month, during which it promotes understanding of Inclusion and Belonging among all employees through executive messages and sessions on related themes.

We provide information about Inclusion and Belonging in response to the voices of employees via the intranet and in-house newsletters in an easy-to-understand manner to create opportunities for individual employees to consider Inclusion and Belonging as their personal goal.

In FY2025, to deepen the understanding about the concept of fairness, we held a roundtable discussion for corporate executives. This discussion was held to provide opportunities to corporate executives to consider fairness and share their own thoughts and ideas with other employees.

Furthermore, through collaboration with other companies and local governments, we are establishing networks to promote Inclusion and Belonging by society as a whole.

Through these initiatives, we value fostering an attitude in which each employee thinks for themselves, takes action starting from small things, and engages proactively.