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Inclusive Society We Aim to Realize

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Inclusive Society We Aim to Realize Advancing Sustainability Management

Since our founding and in line with our corporate motto, “Respect the Divine and Love People,” we have positioned the three “LIVING TOGETHER” principles of coexisting harmoniously with “To coexist harmoniously with our society, our global community and nature.” as the basis of all our corporate activities as we aim for sustainable development while pursuing both ecology (the environment) and economy (economic efficiency). The entire group is working toward sustainable management.

Sustainable Management Approach and Promotion System

CSR to CSV

Aiming for fulfillment of the management philosophy and economic rationality

● Basic Approach

The Kyocera Group has always engaged in corporate activities with an emphasis on harmony with society in alignment with its management philosophy of “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.” Sustainability management is also based on this philosophy; and rather than simply contributing to society, we see sustainability management as an initiative that both provides solutions to the issues facing society through business and connects the results to corporate value. We have been developing a variety of activities as part of our Corporate Social Responsibility (CSR) initiatives, but even socially significant initiatives must be accompanied by profitability and sustainability. Therefore, we have shifted to CSV (Creation of Common Value) because there would be less meaning in contributing to society without achieving productivity and sustainability at the same time. We are actively promoting the development and sale of environmentally friendly products, implementing measures to mitigate climate change by setting long-term environmental goals, and respecting human rights, while balancing economic rationality.

Establishing a system and structure centered on the Sustainability Committee that links Management and frontline operations

● Promotion System

The Sustainability Committee was established to promote the sustainable development of both the Kyocera Group and the society it serves. The Committee is a company-wide decision-making body chaired by the President and tasked with setting goals for important issues such as climate change and non-financial information disclosure. It strives to build consensus and secure momentum for the entire company.

Key Sustainability Committee Agenda Items

- Disclosure of non-financial information
- Resource circulation
- Climate change measures
- Sustainability-related regulations

● Sustainability Management Process

The Sustainability Committee reviews progress on important themes discussed in previous meetings, examines in-depth issues and discusses response policies. Based on discussions by the committee, a process for coordination with each business unit and related departments has been put in place to implement necessary additional measures and reviews. In addition, a system has been established to ensure the effectiveness of the targets set by the committee, including management of KPIs at the implementation stage and the tracking of improvement activities, as well as the consideration of prompt corrective measures when targets are not met.

Sustainability Committee Structure



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Inclusive Society We Aim to Realize Toward the reduction of environmental impacts

The Kyocera Group handles numerous chemical substances throughout our production processes, and we recognize it as our responsibility to minimize environmental impact as much as possible using the latest available technologies. For example, when treating wastewater at our factories, we approach the task with the mindset that we **must purify it to a cleaner state than the rivers where it will be discharged.**

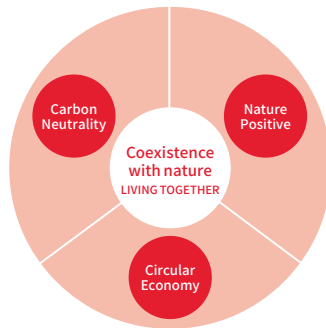
This approach lies at the heart of the three principles of **LIVING TOGETHER** that the Kyocera Group upholds, and it embodies our environmental management philosophy of coexistence with nature.

Environmental Commitment

What we must do to preserve a beautiful planet for future generations

The management philosophy of LIVING TOGETHER established by our founder Kazuo Inamori, particularly the concept of coexistence with nature, aligns with the directions society is heading—carbon neutrality, circular economy, and nature positive—and has been passed down as the fundamental philosophy of the Kyocera Group’s sustainability efforts and the foundation of our environmental management. In 1991, we established the Kyocera Environmental Charter as our basic environmental philosophy. In 2015, considering the adoption of the Sustainable Development Goals (SDGs) and the Paris Agreement on greenhouse gas emission reduction, we established the Kyocera Group Environmental Safety Policy with the goal of contributing to the realization of a sustainable society. Based on this policy, we set targets for reducing environmental impact and promote more proactive and continuous environmental protection activities, while regularly disclosing information in accordance with disclosure standards such as the TCFD (Task Force on Climate-related Financial Disclosures) recommendations.

Environmental Safety Policy, Targets, and Promotion Structure



The Kyocera Group recognizes coexistence with nature as a major materiality theme, and we have identified the following three items as priority issues to focus on resolving.

① Achieving carbon neutrality

We accurately monitor and visualize greenhouse gas (GHG) emissions across all business activities, and actively promote the introduction of renewable energy and conversion to energy-efficient equipment. We are also developing strategies and implementing measures step by step based on medium- to long-term plans to meet society’s demands, including reduction efforts throughout the supply chain and minimizing CO₂ emissions across the product lifecycle.

② Building a circular economy

Recently, there has been a call to move away from mass production and mass disposal models toward circular business models that assume reuse and recycling from the product design stage. The Kyocera Group is developing company-wide initiatives for sustainable growth, including selecting materials with high recyclability and improving design, extending product lifespans, and establishing collection and regeneration processes.

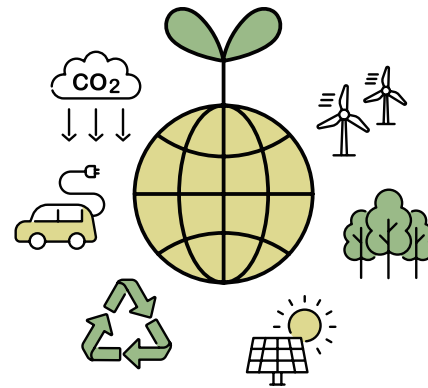
③ Nature positivity

The loss of ecosystems poses risks directly related to resource procurement and business continuity for companies, and it also affects social trust. As a manufacturing company, the Kyocera Group recognizes our responsibility as an entity that impacts the environment, and we are promoting surveys and measures to minimize our impact on biodiversity.

Kyocera becomes the center of the vortex, advancing coexistence with nature throughout the supply chain

Various measures to reduce environmental impact must be addressed across the entire value chain, from product development, procurement, manufacturing, distribution, and sales, to customer site maintenance, resource recovery and reuse, and disposal. Therefore, the Kyocera Group is strengthening our global environmental safety management structure by establishing environmental safety management rules and standards, and implementing systematic environmental education to help each employee understand the significance and role of their environmental protection activities.

Through these efforts, with Kyocera at the center, we will deepen cooperation with suppliers and affiliated companies to promote monitoring and risk analysis throughout the supply chain.



Toward the reduction of environmental impacts

Toward Achieving Carbon Neutrality

Information Disclosure in Line with TCFD Recommendations

The Kyocera Group positions climate change as one of the most important management issues, and since March 2020, we have expressed support for TCFD, while establishing a governance structure, strategy, risk management, and setting metrics and targets to promote climate change countermeasures.



Climate Change Countermeasures - Information
Disclosure Based on TCFD Recommendations -

Governance

The Kyocera Group Sustainability Committee (twice per year), attended by top management, deliberates and decides on climate change targets and countermeasures. Sustainability activities, including climate change countermeasures, are reported to the Board of Directors and shared at the International Management Meeting attended by the Group's management executives. Additionally, we have established a Long-term Environmental Target Promotion Task Force as a subordinate organization under the Kyocera Group Sustainability Committee to work toward achieving the Kyocera Group's long-term environmental targets.

Strategy

Based on information from the IPCC (Intergovernmental Panel on Climate Change) and others, the Kyocera Group uses the 1.5° C scenario¹ and 2.6° C scenario² to understand the impact on our business and changes in customer industries by 2030, and to analyze climate change-related risks and opportunities for the Kyocera Group. We also evaluate and analyze the financial impact of each of these risks and opportunities.

- 1 A scenario in which the global average temperature rises by 1.0-1.8° C above pre-industrial levels by 2100 (IPCC Sixth Assessment Report: SSP1-1.9)
2 A scenario in which the global average temperature rises by 2.1-3.5° C above pre-industrial levels by 2100 (IPCC Sixth Assessment Report: SSP2-4.5)

Major Business Impact Assessment

Category	Risk/ Opportunity	Operating Income Change	
		2.6° C Scenario	1.5° C Scenario
Manufacturing and Services	Rising carbon prices	-10 billion yen	-12 billion yen
	Rising energy prices	-15 billion yen	-15 billion yen
	Damage from natural disasters	-3 billion yen	-2 billion yen

Specific Initiatives to Reduce GHG Emissions in Scope 1 and 2

Countermeasures for Rising Carbon and Energy Prices

To implement greenhouse gas emission reduction measures, we divided the period from FY2020 to FY2031 into four phases, introducing visualization systems at each factory while promoting renewable energy adoption and strengthening energy efficiency in production equipment.

	Phase 1 FY2020-2022	Phase 2 FY2023-2025	Phase 3 FY2026-2028	Phase 4 FY2029-2031
Renewable Energy Introduction	On-site Installation of solar power generation equipment at domestic and overseas affiliated companies			
	Off-site Installation of domestic solar power generation equipment (self-consignment)			
		Off-site Supply and demand of domestic renewable energy electricity (PPA)		
Energy efficiency promotion	Introduction of waste heat recovery equipment			
	Introduction of top-runner utility equipment			
		Energy-efficient design and optimal operation of clean rooms		
		Energy visualization, improvement of production equipment efficiency		
	Shift away from petroleum fuels (conversion to natural gas, etc.), shift away from steam (electrification/water humidification)			Study of hydrogen and ammonia utilization

Energy efficiency promotion

To achieve a low-carbon society, it is important to break away from a structure where corporate growth is linked to increased fossil fuel consumption, and to achieve decoupling of growth and GHG emissions by reducing GHG emissions while growing the company.

Kyocera promotes reduction activities with everyone's participation, breaking down targets to the amoeba level and advancing rational initiatives that involve the quality assurance, manufacturing, and technical departments.

Energy visualization is essential for promoting energy efficiency. Through visualization, we can accurately track emissions by business division and product unit, and appropriately determine improvements for equipment with high usage. We will continue to visualize emissions by business division and strengthen improvements.



Factory energy usage monitoring screen

Toward the reduction of environmental impacts

●Renewable Energy Introduction

In terms of renewable energy implementation, we achieved ahead of schedule in FY2025 the goal we had set as one of our long-term environmental targets: Renewable Energy Implementation Target: Increase 20x by FY2031 (from FY2014 levels). In response, we have established a new target of Renewable Energy-derived Electricity Usage Ratio: 60% or more by FY2031 (RE60) and are continuing our efforts both domestically and internationally.

In addition to installing solar power generation systems on buildings and parking lot roofs within factory and office premises (on-site) both domestically and internationally, from FY2021 we have been promoting renewable energy electricity supply through the self-consignment system¹, which involves building solar power facilities on land outside our premises (off-site), and through PPAs² with power generation companies that handle solar, wind, and geothermal power.

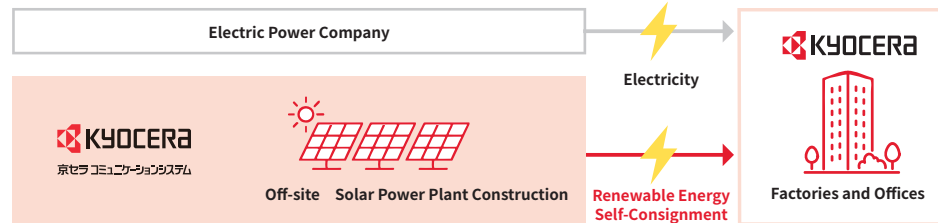
On-site: Carport installation at Shigayasu Plant



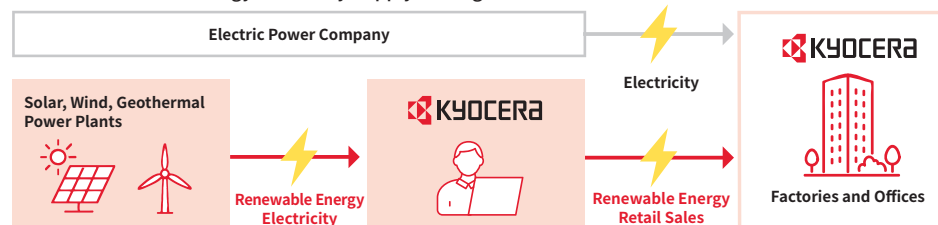
1 A system for supplying electricity generated at company facilities or off-site locations to other company facilities through the power transmission and distribution network of transmission and distribution operators.

2 Power Purchase Agreement: An electricity purchase contract concluded between a power generation company and a specific consumer.

Off-site: Renewable energy electricity supply through self-consignment



Off-site: Renewable Energy Electricity Supply Through PPA



100% Renewable Energy for Kyoto Head Office and Ten Domestic Locations

In October 2024, we achieved 100% renewable energy supply to Kyoto Head Office using non-FIT³ solar power and the renewable energy aggregation platform e.CYCLE⁴ provided by Machi Mirai Seisakusho Co., Ltd., ensuring power traceability. We replaced all electricity used at Kyoto Head Office with 100% renewable energy. Additionally, by October 2025, we will implement full renewable energy supply that we have procured ourselves to ten domestic locations. By replacing the electricity used with 100% renewable energy, we expect to reduce approximately 75,000 t-CO₂ annually, which is about 15% of Kyocera's total CO₂ emissions (including Kyoto Head Office). Going forward, we will continue to expand our efforts to procure and supply renewable energy at factories, offices, and sales offices nationwide, aiming to achieve a renewable energy ratio of 60% by FY2031.

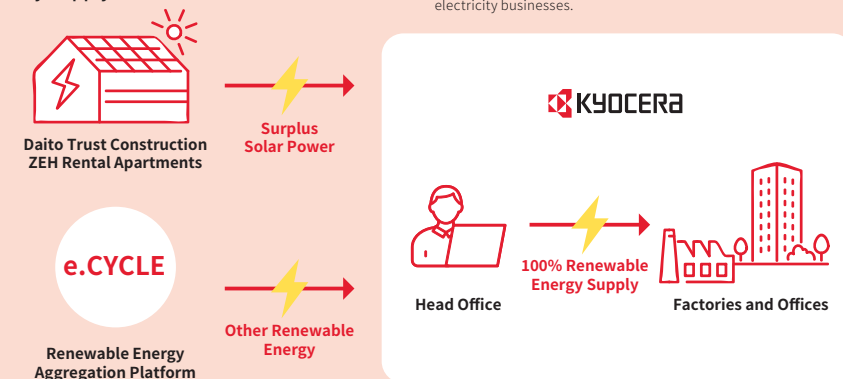
Locations That Have Achieved RE100

- Fukushima Koriyama Plant (Koriyama City, Fukushima Prefecture)
- Tokyo Hamura Office (Hamura City, Tokyo)
- Tokyo Ome Plant (Ome City, Tokyo)
- Yokohama Office Blocks 1 and 2 (Yokohama City, Kanagawa Prefecture)
- Kawasaki Plant (Kawasaki City, Kanagawa Prefecture)
- Nagano Okaya Plant (Okaya City, Nagano Prefecture)
- Kyoto Head Office (Kyoto City, Kyoto Prefecture)
- Keihanna Research Center (Soraku District, Kyoto Prefecture)
- Kagoshima Hayato Plant (Kirishima City, Kagoshima Prefecture)

³ FIT is an abbreviation for the Feed-in Tariff system for renewable energy, a mechanism whereby electric power companies purchase renewable energy at a fixed price for a certain period.

⁴ A service provided by Machi Mirai Seisakusho Co., Ltd. that enables local production for local consumption and inter-regional distribution of renewable energy from various regions through retail electricity businesses.

Electricity Supply Scheme

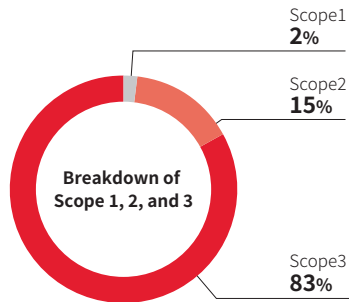


Toward the reduction of environmental impacts

Specific Initiatives to Reduce Scope 3 GHG Emissions

Of the Kyocera Group's GHG emissions, Scope 3 accounts for approximately 83%. Category 1 (purchased products and services) in particular accounts for a large proportion, so going forward we will work on reduction activities through collaboration with suppliers.

In FY2026, we plan to provide opportunities to explain Kyocera's approach to climate change issues to major suppliers, receive information on Scope 1, 2, and 3 for products supplied to Kyocera, and reflect this in Category 1 calculations.



ESG Data Collection: Greenhouse Gas Emissions

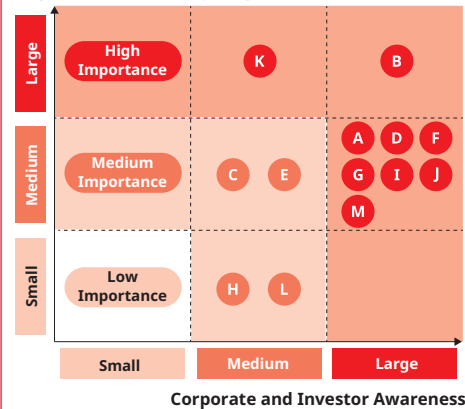
Carbon Footprint Initiatives

In terms of carbon footprint, which indicates CO₂ emissions across the lifecycle of each product, we are advancing the establishment of internal calculation rules to respond to European regulations and customer requirements, and have started trial calculations focusing on finished products.

Risk Management

Our risk management efforts include identifying climate-related risks and opportunities within each value chain and evaluating them from two perspectives: 1) awareness level, and 2) impact level. We then categorize each risk by priority: high, moderate, or low.

Impact as Perceived by Corporations and Investors



Items	
A	Carbon pricing
B	National carbon emission targets
C	Energy efficiency policies
D	Renewable energy and other subsidy policies
E	Recycling regulations
F	Spread of next-generation technologies in electronic components and semiconductors
G	Spread of next-generation technologies in energy-related businesses
H	Increases and decreases in prices of key products
I	Changes in consumer reputation for electronic components and semiconductors
J	Changes in consumer reputation for energy-related businesses
K	Changes in investor and consumer reputation
L	Changes in precipitation patterns, rising average temperatures
M	Intensification of extreme weather events

Metrics and Targets

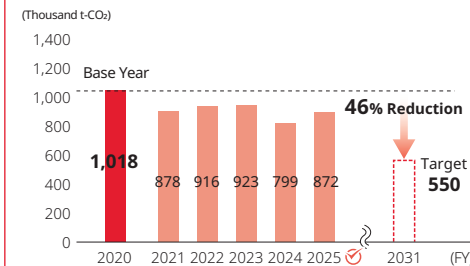
In 2018, we set long-term environmental targets at the 2°C level and received SBT* certification in 2019. Subsequently, in 2021, we updated to 1.5°C level long-term environmental targets and obtained SBT certification in May 2022.

In terms of the renewable energy implementation target, since we achieved it in FY2025, we reviewed the metrics and newly set a target (RE60) to achieve a renewable energy-derived electricity usage ratio of 60% or more for the entire Kyocera Group by FY2031.

*SBT: An abbreviation for Science Based Targets, an international initiative that serves as a benchmark for greenhouse gas emission reduction targets set by companies

GHG Emissions (Scope 1, 2) Emission Reduction Target (1.5° C level)	FY2031 SBT Certification 46% reduction (from FY2020 levels)
GHG Emissions (Scope 1, 2, 3) Emission Reduction Target (1.5° C level)	FY2031 SBT Certification 46% reduction (from FY2020 levels)
Renewable Energy Implementation	FY2031 Achieved in FY2025 20x (from FY2014 levels)
Renewable Energy-Derived Electricity Usage Ratio	FY2031 New Target RE60
Carbon Neutrality	Achieved in FY2051

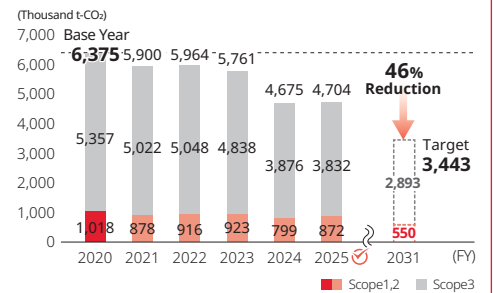
GHG Emissions (Scope 1, 2)



Scope 1: Direct emissions from fuel use

Scope 2: Indirect emissions from the use of electricity and heat purchased from external providers

GHG Emissions (Scope 1, 2, 3)



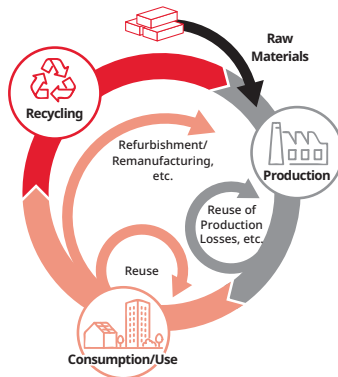
Scope 3: Indirect emissions other than Scope 1 and 2 (raw material procurement, transportation, use, disposal, employee commuting, business trips, etc.)

Toward the reduction of environmental impacts

Toward Building a Circular Economy

Connecting waste and resource needs from various departments created through diversification

In recent years, interest in the circular economy, which effectively circulates resources, has been growing, and movements toward legislation and standardization have become active in countries around the world. The Kyocera Group also recognizes the transition to a circular economy as an important management issue, and within our diversified business structure, we organically connect waste and by-products generated in each department with the resource needs of other departments, promoting resource circulation throughout the Group. In addition to horizontal recycling that returns waste to its original use, we are promoting effective resource utilization throughout the entire product lifecycle, including the use of cascade recycling that reuses materials at a lower quality level, and product design premised on recycling and reuse. We are also advancing technology development in collaboration with government, universities, local communities, and industry, and will continue to strengthen our efforts toward building a sustainable circular economy including the supply chain.



Initiative 1: Recycling Waste PET Film into Product Parts

Waste PET film generated during the production process of ceramic products has been difficult to reuse due to attached substances in the process, so it has traditionally been incinerated (thermal recycling), which posed a challenge of large CO₂ emissions. To address this challenge, we were the first in the industry to establish* technology to convert waste PET film into recycled PET material and upcycle it (reuse for higher-value applications) into parts for multifunction devices and printers.

Rather than relying on incineration, by collecting and reusing these materials to create new products, we reduce waste and CO₂ emissions while also reducing the use of new plastic. This is an excellent example of resource circulation within the Group, and we are advancing initiatives aiming to expand to exterior parts and increase the proportion of recycled materials in the future.

*As of September 30, 2024, according to KYOCERA Document Solutions Inc.



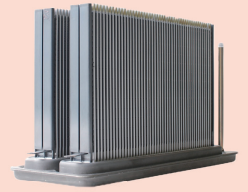
PET Film (Image)

Initiative 2: Developing Proprietary Technology to Recover Rare Earths from Fuel Cells

Kyocera is working on recycling that involves collecting used fuel cells and extracting rare earths (yttria) from the cell stack, which is the heart of the fuel cell. We have been conducting research with Kagoshima University and have established proprietary technology to dissolve the ceramic components of the cell stack in a special liquid and separate and recover yttria. We aim to recycle rare earths as much as possible and are advancing the practical application of a resource recovery process that is viable both in terms of cost and technology.



Fuel Cell



Cell Stack



Rare Earth (Image)

Initiative 3: Recovering Carbon Through Carbonization of Waste Sludge

Sludge generated during the manufacturing process contains carbon components that originally have value as energy and materials, but processing has been difficult, and this material has traditionally been disposed of by incineration or landfill.

Kyocera is working on technology development to carbonize this sludge and reuse it as a carbon material such as activated carbon. This initiative shows strong potential as a way to simultaneously achieve not only waste reduction but also suppression of CO₂ emissions and resource circulation.



Carbon

*ENE · FARM is a registered trademark of ENEOS Corporation, Osaka Gas Co., Ltd., and Tokyo Gas Co., Ltd.

Toward the reduction of environmental impacts

Toward Contributing to Nature Positive

Minimizing the burden on the natural environment and promoting biodiversity conservation by protecting and nurturing nature

The Kyocera Group has responded to TNFD (Taskforce on Nature-related Financial Disclosures), an international initiative, since its launch in 2021. TNFD requires companies to disclose their dependence on and impact on the natural environment, as well as risks and opportunities, and recommends the LEAP approach as a process for evaluating these factors using scientific evidence. Based on this, the Kyocera Group is advancing initiatives such as establishing a governance structure, identifying dependencies on and impacts on natural capital, business strategy, evaluating risks and opportunities, and setting metrics and targets.

● Environmental Conservation Initiatives

When constructing factories, Kyocera conducts optimal design according to the factory’s location conditions to minimize the impact of corporate activities on ecosystems and biodiversity. At the currently under-construction Nagasaki Isahaya Plant, we are implementing factory construction while working to conserve the environment in cooperation with local government agencies. Additionally, at KYOCERA Communication Systems Co., Ltd., before implementing solar power plant construction work, we conduct advance confirmation using our own checklist regarding environmental and disaster prevention considerations and understanding of local residents. Based on these results, we conduct reviews from multiple perspectives at internal review meetings regarding whether to proceed with construction, striving for a higher level of environmental conservation and coexistence with local communities.

● Biodiversity Conservation

In addition, the Kyocera Group conducts initiatives such as Kyocera Forestation activities to restore factory sites and regional forests to lush greenery, and ecosystem surveys conducted with external organizations. Going forward, we will continue to aim for harmony between business activities and the natural environment, contributing to the realization of a nature-positive society.



Forestation activities

Ecosystem Survey Within Plant

At the Shigayasu Plant, we conducted an ecosystem survey jointly with an external organization covering the main green spaces including the biotope within the factory premises, with the aim of using the results as guidelines for future conservation activities. As a result of surveying plants, insects, birds, and aquatic organisms, we found that the biotope and factory green spaces contain native species, rare organisms, and tree species native to the region, serving as valuable habitats in the surrounding area. Additionally, we discovered a colony of larvae of the rare insect *Celtisaspis japonica*, which is designated as an important species for distribution in the Shiga Prefecture Red Data Book and as a near-threatened species in the Ministry of the Environment Red List. We will continue to utilize the survey results to advance effective activities that contribute to conservation of regional biodiversity.

Response to Water Risks

The responsibility we must fulfill as users of precious resources that circulate the Earth

The Kyocera Group uses large amounts of water for cooling, heating, and cleaning at factories both domestically and internationally, and water resources are essential for the sustainable growth of our business. For sustainable water use, in addition to managing water intake and discharge, we conduct water risk surveys at each location to quantitatively evaluate the impact on the surrounding environment and nature. As a result, in FY2025, there were two locations with high water risk, with a total water intake of 4,604 thousand m3, accounting for 29% of the Group’s total water intake. We have set three-year medium-term reduction targets for locations identified as having high water risk. To achieve these targets, we have set annual targets and are reducing water intake through initiatives such as reusing treated wastewater as cooling water for cooling towers and utilizing water recycling devices to reuse process wastewater. Through these measures, the Kyocera Group aims to balance sustainable water resource use with the needs of our business.

FY2025 Target	Implementation of measures to reduce water intake by 54,000 m³
FY2025 Results	Implementation of measures to reduce water intake by 81,600 m³
Medium-term Target	Implementation of measures to reduce water intake by 561,000 m³ over three years from FY2025 to FY2027

● Response to Water Risks

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Inclusive Society We Aim to Realize Respect for human rights

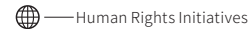
The Kyocera Group promotes corporate activities toward creating a sustainable society, and based on the judgment criterion of the Kyocera Philosophy of “What do we consider to be the right choice as a human being?” we believe that respecting the human rights of all people involved in the entire value chain is the most important responsibility that companies must fulfill, and we are strengthening our efforts in this area.

Kyocera Group Human Rights Policy

Establishing a human rights policy that the Kyocera Group should pursue based on internationally recognized standards

The Kyocera Group not only complies with laws in each country but also implements initiatives in accordance with international standards such as the United Nations’ Universal Declaration of Human Rights and the International Labour Organization’ s (ILO) Fundamental Human Rights Conventions. In August 2024, we revised the Kyocera Group Human Rights Policy in accordance with the UN Guiding Principles on Business and Human Rights. This policy covers not only employees but the entire value chain, including suppliers and partner companies, and we seek understanding and compliance from all stakeholders.

What we aim for is not merely achieving compliance, but building a sustainable society where human rights are respected together with employees, partner companies, and local communities, based on the judgment criterion of the Kyocera Philosophy: “What do we consider to be the right choice as a human being?” To this end, against the backdrop of international trends and requests from suppliers, we are further strengthening our previous voluntary efforts to secure the trust that serves as the “business license” for a global company.



Kyocera Group Human Rights Policy (Overview)

Basic Philosophy

Respecting the human rights of all people involved in the entire value chain is the most important responsibility that companies must fulfill, and each employee acts with the judgment criterion of the Kyocera Philosophy, “What do we consider to be the right choice as a human being?” to contribute to progress and development toward a society where all people’s human rights are respected

Scope

All employees of the Kyocera Group and all business partners including suppliers

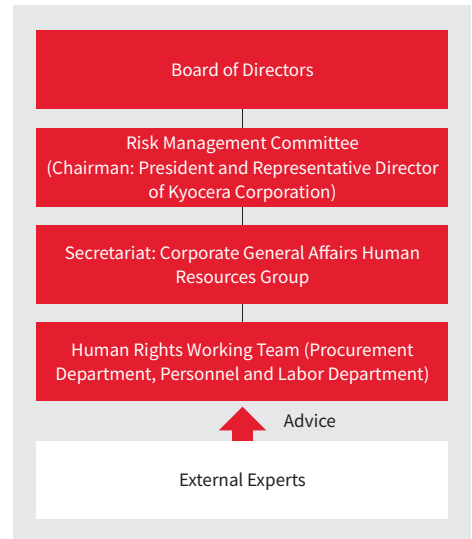
Basic Policy

- In accordance with the United Nations Guiding Principles on Business and Human Rights, the Kyocera Group strives to prevent violations of human rights in our business activities.
- We will fulfill our responsibility to respect human rights by taking appropriate action to correct any adverse impact on human rights.
- We respect the human rights defined by the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, and we support international standards, including the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct.
- We comply with applicable laws and regulations in the countries and regions where we conduct business. However, if there is a discrepancy between national law and internationally recognized human rights principles, we adhere to the higher standards and seek ways to maximize respect for internationally recognized human rights.
- We neither tolerate nor contribute to threats, intimidation, or attacks against human rights defenders who strive to protect and promote human rights in a peaceful manner.

● Promotion Structure Supporting Human Rights Respect

At Kyocera, we have incorporated human rights respect efforts into our risk management structure and promote them under the supervision of the Board of Directors. The Risk Management Committee, chaired by the President, manages company-wide progress and identifies human rights risks as one of our corporate risks. We are working in collaboration with our personnel and labor departments, procurement departments, and Group companies.

In FY2023, we established a Human Rights Working Team to practice PDCA based on internal and external specialized knowledge. In the future, we will build a structure where Group companies act autonomously to advance risk assessment and remediation.



Human Rights Due Diligence

Identifying and evaluating human rights risks in business activities and the value chain

The Kyocera Group implements human rights due diligence based on the UN Guiding Principles on Business and Human Rights for the purpose of preventing human rights violations in business activities and the value chain.

In FY2025, we conducted questionnaire surveys targeting on-site contractors (cafeteria operations, waste management, logistics operations) and suppliers, and conducted on-site visits to companies judged to have high risk. While no serious human rights violations were confirmed, we found that some companies needed improvement in working hours management and leave systems, and we requested remediation.

From FY2026, we are expanding the scope of surveyed suppliers and further deploying human rights due diligence efforts to Group locations including overseas. Going forward, we plan to strengthen our structure in consideration of international regulatory trends (such as the EU Corporate Sustainability Due Diligence Directive). Rather than one-time surveys, by establishing improvement cycles, we will realize respect for human rights throughout the supply chain.

Human Rights Due Diligence Process

① Identifying Salient Human Rights Issues

To identify human rights risks in business activities and the value chain, we conduct country risk assessments (legal systems and human rights situations in operating countries) and industry risk assessments (industry-specific issues). From the identified risks, we extract **13 salient human rights issues** based on severity and frequency of occurrence.

② Actual Survey and Human Rights Impact Assessment

Through questionnaire surveys and on-site visits to Group companies and major suppliers, we understand the actual situation and evaluate actual negative impacts on human rights.

③ Consideration and Implementation of Remedial Measures

Through on-site visits and dialogue with suppliers, we conduct fact-finding and request improvements. When necessary, we request reviews of employment regulations and management systems, and follow up to prevent recurrence.

④ Monitoring and Information Disclosure

We regularly confirm improvement status and report important progress both internally and externally. We disclose information in integrated reports and on our website and use it for dialogue with stakeholders.

13 Salient Human Rights Issues

1. Forced labor
2. Child/underage labor
3. Occupational health and safety
4. Right to social security
5. Fair wages
6. Fair working hours
7. Discrimination in the workplace
8. Freedom of association and right to collective bargaining
9. Rights of migrant and foreign workers
10. Social discrimination and invasion of privacy
11. Harassment
12. Impact on local communities (environmental and social)
13. Product safety

Prevention and Mitigation Efforts

Realizing a work environment where people can work with peace of mind through education, awareness activities, and establishing consultation systems

The Kyocera Group advances workplace development where employees can work with peace of mind, based on the principle of “What do we consider to be the right choice as a human being?”

● Human Rights Education and Awareness

We designate May each year as Morality Month and conduct training for all employees on themes of respect for human rights and prevention of harassment. We work to raise awareness so that each employee respects one another and maintains a healthy workplace environment. Furthermore, for managers, we conduct training incorporating case studies to enhance their ability to make appropriate responses in the workplace.

● Establishing Consultation Systems

In addition to internal contact points that can be used anonymously, we have established external consultation contact points operated by third-party organizations and built a grievance mechanism system that takes appropriate action with consideration for privacy.

We have also opened hotlines for external stakeholders such as suppliers. Inquiries received are resolved through prompt fact-finding and remedial measures, and we implement recurrence prevention measures.

Ensuring an environment where employees can continue to work with peace of mind through such mechanisms connects to the management philosophy of the Kyocera Group. Going forward, we will continue to improve our consultation systems and realize workplaces where everyone can work comfortably.

7-4

Inclusive Society We Aim to Realize

Ensuring a Sustainable Supply Chain

Aiming to achieve the Kyocera Group's 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,"** we have established a basic policy for purchasing to realize fair business activities in unity with our business partners to ensure fair and transparent transactions throughout the supply chain.

Policy on Procurement

Promoting due diligence and aiming for coexistence and co-prosperity throughout the supply chain

As a member of the Responsible Business Alliance (RBA), Kyocera strictly adheres to the RBA Code of Conduct while promoting procurement that prioritizes the sustainable development of both the Kyocera Group and the society that we serve.

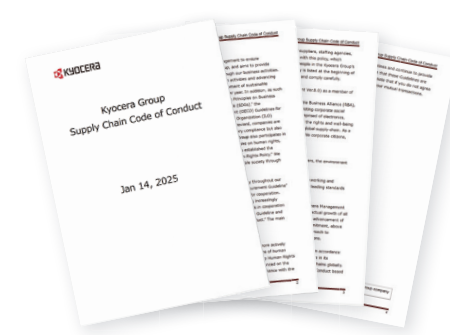
The companies we work with are important partners that provide valuable support for value creation within the Kyocera Group. We firmly believe that by cooperating with all companies involved across the full range of business processes, including development, production, sales, and service, to meet the needs of society, we can effectively achieve coexistence and co-prosperity throughout the supply chain. We focus on building partnerships based on mutual trust through active communication, with an emphasis not only quality and delivery time, but also compliance, respect for human rights, and environmental protection.

● Declaration of Partnership Building

In 2024, Kyocera revised its Declaration of Partnership Building to include all suppliers. In addition, the Group developed a human rights due diligence structure in accordance with the UN Guiding Principles on Business and Human Rights to reduce risks to human rights in supply chain.

● Responsible Business Conduct Guidelines

In 2008, the Kyocera Group has established responsible business conduct guidelines to provide proper responses to sustainability issues that should be addressed throughout the supply chain, including responsible mineral procurement, respect for human rights, establishment of business continuity plans (hereafter BCPs) for emergencies. However, as the expectations expressed by the customers and society we serve have become increasingly diverse and complex, it is essential for us to further update the guidelines to respond to a wider range of requests through cooperation with partner companies. In January 2025, we revised the "Kyocera Group Supply Chain Code of Conduct" to ensure a more sustainable supply chain. Our partner companies have also concluded basic business agreements containing provisions specified by the guidelines.



● Supply Chain Survey

In accordance with the "Kyocera Group Supply Chain Code of Conduct", the Kyocera Group conducts annual supplier surveys of practices affecting human rights and labor, the environment, health and safety, fair trade and ethics, quality and safety, BCPs, information security, and other areas. In FY2025, in addition to major business partners, we conducted a survey of on-site contractors and some overseas business partners. Beyond this, we conduct on-site audits of companies that are judged to be at high risk, and we engage in direct dialogue with them on site. In FY2025, a survey of 341 companies was conducted. We provided feedback on the results to six companies identified as high risk, and asked for reports on corrective action plans for improvement. Corrective action was taken within 12 months by all six companies.

Number of partner companies surveyed	341
Number of partner companies judged to be at high risk	6
Improvement ratio of partner companies we asked for corrective action plans	100%

7-5

Inclusive Society We Aim to Realize

Improvement of stakeholder engagement

Kyocera's Corporate Motto “**Respect the Divine and Love People**” is a philosophy of respecting the divine and loving people. For companies, this means **valuing harmony with society and nature and respecting all stakeholders**.

In an era of increasing uncertainty, the Kyocera Group will nurture trust with stakeholders centered on the spirit of “Respect the Divine and Love People,” and by creating value together, we will realize sustainable growth for both society and the company.

Stakeholders	Purpose	Methods	FY2025 Results	Response Status
Customers	<ul style="list-style-type: none"> ● We aim to improve customer satisfaction by providing higher quality products and services to the diverse customers of the Kyocera Group. 	<ul style="list-style-type: none"> ● Customer support ● Disclosure on website ● Information exchange at stores and exhibitions ● Customer Service Office 	Number of inquiries: 3,895	<ul style="list-style-type: none"> ● We have established a customer service office and aim to improve customer satisfaction by responding sincerely, correctly, and promptly to inquiries, consultations, and complaints from customers.
Employees	<ul style="list-style-type: none"> ● We have established “To provide opportunities for the material and intellectual growth of all our employees, and through our joint efforts, contribute to the advancement of society and humankind” as our management philosophy, and we create an environment where employees can experience fulfillment and achievement through their work. 	<ul style="list-style-type: none"> ● Workplace Vitality Assessments ● Dialogue through company newsletters and intranet ● Round-table discussions with management 	Workplace Vitality Assessment response rate: 95.6% (Subjects: 30,022 employees) Round-table discussions: 2 times	<ul style="list-style-type: none"> ● We conduct Workplace Vitality Assessments for employees with the purpose of leading to improved workplace vitality. ● We hold round-table discussions where employees and management exchange opinions.
Shareholders and Investors	<ul style="list-style-type: none"> ● While actively disseminating information, we feed back opinions and requests from shareholders and investors to management and relevant internal departments, leading to management improvements and identification of important issues that the Kyocera Group should address. 	<ul style="list-style-type: none"> ● General Meeting of Shareholders ● Financial results and business summary briefings for institutional investors ● Company information sessions with individual investors ● One-one-one meetings with institutional investors in Japan and abroad ● Participation at institutional investor conferences hosted by brokerage firms ● Website (Information for shareholders and investors) 	Financial results briefings for institutional investors: 4, approx. 440 participants One-one-one meetings: approx. 350 times Company information sessions with institutional investors: Once, approx. 590	<ul style="list-style-type: none"> ● The Kyocera Group holds briefings on the financial results and business summary for institutional investors. ● The Group holds individual meetings with major active, passive, and other investors in Japan and overseas. Top management and individuals in charge of IR at corporations actively participate in the meetings. ● The Kyocera Group holds company information sessions for individual investors in addition to providing access to archives and posting videos on its official website.
Business associates	<ul style="list-style-type: none"> ● We demand fairness and transparent dealings to promote sustainable growth with business partners and fulfill our social responsibilities concerning human rights, labor and environmental protection. 	<ul style="list-style-type: none"> ● Seminars and social gatherings with suppliers ● Dialogue through procurement activities ● Surveys on sustainability activity status 	Seminars and social gatherings with suppliers: 272 participants from 232 companies Response rate: 100% (Subject companies: 341)	<ul style="list-style-type: none"> ● The Kyocera Group holds seminars and social gatherings for suppliers. Annual awards are presented to the most outstanding suppliers of the year. ● The Kyocera Group conducts surveys of major suppliers to confirm the state of sustainability activities within our supply chain.
Local communities	<ul style="list-style-type: none"> ● In recognition of the fact that a company serves as a member of society, we fulfill our responsibility as a good corporate citizen to support the development of local communities not only through our business but also through various social contribution activities. 	<ul style="list-style-type: none"> ● Social contribution activities ● Dialogue with local residents and businesses 	Off-site classes on environment and energy: 1,700 participants Participants in briefing sessions: 112 participants	<ul style="list-style-type: none"> ● The Kyocera Group offers off-site presentations on the environment and energy to children as a part of its environmental protection activities, to explain the importance of preserving our global environment. ● The Kyocera Group invites residents, business partners, administrative officials, and neighboring companies to its briefing sessions, where we conduct dialogue on our sustainability activities.