

## Multiple Stakeholder Policy

In conducting the management of our company, Kyocera works to implement appropriate collaboration with multiple stakeholders in order to create value not only with shareholders, but also with diverse stakeholders that include employees, business partners, customers, creditors, local communities, and society. Moreover, we believe that the appropriate distribution of business earnings to multiple stakeholders will lead to the sustainable development of the company and the Japanese economy. As such, we promote the following initiatives that emphasize the importance of returning proceeds to employees and consideration for business partners.

### **1. Returns to Employees**

Kyocera's management rationale is "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." To realize this management rationale, it is important for us to continuously grow and develop as a company, and to that end, it is essential that our employees demonstrate their abilities to the greatest extent possible. Based on this way of thinking, we will work toward achieving sustainable growth, improving productivity, and maximizing added value. On top of that, based on the earnings and proceeds generated, we will raise wages by appropriate means that take into account the situation of the company and strive to create a work environment in which each and every employee can work with vigor and satisfaction, and fully demonstrate their respective abilities. In addition, we aim to provide sustainable returns to our employees through proactive initiatives, particularly in education and training.

(Individual items)

Specifically, we are working on the following initiatives:

With regard to wage increases, competitive wage increases and bonuses have been continuously implemented in the past, taking into account business conditions, social trends and price fluctuations. With regard to education and training, etc., the company is engaged in educational programs aimed at improving specialized knowledge and technical skills while employees carry out their work, including the cultivation of career development support for junior employees, management education, technology and skills education, foreign language training, overseas graduate study, and secondment to venture companies. We will continue to consider raising wages and increasing investments in human resources in accordance with the company's situation.

### **2. Consideration for Business Partners**

Kyocera adheres to compliance with the "Declaration of Partnership Building." In the event that the publication of the "Declaration of Partnership Building" on the portal site is withdrawn, we will voluntarily withdraw the publication of this "Multiple Stakeholder Policy."

- URL for the "Declaration of Partnership Building"

[【https://www.biz-partnership.jp/declaration/119072-05-20-kyoto.pdf】](https://www.biz-partnership.jp/declaration/119072-05-20-kyoto.pdf)

In addition, with regard to business relationships with tax-exempt businesses, we will work to establish appropriate relationships by referring to the government's published approach to tax-exempt businesses and their business partners' compliance with the invoice system.

### **3. Other Stakeholder Initiatives**

Kyocera recognizes that companies are members of society and strives to fulfill its responsibilities as a corporate citizen that supports community and social development at all times. We also strive to fulfill our responsibility as a member of society through interaction with the community and various activities that contribute to society.

We will continue to promote certain initiatives in these areas while monitoring their progress.

January 27, 2025

(Updated on March 5, 2026, due to a change in the URL for the Declaration of Partnership Building.)

Kyocera Corporation

Name

Hideo Tanimoto, President and Representative Director

Name and title of representative in case of a  
juridical person