

Sustainability Report 2025

In the "Sustainability Report 2025", we will report on various initiatives undertaken in FY 2025 to achieve a sustainable society.



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Scope of the Report

Coverage period: FY 2025 (April 1, 2024 – March 31, 2025)

(However, where it is appropriate to report the past or recent data or activities, data recorded or activities conducted outside the period above are included in this report.)

To pass on a prosperous society to the future generations, we contribute to the realization of a sustainable society through our business practices.



President
Takashi Nagai

1. Creating a Future in Harmony with Our Management Philosophy

Kyocera Document Solutions upholds the management philosophy of “pursuing the happiness of all employees both materially and spiritually, while contributing to the progress and development of humanity and society.” Based on this philosophy, we have dedicated ourselves to business growth and social advancement. We value coexistence with nature and society, aiming to create a harmonious future.

2. Technology Development Aiming to Balance Environmental Impact Reduction and Economic Value

For over 30 years, our company has embraced the “ECOSYS Concept.” This concept maximizes the lifespan of key components in multi-function products (MFPs) and printers to the utmost extent, reducing the need for component and consumable replacement or disposal, thereby balancing Ecology and Economy. Since developing the first ECOSYS printer in 1992, we have continuously innovated and refined technologies, steadfastly maintaining this concept over the years.

In the textile field, we developed the latest direct printing dye-sublimation inkjet textile printer, “FOREARTH,” which prints patterns directly onto fabric. Compared to conventional analog dye sublimation methods, this technology significantly reduces water usage. This contributes to realizing sustainable textile printing that balances environmental impact reduction and economic value in the textile and apparel industry.

3. Promoting Diverse Human Resources and Commitment to a Sustainable Society

We are fostering an environment where diverse human resources can maximize their abilities. We actively support work-life balance, including childcare and nursing care, and promote flexible working styles to create a workplace where all employees take responsibility and thrive with vitality. Furthermore, we build trust-based relationships with a wide range of stakeholders—including customers, partners, and local communities—and address sustainability from multiple perspectives. These include not only environmental issues but also respect for human rights, improvement of working conditions, and strengthening of information security.

4. Passing the Baton to Future Generations

Since the Industrial Revolution, the world has undergone remarkable development; however, challenges such as resource depletion and economic disparity have also become more serious. We consider it our mission to hand over a sustainable society to future generations. By uniting the power of technology and people, we are advancing innovative initiatives that contribute to solving social issues.

With the sentiment, “For the world around us,” we cherish human connections even in these rapidly changing times and continue moving toward a better future.

Corporate Motto

敬天愛人

“Respect the Divine and Love People”

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.

Management Philosophy

Living Together. To coexist harmoniously with our society, our global community and nature.

Harmonious coexistence is the underlying foundation of all our business activities
as we work to create a world of prosperity and peace.

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.



Kazuo Inamori

Founder

Corporate Profile

Group Companies

98

Including Kyocera Document Solutions Inc. as of March 2025



Group Employees

21,776

As of March 2025



Consolidated Net Sales

JPY 480 billion

As of March 2025 (Rounded to the nearest ten million yen)



Consolidated Profit before Income Tax

JPY 49 billion

As of March 2025



Company name	KYOCERA Document Solutions Inc.
Global headquarters	1-2-28 Tamatsukuri, Chuo-ku, Osaka 540-8585, Japan
President	Takashi Nagai
Founded	November 1934
Established	July 1948 (MITA Industrial Co., Ltd.) Name changed to Kyocera Mifa Corporation on January 18, 2000 Name changed to Kyocera Document Solutions Inc. on April 1, 2012
Capital	JPY 12,000 million (100% contributed by Kyocera Corporation)
Business description	Manufacture and sales MFPs, printers, commercial and industrial printer, document solutions, application software and supplies

Basic Efforts

Kyocera Group Sustainable Management 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.

Participation in International Initiatives

UNGC (United Nations Global Compact)

The Kyocera Group has been participating in the United Nations Global Compact since 2011. The Global Compact consists of four areas and ten principles: human rights, labor, environment, and anti-corruption. The Kyocera Group will contribute to the sustainable development of society by faithfully practicing these ten principles.



RBA (Responsible Business Alliance)

We have been joining the RBA since December 2021. RBA consists of approximately 190 companies including the world's electronics manufacturers and the leading suppliers and aims at an improvement of sustainability in the area of environment, safety, ethics, and management systems in global supply chains.



SBTi (Science Based Targets initiative)

The Kyocera Group has obtained SBT (Science Based Targets) certification from the SBT Initiative, an international environmental organization. We received SBT certification for Scope 1,2 and Scope 1,2,3 targets of 2°C level in 2019 and 1.5°C level target in 2022.



Basic Efforts

CDP

CDP is an international non-profit organization with global authority in the environmental field. They select companies that excel in their efforts and disclose information on climate change.

The Kyocera Group's activities related to climate change were comprehensively evaluated, and the Kyocera Group was selected for the "Climate Change A-List," the highest evaluation level, in 2020, 2021, and 2023.

In addition, for the third year in a row, the Kyocera Group was selected for the "Supplier Engagement Leader" based on a comprehensive evaluation of greenhouse gas reduction activities throughout the supply chain since 2019. The Supplier Engagement Leader evaluates companies' climate change performance across their value chain and selects the best companies to participate. The Kyocera Group has set medium- to long-term emissions reduction targets (SBT certification) and is working to reduce environmental impact.



Ecovadis

EcoVadis is a third-party organization that evaluates suppliers from over 200 industries in more than 160 countries based on four areas: environment, labor and human rights, ethics, and sustainable procurement. In 2023, the Kyocera Group was given a "Gold" rating, a level only achieved by the top 5% of all companies covered, for the second consecutive year.



Major Awards and Recognitions

Received "WORLDSTAR 2025"

Our MFPs and printers packaging have been awarded "WORLDSTAR 2025" at the WORLDSTAR GLOBAL PACKAGING AWARDS 2025, organized by the World Packaging Organization (WPO). The WORLDSTAR GLOBAL PACKAGING AWARDS, hosted by the WPO since 1970, is an international packaging award that recognizes packages which have won awards in packaging contests around the world and are notable for high technology or outstanding design. This latest award marks the third consecutive year and the 13th time overall that we have been honored.

In the manufacturing industry, challenges include reducing CO₂ emissions from waste treatment starting at the product design stage, addressing reduced supply stability caused by surging raw material prices, and advancing production automation. Joint parts used to fasten the closures of corrugated cardboard boxes for product transport—while offering opportunities for improvement in manufacturing automation, material usage, and transport efficiency—had seen little new product development for many years.

To address these issues, we leveraged our in-house parts design expertise for MFPs and printers to develop a joint part called the "Karugaru Joint."

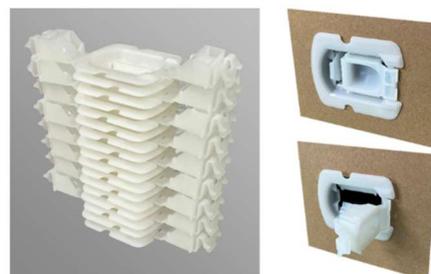
The award-winning "Karugaru Joint" has addressed four key challenges:

1. Ensuring that anyone can easily understand how to detach it while reducing the force required for removal,
2. Reducing transportation loading space (a 67% reduction compared to conventional products),
3. Supporting automation in assembly, and
4. Cutting CO₂ emissions generated in production and logistics.

Through these achievements, it has contributed to greater efficiency in the packaging field.



**WORLDSTAR
WINNER 2025**



Left: Illustration of the joint parts stacked. Right: Photos of the box before and after the joint parts were attached.

Basic Efforts

OPTIMAL SYSTEMS Named "Leading Employer Germany" for the Fourth Consecutive Year

OPTIMAL SYSTEMS, the group company that develops and sells ECM (Enterprise Content Management) solutions in Germany, has been named "Leading Employer Germany" for the fourth consecutive year. This distinction is awarded to the company among the top 1% of approximately 160,000 across Germany.

"Leading Employer Germany" is one of the most comprehensive assessments of corporate excellence, evaluating how organizational values translate into employee satisfaction through a multi-dimensional approach.

Key criteria include proactive engagement in building a sustainable society, employment stability and security, employee satisfaction, and adherence to corporate values.

We view this recognition as a testament to our efforts in creating a workplace where every employee can feel secure and empowered to take on challenges. Moving forward, we will continue foster an environment that promotes well-being and opportunities to grow.

Our Sales Company in the US Named "Great Place To Work" for Fourth Consecutive Year

Our sales company in the U.S. has been recognized as a "Great Place To Work" for the fourth consecutive year. The designation is awarded to companies that provide an outstanding employee experience.

Great Place To Work certification is based on employee survey results covering a range of topics such as job satisfaction, workplace environment, and corporate culture. Companies that score highly across these survey are selected for the recognition.

In this year's survey, 81% of our employees responded that it is a great place to work — 24 percentage points above compared to the US average.

Oscar Sanchez, President and CEO of our sales company in the U.S. commented: "Our commitment to creating an exceptional workplace is stronger than ever. Re-earning "Great Place To Work" certification demonstrates that our focus on trust, respect, fairness, pride, and camaraderie is deeply felt by our employees. Our goal is to be ranked among Fortune's 100 Best Companies to Work For by FY 2028, and this recognition brings us one step closer to that vision.



Tamaki Plant Certified as "Mie Tokowaka Health and Productivity Management Company 2024"

On July 1, 2024, the Tamaki Plant was certified as a "Mie Tokowaka Health and Productivity Management Company" under an initiative led by Mie Prefecture.

The "Mie Tokowaka Health and Productivity Management Company (White Mie)" certification program aims to promote health initiatives in workplace where many residents spend most of their day. By visualizing company proactive efforts in health and productivity management, the program encouraged further engagement in these initiatives. The Kyocera Group aims to maintain and enhance employees' mental and physical health, ensure they feel the benefits of being healthy, and improve organizational productivity to create a vibrant workforce. To achieve this, the President serves as highest responsible officer, with the General Affairs and Human Resources divisions taking the lead in implementing workplace health promotion activities (THP*) focused on both mental and physical health.

The Tamaki Plant has implemented a range of health-promotion activities for its employees such as "No Smoking on Premises" and "Implementation of a Lifestyle-related Disease Prevention Seminar". We also strive to create an open and transparent workplace by promoting communication among members, and these efforts have been recognized and certified.

Going forward, under the "Kyocera Group Health Management Declaration," we will continue to implement sustained health-promotion activities—such as dietary measures, exercise initiatives, smoking cessation programs, and mental health support—with the goal of becoming a distinguished health-focused company where every employee can work energetically and thrive.

*THP (Total Health Promotion Plan) refers to workplace health activities, such as planned health education, conducted in accordance with guidelines issued by the Minister of Health, Labor and Welfare. These activities aim to encourage behavioral changes among workers toward healthy lifestyle habits that support both mental and physical well-being.



Efforts for Environment

Product Development Stage - ECOSYS Concept

ECOSYS Concept

The ECOSYS Concept is Kyocera's unique technology development concept that combines Ecology, which aims to reduce environmental impact by maximizing the lifespan of MFPs and printers, components and minimizing the replacement and disposal of parts and consumables, with Economy, which provides economic benefits to our customers. It is our goal to achieve both environmental sustainability (Ecology) and economic benefits (Economy) through our proprietary technology development concept, the ECOSYS Concept.

Since the development of the first-generation ECOSYS printer, the "ECOSYS FS-1500," in 1992, we have continuously improved and refined our technology, adapting to changes in the market. Over the past four decades, we have remained committed to our concept. We are currently advancing further developments in long-life technology, aiming for the ultimate Eco=Reduce Zero, where no waste is generated until the end of the MFP and printer product lifespan. This aligns with our company's concept of embodying the SDGs and achieving carbon neutrality. We will continue to pursue these developments in the future.

●A History of ECOSYS Evolution



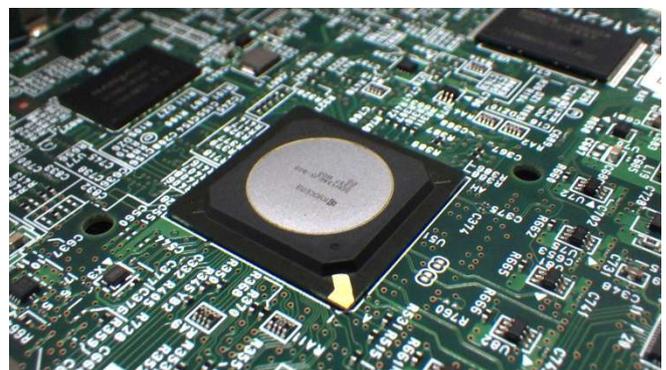
Environment-Conscious Design

We employ designs that are environment-conscious from various perspectives for our products, including a long-life design that helps reduce the number of resources used, the frequency of part replacements, and the amount of waste generated, the "3R" design that emphasizes "reduction," "reuse" and "recycling" of components, low power consumption design that helps mitigate emissions of greenhouse gases, and elimination of specific chemical substances which may be contained in products.

Energy-Efficient Design: Development of an Energy-Saving Controller

As demands grow to reduce power consumption and CO₂ emissions, cutting standby power for MFPs and printers in office environments has become a critical challenge. At the same time, these products must preserve user convenience and productivity, deliver prompt, reliable printing from standby without compromising the customer experience.

To meet these requirements, our company has developed an energy-saving controller that minimizes standby power consumption while enabling rapid wake-up from standby. MFPs and printers equipped with this energy-saving controller achieve industry-leading standby power consumption of 0.5 W or less, without impairing user convenience or productivity.



Efforts for Environment

Eco-Conscious Design Assessment

We pursue design based on the "Environment-Conscious Design Standards" at each stage from the early development of new products and working on product development by evaluating whether Environment-Conscious Design is being carried out based on the "Environment-Conscious Design Check List. "

These checklists include questions such as "how many components have been reduced and how much has the product weight been lowered compared to previous products," attributes such as "the ease of disassembly and material sorting in the recycling process," and design targets that contribute to curbing the impact on the environment during the processes of manufacturing components and assembling products. Each of these items is numerically quantified and evaluated.

<Evaluation Criteria for Eco-Conscious Design Assessment>

- 1 Long-life design
- 2 Design to conserve resources and energy
- 3 3R design
- 4 Design for easy disassembly, separation and classification
- 5 Elimination of hazardous chemical substances

Complying with these standards and specifications and implementing the assessments mentioned above allows us to promote the development of eco-conscious products. And, in addition to product design, we also focus on product packaging and distribution, continuously making eco-conscious efforts in those areas as well.

Product Use - Compliance with Environmental Labelling Requirements

Environmental labels help customers easily identify environmentally friendly products. We commit to making environmentally friendly products and are actively working to acquire environmental label certification.

Types of Environmental Labels and Certified/Registered Products

Three types of environmental labels have been specified by the International Organization for Standardization (ISO): Type I (a voluntary third-party program that certifies products within a particular category based on an independently set environmental criteria), Type II (self-declared environmental claims made by businesses about their products based on their own criteria), and Type III (environmental labels that indicate the environmental impact of a product analyzed in a quantitative manner throughout its life cycle from resource extraction to disposal using the life cycle assessment method).

All of our products have been certified under the International Energy Star Program, an international program that promotes energy efficient office automation equipment. We design our products to meet the requirements of major environmental labels (Type I) across the globe, such as the Eco Mark and Blue Angel, right from the product development stage, and actively work to acquire certification for these labels. We are also making an all-out effort to reduce the environmental impact of our products throughout their life cycle from resource extraction to disposal. We register our products with SuMPO* EPDs, a Type III environmental labeling program by SuMPO, to actively disclose environmental data related to our products. In FY 2023, the following products were certified or registered for environmental labels.

*SuMPO : Sustainable Management Promotion Organization

Efforts for Environment

●Products Certified for Environmental Labels in FY 2025

Product Name		Environmental Label		
		 ecomark (Japan)	 EPEAT (The United States)	 Blue Angel (Germany)
MFPs	ECOSYS MA4000wifx	○	○	○
	ECOSYS MA4000wfx	○	○	—
	ECOSYS MA4000fx	—	—	○
	ECOSYS MA4000x	—	○	○
	ECOSYS MA2600cwfx	○	※	○
	ECOSYS MA2600cfx	—	—	○
	ECOSYS MA2600cwx	—	※	—
	ECOSYS MA2101cwfx	—	※	○
	ECOSYS MA2101cfx	—	※	○
	TASKalfa MZ7001ci	○	※	※
	TASKalfa MZ7001ciW	○	—	—
	TASKalfa MZ4001ci	○	※	※
	TASKalfa MZ4001ciW	○	—	—
	TASKalfa MZ3501ci	○	※	※
	TASKalfa MZ3501ciW	○	—	—
	TASKalfa MZ2501ciW	○	—	—
	TASKalfa MZ7001i	○	※	※
	TASKalfa MZ6001i	○	※	※
	TASKalfa MZ5001i	○	※	※
	TASKalfa MZ4001i	—	※	—
Printers	ECOSYS PA4000wx	○	○	○
	ECOSYS PA4000x	—	—	○
	ECOSYS PA2600cwx	○	※	○
	ECOSYS PA2600cx	—	※	○
	ECOSYS PA2101cwx	—	※	○
	ECOSYS PA2101cx	—	※	○

- : Not sold in countries where the label is used

※ : Scheduled to apply for acquisition after April 2025

Efforts for Environment

Measures to Fight Climate Change

The Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD) asks all companies to assess climate-related risks and opportunities using climate change scenarios and disclose them in their business strategies and risk management. The Kyocera Group endorses the TCFD recommendations and has established a governance system that implements risk management and business strategies and sets metrics and targets as part of efforts to promote these initiatives.

The Kyocera Group also recognizes climate change mitigation as an important issue, and in 2018, the Kyocera Group sets a long-term environmental goal of achieving a 2°C level. In 2021, the Kyocera Group updated its long-term environmental goal to a 1.5°C level and aim to reduce Scope 1, 2, 3 emissions by 46% compared to FY 2020 levels by FY 2031, with the ultimate goal of achieving carbon neutrality by FY 2051.

To achieve its long-term environmental goal, the Kyocera Group actively implements renewable energy and energy-saving measures at each of its locations. The Kyocera Group is committed to various measures to prevent global warming.

Targets and Achievements for Scope 1, 2 CO₂ Emissions in FY 2025

	FY 2025 Targets	FY 2025 Achievement
CO ₂ emissions *1	53,545	25,259

Targets for Scope 1, 2 CO₂ Emissions in FY 2026

	FY 2026 Targets
CO ₂ emissions *1	27,562

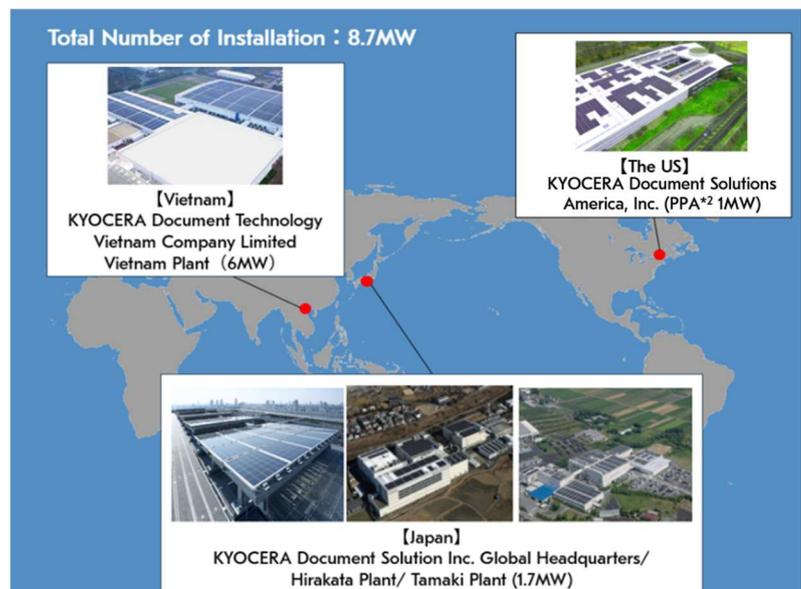
*1 Scope of coverage: KYOCERA Document Solutions Global Headquarters/ Hirakata Plant/ Tamaki Plant/ Minatomirai Research Center, KYOCERA Document Solutions Japan, China Plant, Vietnam Plant

Installation of Renewable Energy

To expand the use of renewable energy, we have installed solar power generation systems on the premises of our offices and plants all over the world. In January 2025, additional solar power systems were installed at the Hirakata and Tamaki Plants. These installations are expected to supply approximately 1.9 GWh of electricity annually, covering about 11% of their total power consumption. This initiative is projected to reduce CO₂ emissions by approximately 860 tons per year, equivalent to the environmental benefit of 61,714 trees.

*2 : Power Purchase Agreement concluded between a power generator and a specific customer

●Solar Power Installation



Efforts for Environment

Water Risk Response

Water is a precious resource that circulates the Earth. Due to the recent impacts of climate change, water risks have increased in certain regions. The Kyocera Group conducts water risk assessments, sets reduction targets for water usage, and implements measures to effectively utilize and protect water resources.

Water Conservation Efforts

Reusing Process Wastewater

The China Plant uses a water recycling system to neutralize wastewater from the cleaning process, store it in a tank, and reuse it as cooling water for air conditioners, thereby reducing wastewater discharge by an average of 4,600 m³ per month.

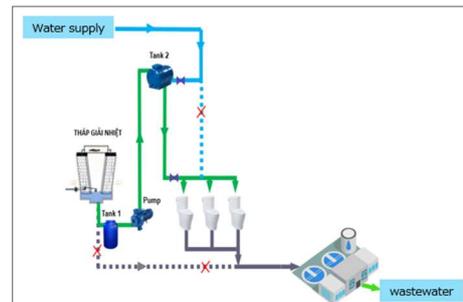
- Reduced Water Intake 55,200 m³/year



Reusing Cooling Tower Blowdown Water

The Vietnam Plant reduces water intake by reusing cooling tower blowdown water used in facility as toilet flushing water.

- Reduced Water Intake 7,208 m³/year



Reusing Rainwater

The Global Headquarters stores rainwater in the tank and utilizes it for greening activities on premises. In addition, the Vietnam Plant reuses rainwater as cooling tower blowdown water, contributing to the efficient use of water resources.

Efforts for Environment

Recycling Activities

We contribute to the goal of sustainable resource recycling by purchasing materials and supplies that have lower environmental impact, reducing new resource consumption, and minimizing waste.

Approaches to the Circular Economy

Environmental-load Reduction for Packaging Materials

The Kyocera Group promotes the reduction of material use and utilization of recycled resources through the design and development of packaging materials.

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*¹ to convert waste PET film into recycled PET material and upcycle it (reuse for higher-value applications) into parts for MFPs 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.



PET Film (Image)

*1 As of September 30, 2024

Circular System for MFPs and Printers

We have established a consistent circular system that spans from product design to collection and recycling.

● Environmentally Conscious Designs

The Kyocera Group has implemented long-life designs, 3R (reduce, reuse, recycle) designs, and low energy-consumption designs, and has strived to reduce environmental load since the initial stage of product development in accordance with the Environmentally Conscious Design Standards

● Post-consumer Recycled (PCR*²) Plastic Utilization

The Kyocera Group has implemented PCR for products and toner containers. The Group set the goal of 1% or more PCR utilization in 2023, 5% or more PCR utilization and the use of recycled materials at 50% of all MFPs in 2024.

*2 PCR : Plastic materials that have been collected from consumers after use and recycled into new plastic products.

● From Collection to Reuse

We collect used MFPs and printers and promote their reuse at both the material and product levels in selected regions. By enhancing designs that facilitate easier refurbishment, we aim to expand reuse across our product portfolio.

[Product End of Life Stage - Collection and Recycling of used MFPs and Printers](#)
[Product End of Life - Collection and Recycling of Used Toner Containers](#)

Efforts for Environment

Environmental Safety Policy / Targets and Promotion System

The Kyocera Group actively promotes environmental initiatives based on our management rationale. In order to continuously improve our environmental performance, we have established a system to promote environmental management, which is led by our president and promotes environmental policies.

The Kyocera Group EHS Manual Basic Edition and the Kyocera Group EHS Standards were established in October 2020 in an initiative to spread awareness of environmental safety management rules and standards throughout the Kyocera Group and promote continuous improvement. This initiative is taking place throughout the Kyocera Group and is facilitating the strengthening of our global environmental safety management system.

The principal Kyocera Group sites in Japan, and some of our overseas sites, have acquired integrated ISO14001 certification.

Kyocera Group Environmental Safety Policy

1. Ensuring the safety and health of employees

- To create a safe and secure workplace for all employees, we will create a corporate culture in which everyone involved in our business activities is fully engaged.
- Kyocera will conduct risk assessments and reduce occupational health and safety risks by eliminating sources of danger to prevent workplace accidents and disasters.
- Kyocera strives to build a work environment where employees feel healthy, enjoy job satisfaction, and can reach their maximum potential by promoting mental and physical health.

2. Contribution to a sustainable society

- Kyocera will research, develop, produce, and expand products that contribute to the improvement of the global environment and products that reduce environmental impact throughout their life cycles.
- Kyocera will promote greenhouse gas emission control in our entire value chain to contribute to realizing a carbon-free society.
- Kyocera will contribute to realizing a recycling-oriented society by using resources more efficiently.
- Kyocera will strive to prevent environmental pollution by properly managing chemical substances in all processes.
- Kyocera will advance biodiversity conservation by minimizing the negative impact of our business activities on the natural environment and by protecting and nurturing the natural environment.

3. Operation of an environmental and safety management system

During our business activities, through the operation of our management system, the Kyocera Group will proactively promote comprehensive measures for environmental protection and work safety, based on the management rationale, and continuously improve environmental and safety performance.

April 1, 2023
Kyocera Corporation
Hideo Tanimoto, President

Efforts for Environment

Long-term Environmental Targets

The long-term targets set for the Kyocera Group are as follows. Greenhouse gas emission targets are certified SBT (Science Based Targets).



- Scope1,2* GHG emissions (1.5°C level) : Reduce 46% by FY 2031 compared to FY 2020 levels [SBT certified]
- Scope1,2,3* GHG emissions (1.5°C level) : Reduce 46% by FY 2031 compared to FY 2020 levels [SBT certified]
- Share of electricity from renewable energy sources: RE60 by FY 2031
- Carbon neutral by FY 2051

- * Scope 1: Direct emission associated with fuel consumption and production processes
- Scope 2: Indirect emission associated with consumption of power or heat purchased from outside
- Scope 3: Indirect emission other than Scope 1 or 2 (Including procurement of raw materials, transport, use and disposal of products, as well as employee commuting and business trips)

● Environmental Management Promotion System



Efforts for Environment

Environmental and Safety Training

In order to ensure the proper implementation and maintenance of the Environmental Safety Management System (ESMS), we conduct appropriate environmental safety education and awareness activities based on the "Environmental Safety Education and Training Standards".

Type	Description
Recognition Education	<p>We conduct education and training to ensure that regular and new employees, as well as those who have been transferred, have the necessary knowledge and skills required in the workplace or plant. This education aims to ensure that they have the awareness and competence necessary for their roles.</p> <p>We also conduct awareness activities related to environmental safety, such as displaying posters and conducting educational activities during Environmental Month and Safety and Disaster Prevention Month.</p> <p>(Some examples of education and training topics)</p> <ul style="list-style-type: none"> - Environmental safety policies and objectives - Significant environmental aspects relevant to the job, as well as evident or potential environmental impacts - Hazard sources and safety risks related to the job - Compliance obligations and requirements of the ESMS - Methods of evacuation/escape from work situations that are considered to pose a serious danger to life or health (e.g., fire and disaster prevention training)
Competence Education	<p>We provide education to ensure that individuals have the necessary competence required to perform their duties. This education is provided to individuals who:</p> <ul style="list-style-type: none"> - Hold responsibilities related to the ESMS (such as environmental safety managers, internal audit implementers, compliance evaluators, etc.) - Perform tasks that have the potential to cause significant environmental impacts - Engage in work that can impact occupational health and safety (OHS) performance - Identify hazard sources
Mandatory Special Education	<p>Individuals engaged in tasks specified by the Occupational Safety and Health Act are required to obtain the necessary qualifications, licenses, skills training, and special education. We ensure that the necessary qualifications are obtained to fulfill the requirements of these positions.</p> <p>(Examples of tasks include crane/forklift operations, rigging operations, and working supervisors for organic solvents, drying equipment, confined spaces, etc.)</p>
Employment and Job Change Education	<p>We provide employment and job change education to regular and new employees, as well as those who have changed their job responsibilities, before they start their work or when their work content changes.</p>
Supervisor Education	<p>We provide education on safety and health to supervisors, including those who have taken on new supervisory roles or directly supervise or oversee workers (excluding working supervisors).</p>

Efforts for Environment

Biodiversity Conservation

Respecting Biodiversity

Our lives and livelihoods are supported by the various gifts that biodiversity brings. In order to continuously enjoy these gifts, we must look into how our business activities affect biodiversity and eliminate any negative impact arising from our business activities. Our concept of "Living Together" lies at the heart of everything we do. In 2012, we incorporated Biodiversity conservation activities into our environmental management system (EMS) and conduct biodiversity risk surveys at our head office, Hirakata Plant, and Tamaki Plant. And we systematically make improvements.

In addition to addressing green purchasing, we use Kyocera Document Solutions Supply-Chain CSR Guideline and the Kyocera Document Solutions Supply-Chain CSR Deployment Check Sheet encouraging our suppliers to think about biodiversity and look for ways they can conserve it.

There are ongoing efforts to mitigate potential risks to biodiversity, such as eradicating invasive alien species earmarked as being potentially harmful.

Excerpt from biodiversity Conservation-related requirements included in the Supply-Chain CSR Guidelines

Biodiversity

Our lives and livelihoods are enriched by the various gifts that biodiversity brings. In order to continuously enjoy these gifts, participating companies must look into how their business activities affect biodiversity and eliminate any negative impact arising from such activities. We should make efforts to procure raw materials without destroying wildlife habitats, avoid using natural biological resources excessively and not transport or spread non-native species during transportation. In our business activities, we should think about the impact on human health and all living organisms, always considering water intake, wastewater discharge, exhaust air, waste, noise, vibration, and light, which may directly impact ecosystems. Ultimately, environmental management systems should reduce the overall impact on biodiversity. We should also take into account ways to reduce the negative impacts on biodiversity by maintaining the greenery on the premises of business sites, utilizing rainwater as much as possible, and preventing contamination from discharged water.

Targets and Achievements for FY 2025

FY 2025 Targets	FY 2025 Achievement
Performing 6 new biodiversity protection activities	Performed 6 new biodiversity protection activities

Targets for FY 2026

FY 2026 Targets
Performing 6 new biodiversity protection activities

Scope of coverage: KYOCERA Document Solutions Global Headquarters/ Hirakata Plant/ Tamaki Plant, KYOCERA Document Solutions Japan, China Plant, Vietnam Plant

Efforts for Environment

Activities

Implementation of Bee Conservation Activities

Our sales companies in Germany and the United Kingdom are engaged in initiatives to protect bee habitats as part of our commitment to biodiversity conservation.

According to the United Nations Food and Agriculture Organization (FAO), the decline of pollinators such as bees and birds, which assist in the process of pollination, can have a significant impact on the growth of major crops worldwide, leading to global food shortages. Our efforts address this challenge by utilizing urban areas and company premises as habitats for pollinators, thereby contributing to the preservation of local biodiversity.

Our sales company in Germany collaborates with an environmental conservation group called "Beefuture" to participate in activities aimed at preserving bee habitats. They have installed beehives on its headquarters premises and operate them sustainably under expert guidance. Similarly, our sales company in the United Kingdom has installed beehives on the rooftop of its headquarters, in collaboration with local beekeepers, and nurture approximately 100,000 bees to help maintain regional pollination services. These activities are not limited to the installation of beehives but also include the development of floral resources in surrounding areas and the promotion of awareness among employees and local communities. Moving forward, each site will continue and expand beekeeping activities while addressing invasive species, reducing pesticide impacts, and collaborating with local communities to develop green spaces, thereby contributing to sustainable regional environmental conservation.



Bee conservation in Germany



Bee conservation in the United Kingdom

Implementation of Clean-up Activities for Marine Ecosystem Conservation

The Vietnam Plant conducts annual clean-up activities at Dawson Beach, approximately 30 km away from the plant, where employees participated with the aim of preserving the marine ecosystem.

Amid growing global concerns over marine pollution caused by plastic waste, this initiative seeks to enhance local environmental awareness and maintain coastal beauty. Each year, more than 100 employees participate in collecting plastic debris and household waste washed ashore. The collected waste is properly sorted and processed in cooperation with local authorities and environmental organizations. Prior to the activity, safety instructions and protective equipment are provided to ensure participant's safety. By removing plastic waste and other debris from the coastline, we contribute to regional environmental conservation while fostering environmental awareness and teamwork among employees. Moving forward, we will continue these efforts and strengthen collaboration with local communities to promote the sustainable preservation of marine environments.



Employees cleaning Dawson Beach



Participants of Clean-up Activities

Efforts for Environment

Participation in Biodiversity Conservation Activities along the Yodo River

The Global Headquarters and the Hirakata Plant participate in ecological restoration activities in the Yodo River basin in Osaka Prefecture, contributing to biodiversity conservation.

These activities are organized by "Itasen-net", a network organization of citizen group, research institutions, and government, and aim to protect *Acheilognathus longipinnis*, a nationally designated natural monument and endangered species, and its habitat, the Yodo River oxbow wetlands. Employees take part in on-site work such as cleaning riverbanks and removing invasive species and plants.

After the activities, participants receive explanation from Itasen-net staff on the local ecosystem and the significance of conservation efforts, helping deepen understanding of environmental issues and regional ecosystem preservation through both practical work and learning.

Through these activities, we contribute to maintaining riverbank biodiversity and controlling invasive species, while continuing sustainable environmental conservation activities in collaboration with local communities.



Participants of conservation activities



Acheilognathus longipinnis

Supporting "Biotope Observation Events" for Children to Learn About Nature

The Tamaki Plant has signed an agreement with Sugashi Arita Sadaoki Environmental Conservation Association to conduct biotope restoration activities in Satochi-Satoyama area. As a result of ecoscaping and land management efforts, including thinning, weeding and maintaining waterways around former rice paddies, a recovery has been observed among local at-risk fauna and flora. Such activities contribute to the conservation of wetlands and surrounding environments, as well as the improvement of soil and water resources, thereby enhancing ecosystem sustainability.

In parallel with this, we support observation events for children to learn about nature. This includes providing on-site explanations, observation tools, and safety instructions beforehand to ensure both educational effectiveness and participant safety. Moving forward, we will continue to collaborate with local organizations and schools to implement regular conservation activities, long-term management plans, and share survey results, aiming to restore Satochi-Satoyama rooted in the community and provide ongoing nature education for future generations.



Observation events for children

Efforts for Environment

Conducting Tree Planting

The Vietnam Plant has been planting Sau trees which is a species native to Vietnam in the premises.

The Sau tree is an evergreen species that grows to a height of 5 to 10 meters and is valued for its beautiful foliage and highly durable wood, making it a popular choice for roadside planting.

This tree-planting initiative aims to enhance the landscape and create a greener environment of the plant premises. After planting, we carry out proper maintenance, including regular watering, pruning, and pest control. These efforts are expected to deliver environmental benefits such as preserving local biodiversity, preventing soil erosion, providing shade, and absorbing carbon dioxide. Moving forward, we will continue these maintenance activities and contribute to regional greening and the creation of a sustainable environment.



Sau Tree Planting

Environmental Communication

Activities

“Special Science Class” to Discover the Joy of Science

Since 2009, the Global Headquarters has participated in the “Special Science Class” program organized by the Osaka Board of Education in collaboration with local companies. To date, approximately 5,300 students at 78 elementary schools have attended these classes.

Through hands-on learning, the class aims not only to let children discover the fun of science but also to deepen their understanding of environmental issues and energy and to provide an opportunity to think about a sustainable society. Specifically, the program includes an experiment in which children make photocopies of drawings they created themselves and hands-on experience operating a copier, so they can get a tangible sense of how electricity is applied to everyday products.

These activities are conducted with full attention to safety management and instructional structure, with teachers and our employees working together.



Students learning the history of the copying machine in class



Children learning the mechanism of copying through an experiment

Efforts for Environment

Conducting “Children’s Eco Activities” to Promote Environmental Awareness

Since 2005, the Tamaki Plant has been supporting Mie Prefecture’s “Children’s Eco Activities” initiatives. This initiative aims to foster environmental awareness among the next generation by encouraging children to engage in energy-saving practices at home, thereby deepening their understanding of environmental issues and cultivating a sense of responsibility for building a sustainable society.

Employees conduct annual on-site environmental classes at elementary schools in Tamaki Town. During the classes, students use simple measurement tools and worksheets to record data such as electricity usage and waste generation. Based on these results, they discuss energy-saving measures with their families, implement them, and verify the outcomes. Through these activities, the program seeks to empower children to identify issues, take actions, and experience results, thereby nurturing proactive environmental awareness and problem-solving skills. After the classes, we review the program with schools and the local Board of Education to improve and ensure continuous support.



Uda Elementary School



Tamaru Elementary School



Shimotokita Elementary School

Cooperation in Environmental Awareness Events

Since 2003, our sales company in Australia has participated in the annual “Clean Up Australia Day” an initiative aimed at promoting environmental awareness and preserving local landscapes.

This program is organized by Clean Up Australia, a non-profit organization founded by Ian Kiernan, Australia’s representative in the around-the-world yacht race and an environmental activist. The initiative grew from small individual actions into nationwide clean-up activities. Employees join residents in collecting litter along streets, parks, and riverbanks, contributing to environmental conservation and community engagement.

We will continue to participate and strengthen collaboration with the community to raise environmental awareness and maintain a clean and beautiful local environment.



Participants of
“Clean Up Australia Day”

Efforts for Society

Respect for Human Rights

Aside from compliance with the laws of individual countries, the Kyocera Group implements measures in accordance with the United Nation's Universal Declaration of Human Rights, the Fundamental Human Rights Convention by the International Labor Organization (ILO) and other international conventions. The Kyocera Group has joined the United Nations Global Compact, a global platform setting out 10 fundamental principles relating to human rights, labor, environment, and prevention of corruption, out of agreement with the main purport of the Compact. The Kyocera Group has established "Kyocera Group Human Rights Policy" and explicitly prohibits the use of forced labor and child labor as well as discriminatory treatment on the basis of gender, age, beliefs, nationality, physical features, etc. The Kyocera Group is also working to prevent abuse of power and sexual harassment in the workplace. In addition, the Kyocera Group endeavors to exchange views and share information with employees through organizations such as labor unions and workplace associations. The Kyocera Group promotes development of a comfortable work environment that fosters motivation.

Kyocera Group Human Rights Policy

The Kyocera Group is engaged in corporate activities to create a sustainable society under the management rationale 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" and based on the Kyocera Philosophy*¹ which is the corporate philosophy that forms the basis of our management.

We also recognize that our corporate activities have various impacts on the global environment and the lives of people and we believe that it is the most important responsibility for a company to respect the human rights of everyone involve in the entire value chain.

Each employee will contribute to the progress and development of a society in which the human rights of all people are respected by acting based on the Kyocera Philosophy and using "what is right as a human being" as a criteria for judgment.

*¹ The Kyocera Philosophy is the management philosophy of the Kyocera Group based on the criteria of "What is right as a human being".

Position of this policy

The Kyocera Group Human Rights Policy (Hereinafter, this policy) is a code of conduct for employees based on the Kyocera Philosophy and realizing the Management Rationale. It was discussed and approved by the Board of Directors and signed by the President and Representative Director of Kyocera Corporation. The term "Kyocera Group" in this Policy refers to Kyocera Corporation and Kyocera Group companies, and the term "employees" includes all officers, full-time employee, fixed-term and short-time employees, contract employees, and temporary employees working for the Kyocera Group. "Business partners" includes material suppliers, staffing agencies, and on-site contractors.

We have also obtained expert advice from external experts in the preparation and revision of this policy.

Scope of this policy

This policy applies to all Kyocera Group employees. We also require all business partners, including suppliers, to understand and comply with this policy.

Basic approach to human rights

In accordance with the United Nations Guiding Principles on Business and Human Rights, the Kyocera Group will fulfill our responsibility to respect human rights by avoiding violations of human rights in our business activities and 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 *², and we respect children's rights based on the Children's Rights and Business Principles. We also respect international standards, including the "OECD Guidelines for Multinational Enterprises on Responsible Business Conduct", and are a signatory to the "10 Principles of the UN Global Compact".

We comply with applicable laws and regulations in the countries and regions where we conduct business. However, where national law and internationally recognized human rights principles differ, we follow higher standards and seek ways to

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maximize respect for internationally recognized human rights. We do not tolerate or be complicit in threats, intimidation or attacks against human rights defenders who strive to protect and promote human rights in a peaceful manner.

*2 Includes the following core labor standards: the elimination of all forms of forced or compulsory labor, the effective abolition of child labor, the elimination of discrimination in respect of employment and occupation, freedom of association and the effective recognition of the right to collective bargaining, and a safe and healthy working environment.

Human rights due diligence

The Kyocera Group undertakes human rights due diligence to identify, prevent and mitigate adverse human rights impacts in the value chain. Human rights due diligence actively involves internal and external input, including from affected right holders. We also respond appropriately through active dialogue when we determine that adverse human rights impacts are occurring or are likely to occur in the value chain.

Remedial action

If the Kyocera Group is found to be causing or contributing to adverse human rights impacts, we consider all possible means and work to provide for or cooperate in remediation. In addition, if we find adverse human rights impacts that are linked to our business, we engage in dialogue with our business partners to work together toward redress.

If there are adverse human rights impacts on the Kyocera Group value chain, we work to resolve all, but if we are unable to address all at the same time and need to prioritize our efforts, we re-evaluate the impact on human rights and prioritize the most severe issues where delayed response would make the circumstance irremediable.

Access to remedy

The Kyocera Group has established and publicized a hotline where all stakeholders can report their human rights concerns without fear of disadvantage. We will promptly investigate reports received and work diligently with the parties concerned to resolve problems. We also strive for continuous improvement based on the experience gained from our efforts.

The Kyocera Group believes that these reports and feedback enhance the transparency of corporate activities and strengthen trust with stakeholders. Therefore, we do not prevent stakeholders seeking redress from using judicial or non-judicial grievance mechanisms, and we also cooperate positively with judicial or non-judicial grievance mechanisms. We do not require waivers of legal rights to file through other judicial or non-judicial grievance mechanisms as a condition of using grievance mechanisms, nor do we require confidentiality clauses for human rights concerns. In addition, the Kyocera Group does not condone retaliation against those who have sincerely expressed concern or cooperated in the investigation but protect them in accordance with the laws and regulations of each country.

Dissemination and education

The Kyocera Group we make efforts, so contents of this policy are reflected in internal policies and procedures and realize them. We will also work to promote understanding of this policy through human rights education for employees, and by establishing "guidelines" for our business partners to follow.

Monitoring and information disclosure

The Kyocera Group undertakes continuous human rights due diligence based on the understanding that internationally recognized human rights change with time and the social environment. We also monitor responses to remediation, mitigation, prevention and evaluate the effectiveness of efforts to respect human rights. The progress of these efforts will be disclosed in a timely and appropriate manner. When disclosing information, we make sure that affected rights holders are not in a position of disadvantage.

Established: November 2, 2020

Revised: August 1, 2024

President and Representative Director, Kyocera Corporation

Hideo Tanimoto

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(Attachment) Promotion System

1. Human rights due diligence system

The Kyocera Group regards human rights risks as a corporate risk, and the results of conducting human rights due diligence are approved by the Risk Management Committee chaired by the President and Representative Director of Kyocera Corporation. The matters discussed by the Risk Management Committee, including human rights, are reported to and supervised by the Board of Directors. Human rights due diligence is carried out by the Corporate General Affairs Human Resources Group of Kyocera Corporation in cooperation with relevant departments, including supply chain management departments, incorporating both internal and external expert advice. The effectiveness of human rights due diligence is evaluated by incorporating opinions from affected rights holders through surveys and interviews. Measures to prevent or mitigate adverse human rights impacts, or to remedy them, are carried out by the relevant departments that will take responsibility, and their progress is monitored.

2. Remedial process

The Kyocera Group provides access to by establishing and publicizing multiple channels through which internal and external stakeholders can report human rights concerns without fear of disadvantage. In addition to the "Compliance Hotline," which is accepted by specialized organizations within the Kyocera Group, there is also a contact for external specialized organizations. All these services are available anonymously, and we take care to protect the privacy of the reporting party and ensure that the reporting party and the cooperating party are not treated unfavorably.

Kyocera Corporation's Corporate General Affairs Human Resources Group and other relevant departments will cooperate to investigate and consider corrective measures. In cases where corrective measures are deemed necessary, appropriate corrective measures will be taken through dialogue with the parties concerned and experts, and efforts will be made to prevent recurrence as lessons learned. Corrective measures are determined and executed by the relevant department in response to a reported incident, and the Senior General Manager of Corporate General Affairs Human Resources Group is responsible for the implementation of human rights corrective measures.

(Attachment) Kyocera Group Policy for Addressing Human Rights Issues (Salient Human Rights Issues)

The Kyocera Group evaluated the adverse impact on human rights (Hereinafter, "Human rights issues that have emerged") and the potential adverse impact on human rights (Hereinafter, "potential human rights challenges"), by rights holder ("employees (non-consolidated)," "employees (domestic groups)," "employees (overseas groups)," "suppliers," "temporary employees," "contractors," "local residents" and "consumers"), country and industry. with the cooperation of external organizations. We then identified the following 13 issues as "human rights issues (outstanding human rights issues) that the Kyocera Group should address" based on the severity of impact and likelihood of occurrence, which we analyzed by checking internal records, interviewing relevant departments and labor unions as affected right holders, and obtaining advice from external experts.

If the Kyocera Group is found to be causing or contributing to an adverse impact on human rights, we will promptly provide for or cooperate in their remediation. If we identify potential adverse human rights impacts, we take measures to prevent and mitigate. To promote efforts to respect human rights in accordance with the United Nations Guiding Principles on Business and Human Rights, it is important to assess the impact of salient human rights issues and take appropriate measures, including preventive measures. In particular, we will conduct surveys on the impact of human rights on each rights holder in each value chain, particularly in high-risk areas where there is concern that the impact could be severe if it were to surface. Workers include employees of business partners (Material suppliers, staffing agencies, premises contractors, etc.) in addition to employees of the Kyocera Group.

Regarding the 13 salient human rights issues identified, we have established response policies to minimize adverse impacts. We also ask all business partners, including suppliers involved in the Kyocera Group products and services, to understand and comply with this policy. We will respond appropriately to transactions with business partners who do not agree with this policy, considering the "severity of human rights violations" and the "adverse impact on human rights by reconsidering our business relationships."

Periodically conducting human rights due diligence and review of the human rights issues to be addressed and the response policy will be conducted.

13 Policies for responding to issues

1. Forced labor

- Provide workers with employment contracts in a language they can understand so they can correctly understand the contents of their employment contracts.

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- Prohibit charging workers for hiring fees or other fees. If such fees are found to have been paid by the worker, such fees shall be refunded to the worker.
- The Company will not retain the original passports, government-issued identification materials, or other valuables of its employees.
- All work is voluntary and, if notice is given as contracted, the worker may take time off work or terminate the employment relationship without fines or penalty.

2. Child labor and youth labor

- Do not allow children*¹ to work at any stage of production.

*1 Child: A person who is less than the higher of either the age of 15, or the age of completion of compulsory education, or the national minimum age for employment.

- Do not allow workers under 18 years of age (young workers) to engage in physically demanding work such as dangerous work*² including working at nighttime and overtime work.

*2 Examples of dangerous work: working at heights, working with heavy materials and hazardous materials, etc.

3. Occupational safety and health

- Confirm workers have not suffered any death or serious illness/injury related to work.
- Conduct risk assessments for occupational safety and occupational health (including health).
- Provide workers with appropriate protective equipment.

4. Right to social security

- Encourage all eligible workers to purchase social insurance as required by law.

5. Fair wages

- Pay workers the wages (living wage) they need to maintain an appropriate standard of living.
- Wages are paid regularly and on time to workers in full.
- For overtime work, workers are paid appropriate extra wages that are equal to or above the legal minimum.
- Do not allow workers to bear the cost of purchasing work-related goods.

6. Fair working hours

- Working hours do not exceed the limits prescribed by local law.
- Weekly working hours do not exceed 60 hours, including overtime, except in emergency or unusual situations.
- Give at least one day off every seven days.
- All overtime work is done with consent.

7. Workplace discrimination

- "Race, color, age, sex, ethnicity, religion, political affiliation, marital status, pregnancy, sexual orientation, gender identity and expression, military service experience, protected genetic information, medical history and disability, information on affiliation, results of pregnancy and virginity tests" are not included in the standards and requirements at the time of hiring and after hiring, such as determining salary, training, promotion, dismissal etc.

8. Freedom of association and right to collective bargaining

- Respect the right to freedom of association and collective bargaining at the will of workers in accordance with local law. Establish legitimate alternatives and seek ways in which workers' rights are respected, even in situations and places where the right to freedom of association and collective bargaining are legally restricted.

9. Rights of foreign workers

- Employment contracts are given to foreign workers before they leave home country.
- Important documents*³ provided to foreign workers are provided in a understandable language.

*3 Important documents: recruitment guidelines, employment contracts, pay slips, work rules and regulations, safety and health manuals, internal and external consultation services, etc.

10. Social discrimination and invasion of privacy

- Do not contribute or be in violation of the privacy rights through the use of AI and IoT.

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11. Harassment

- Conduct fact-checking investigations into harassment consultations and take appropriate measures, including measures to accommodate victims and punishment of perpetrators, as necessary.

12. Impact on local communities (environment and society)

- The local community will not be adversely affected by noise, odor, vibration, etc. at the factory.
- Pollution on the environment including rivers, groundwater, soil, that may be caused by business operations such as runoff of chemical substances will not adversely affect local communities.

13. Product safety

- It does not adversely affect users of any product due to defects in product design or errors in usage.

Human Rights Management System

The Kyocera Group holds regular Risk Management Committee meetings to determine risk management policies, corporate risks, and risk owners, while also reviewing the progress of response measures. Risks related to human rights are considered on the level of corporate risks and deliberated upon at meetings of the Risk Management Committee.

Initiatives Related to Human Rights and Labor

We have designated May as "Morality Month" to improve human rights and labor awareness among employees. Workplace compliance information is announced at morning meetings, and training is provided for those in relevant supervisory roles. The Kyocera Code of Conduct, which covers our stance on initiatives in human rights, legal compliance, environmental and social contribution, and workplace attitudes, is made available to all employees via the company intranet, and employees are made aware of its contents. Also, human resource divisions undertake independent checks for legal violations such as discrimination, appropriate payment, and working hour management according to labor-related laws and regulations, in-house rules, and labor agreements with unions. Auditing divisions also carry out audits regularly to ensure thorough legal compliance. Details specific to each area of work are compiled in the Labor-related Code of Conduct.

Kyocera Document Solutions Inc. Labor-related Code of Conduct

1. Purpose

Since shortly after its founding, Kyocera has declared that it will "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 its management rationale, and has managed its business based on the Kyocera Philosophy - the core management philosophy that guides the Kyocera Group. By practicing the Kyocera Philosophy daily, we will contribute to the sound development of society and build mutual trust with stakeholders while continuously developing the Kyocera Group.

Therefore, we have established the Kyocera Document Solutions Group CSR Guidelines, our standards of corporate conduct, and will act towards creating a sustainable society. More specific details for each area of work are compiled in the Labor-related Code of Conduct.

2. Scope

This code of conduct applies to Kyocera Document Solutions Inc., Kyocera Document Solutions Japan Inc. (hereinafter included in Kyocera Document Solutions Inc.), as well as all executive officers and employees.

3. Labor-related Code of Conduct

Kyocera Document Solutions Inc. shall uphold the human rights of all workers and engage with all workers in a manner that can be considered respectful and indicative of good faith by international societies. This applies to all workers, including temporary employees, migrant workers, students, contracted employees, directly hired employees and all other working capacities.

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Labor standards are as follows.

(1) Free Selection of Jobs

There shall be no use of forced or compulsory labor (including debt bondage), labor in detention, involuntary or exploitative prison labor or labor obtained through slavery or human trafficking. This includes transportation, concealment, employment, transferral or acceptance of persons through threats, coercion, force, abduction or trickery for the purpose of receiving labor or services. Entry to and exit from facilities provided by the company shall not be restricted in an unreasonable manner, nor shall unreasonable restrictions be placed on workers' freedom of movement in company facilities. In the event that a worker will leave their country of origin to work for Kyocera, a written employment contract describing the conditions of employment must be provided in the worker's native language prior to the worker's departure from their country of origin as part of the employment process. The employment contract must comply with applicable local laws and must not be substituted or changed on the worker's arrival in the country where they will work, unless the new contract contains equivalent or better conditions. All work shall be done on workers' own volition, and workers must be free to leave the workplace or terminate their employment at any time. Employers and agents must not keep any identification or immigration documents belonging to workers, including government-issued identification, passports or work permits (except those that they are legally required to keep), and must not destroy, conceal or confiscate these or prevent workers from using them. Workers shall not be required to pay an employment commission to their employer or agent or any other fees related to their employment. If it is discovered that any workers have paid fees of this nature, the money shall be returned.

(2) Labor by Minors

Child labor shall not be used in any stage of production. For the purposes of this code of conduct, "child" refers to persons under the highest of age 15, the age of completion of compulsory education or the minimum working age in the country in question. Reasonable work-study programs are supported as long as they comply with all laws and regulations. Workers under the age of 18 (minors) shall not be permitted to engage in work that may be hazardous to their health or safety, including night work or overtime. Kyocera Document Solutions Inc. shall ensure that student workers are suitably managed according to applicable laws and regulations through suitable record-keeping about student workers, strict due diligence regarding the partners providing education, and protection of student workers' rights. Kyocera Document Solutions Inc. shall provide suitable support and training to all student workers. If no applicable local laws exist, remuneration for student workers, interns and apprentices must be no lower than that paid to other entry-level workers performing the same or similar work. There shall be no use of forced or compulsory labor (including debt bondage), labor in detention, involuntary or exploitative prison labor or labor obtained through slavery or human trafficking.

(3) Working Hours

Many studies on business practices have shown a clear link between overworking and a decrease in workers' productivity, increase in turnover and increase in injury and illness. Working hours must not exceed the limits set in local laws. Workers must not work more than 60 hours per week, including overtime, except in emergencies or other unusual situations. Workers must be given at least one day off every seven days.

(4) Remuneration and Benefits

Remuneration paid to workers must comply with all applicable laws on remuneration, including those concerning minimum wage, overtime and legally required benefits. Overtime must be compensated at a higher hourly rate than the usual rate, in accordance with applicable local laws. Remuneration must not be deducted as a disciplinary measure. Workers must be given a comprehensible pay slip for each pay period. This must be provided in a timely manner and contain sufficient information for the worker to confirm that they have been paid correctly for the work they performed. Kyocera Document Solutions Inc. shall comply with the limitations in local laws regarding the use of temporary, dispatched or externally contracted workers.

(5) Humane Treatment

Workers shall not be subjected to sexual harassment, sexual abuse, physical punishment, emotional or physical suppression, verbal abuse or other mistreatment. Workers must not be subjected to any treatment that is inhumane or could be considered as such. Disciplinary measures and procedures to handle such treatment must be defined and communicated to workers.

(6) Elimination of Discrimination

Kyocera Document Solutions Inc. must take all possible measures to ensure that its workplaces are free of harassment and illegal discrimination. Kyocera Document Solutions Inc. must not discriminate based on race, skin color, age, sex, sexual orientation, gender identity/gender expression, ethnicity/nationality, disability, pregnancy, religion, political affiliation, union membership, presence or absence or military experience, genetic information or marital history in the application of any

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employment conditions including remuneration, promotions, bonuses or training. Provisions shall be made within a reasonable scope for workers to practice their religions. Requests from workers for religious accommodations shall be handled by the General Affairs and Labor Division, who shall consider how to handle the request and then provide the necessary accommodations. Workers and prospective workers must not be subjected to medical or physical examinations that may be used for discriminatory purposes.

(7) Freedom of Association

Kyocera Document Solutions Inc. shall respect the right of all workers to join a union for the purposes of collective bargaining and peacefully assembling, based on local laws. Workers and/or a representative shall be able to directly communicate their opinions and concerns about working conditions and management practices to management without fear of discrimination, reprisal, threats or harassment.

Human Rights Due Diligence Process

The Kyocera Group is working to establish an effective company-wide structure for human rights due diligence by FY 2026. Efforts to ensure human rights are also a part of our workplace enhancement initiative.

Survey on Prominent Human Rights Issues

The Kyocera Group made a declaration on "Conducting Human Rights Due Diligence" in the Kyocera Group Human Rights Policy (announced on November 2, 2020). In order to comply with this Human Rights Policy, we construct and implement human rights due diligence frameworks using the UN "Guiding Principles on Business and Human Rights." In 2022, the Company established a working group for promoting human rights due diligence alongside third-party bodies specializing in sustainability to conduct assessments to identify ways in which human rights are adversely affected.

1. Areas covered by the survey

Areas in which the Kyocera Group and Kyocera Group suppliers are located

2. Scope of the survey

The value chains and rights holders within the Kyocera Group are defined as follows. Potential human rights issues are investigated within each category.

[Value chains]

"Resource mining," "raw materials procurement and transport," "R&D and manufacturing," "construction, product use, and services," "product disposal"

[Rights holders]

"Employees (non-consolidated)," "employees (domestic Group companies)," "employees (overseas Group companies)," "suppliers," "temporary employees," "contractors," "local residents," "consumers"

3. Steps to identifying human rights issues

[Step 1] Survey country risks

Assess the degree of human rights risks in the country being surveyed by searching for literature and articles on (1) the state of human rights violations (severity), (2) the state of law enforcement guarantees (potential to occur), (3) the state of the ratification of treaties and local laws pertaining to human rights (potential to occur), and (4) frequency and trends in human rights violations (potential to occur).

[Step 2] Survey industry risks

Identify industries that Kyocera Group companies (production and non-production) belong to and identify human rights issues that are likely to occur for each respective industry type considering the frequency and trends in which said issues occur for each industry.

[Step 3] Survey human rights issues in the Kyocera Group

Investigate the existence of human rights issues in the Kyocera Group and the management of such by having a third-party body review internal Kyocera records, conduct interviews with related departments, and search articles on human rights issues pertaining to the Kyocera Group over the past 20 years.

Efforts for Society

[Step 4] Prioritizing human rights issues

Add the human rights issues identified in steps 1 to 3 to a list of human rights issues and score them by their severity and potential to occur based on the results of interviews performed in step 3. Based on the list of human rights issues scored, deliberate within the working group regarding any human rights issues and issues that need to be added or excluded (human rights issues that are already being managed) to identify the human rights issues facing the Kyocera Group. Note that this step shall be repeated three times.

4. Results of implementation

Based on the results of the survey, we identified 15 countries and regions as high-risk areas and 13 items as salient human rights issues.

Human Rights Mitigation & Remediation

Measures Addressing Human Rights Issues

Steps are taken to identify whether any of the prominent human rights issues identified are occurring in accordance with the UN "Guiding Principles on Business and Human Rights." If said issues do become readily apparent, prompt relief and corrective action are taken. Furthermore, additional steps are taken to alleviate and prevent latent human rights issues. To achieve this, we will need to identify issues that have surfaced and prevent potential human rights issues from occurring by first assessing the prominent human rights issues identified and confirming the state of human rights issues. In particular, we plan to verify the state of affairs concerning each rights holder within each value chain, focusing on regions at high risk of human rights issues worsening should they manifest.

Prohibition of Forced Labor

The Kyocera Group Human Rights Policy and Kyocera Supply Chain CSR Procurement Guideline prohibit slavery, human trafficking and all other forced labor, along with child labor, throughout the Kyocera Group. Our supply chain is also required to comply with the Kyocera Group Responsible Business Conduct Guidelines.

Harassment, Discrimination, and other Human Rights Violations Prevention Measures

Starting in 2011, we have designated May as "Morality Month" and promotes measures to prevent harassment and discrimination during this time. Activities include educating all employees on the prohibition of harassment and discrimination and publishing a harassment prevention handbook on the company intranet. In addition, we are striving to create a workplace environment where harassment and discrimination do not occur by conducting training for managers that includes case studies, discussions, knowledge online learning. In addition to our anonymous employee consultation services, we established a third-party consultation service in 2021, with appropriate considerations taken for privacy, to monitor human rights, harassment, and discrimination violations.

Freedom of Association

At our company, great emphasis is put on building relationships based on trust and heart-to-heart bonds among employees. Labor-management relations at our company go beyond the generally accepted idea of harmony between management and labor. At our company, the basis of the relationship is "coaxial labor and management," where perspectives are shared on the same level (Union membership rate: 95.3%). We carry out sports meets, summer festivals and many other kinds of events that stimulate and sustain such relations through unity. In Europe, the US, China and other countries, we continue to maintain appropriate labor relations via thorough labor-management consultation in accordance with labor laws of individual countries. Labor and management on the same axis is the key for successful labor relations. Maintaining this stance will help to resolve problems in the workplace and keep the company on the path of sustainable development.

Efforts for Society

Promoting DEI (Diversity, Equity, and Inclusion)

To ensure success in today's rapidly changing business environment, we believe it is essential to attract diverse human resources and enable each employee to reach their full potential on the job. We aim to be a vibrant and attractive company that continues to challenge and grow towards the future by respecting the individuality and values of our employees and creating a workplace environment where diverse talent can work and thrive with motivation.

DEI Efforts

General Employer Action Plan based on the "Next Generation Development Support Measures Promotion Law" and the "Act on the Promotion of Women's Active Engagement in Professional Life"

We have formulated the "Kyocera Document Solutions General Employer Action Plan" based on the Next Generation Development Support Measures Promotion Law and the Act on the Promotion of Women's Active Engagement in Professional Life to support diverse work styles and the active participation of women in their professional careers (see below for details). Going forward, we will promote initiatives such as reducing working hours and encouraging vacation usage based on this action plan, in order to create an environment where all employees can work energetically.

Plan Period: April 1, 2025 - March 31, 2027

General Employer Action Plan based on the "Next Generation Development Support Measures Promotion Law" and "Act on the Promotion of Women's Active Engagement in Professional Life"

● **Goal 1: Ensure the ratio of female new hires (including fresh graduates and mid-career recruits) is 20% or higher**

Efforts	<ul style="list-style-type: none">● Female senior employees will participate in new graduate hiring activities as role models. These efforts will continue to be promoted. (Website for recruitment, company brochures, corporate information sessions, etc.)● Hold round-table talks with female employees during internship programs.
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● **Goal 2: Increase the utilization rate of childcare leave among male employees to 50% or higher.**

Efforts	<ul style="list-style-type: none">● Establish a dedicated contact point for childcare leave and thoroughly promote awareness within our company.
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● **Goal 3: Achieve the utilization rate of paid leave to 70% or higher.**

Efforts	<ul style="list-style-type: none">● Encourage the utilization of paid leave through our internal portal site.
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● **Goal 4: Keep the average monthly total of statutory overtime and statutory holiday hours per person below 20 hours.**

Efforts	<ul style="list-style-type: none">● Conduct awareness activities aimed at analyzing the root causes of overtime and optimizing overtime work hours when necessary.
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Efforts for Society

Work-Life Balance Support (Childcare, Elderly Care, Medical Treatment)

We have established comprehensive support systems such as leave of absence and reduced working hours to support the work-life balance of our employees, especially in terms of childcare. In the case of elderly care, we allow flexible working hours and changes in work schedules without setting a time limit. To alleviate concerns regarding work-life balance, we provide information to employees through the internal portal site, including a "Guidebook for Work-Life Balance." Furthermore, we have implemented a leave of absence system that allows employees to take time off for fertility treatment, with a maximum of one year and two times. Our efforts have been recognized, and in November 2015, we were certified as a "Childcare Support Company" based on the Next Generation Development Support Measures Promotion Law. We have also obtained the Next Generation Certification Mark, "Kurumin."



●Main Work-Life Balance Support Programs

	Name of Program	Content
Childcare	Birth-Related Childcare Leave	Employees can take up to four weeks within eight weeks after their spouse gives birth. (Can be taken in two separate periods.)
	Childcare Leave	Employees can take up to two periods of leave until the day before their child's first birthday. Maximum leave period is until the child turns two years old. During all or part of this childcare leave, it is possible to use accumulated annual paid leave*. *It is possible to accumulate expired annual paid leave up to a maximum of 20 days.
	Reduced Working Hours	Available during pregnancy or until the child completes sixth grade of elementary school. Hours can be reduced by up to two hours per day.
	Flexible Work Schedule	Available during pregnancy or until the child completes sixth grade of elementary school. Start and end times can be adjusted by up to 1.5 hours per day.
	Nursing Leave	For each child until the completion of sixth grade of elementary school, a total of 5 days per year can be taken. If there are 2 or more children, it is possible to take up to 10 days. It is also possible to take leave in increments of either 1 day or 1 hour.
	Flexible hours for part-time workers	This benefit is available during pregnancy or until the child completes the sixth grade of elementary school. Employees can reduce their total daily working hours by up to two hours.
Elderly Care	Caregiver Leave	Employees can take up to one year per family member requiring care. (Can be taken in separate periods.)
	Reduced Working Hours	No set duration. Hours can be reduced by up to two hours per day.
	Flexible Work Schedule	No set duration. Start and end times can be adjusted by up to 1.5 hours per day.
	Nursing Leave	Up to five days per year for each family member requiring care. For two or more family members, up to ten days per year. Leave can be taken in increments of one day or one hour.
	Flexible hours for part-time workers	No fixed period. Employees can shorten their total working hours by up to two hours per day.
Medical Treatment	Reduced Working Hours	If deemed necessary by a physician or company-designated doctor, employees can reduce their working hours by up to two hours per day.
	Flexible Work Schedule	If deemed necessary by a physician or company-designated doctor, employees can adjust their start and end times by up to 1.5 hours per day.
	Support System for Fertility Treatment	Employees can take a leave of absence for a maximum of one year, twice. Accumulated annual leave by the hour is also available.
	Flexible hours for part-time workers	Daily total working hours can be reduced by up to two hours when deemed necessary by the company based on a doctor's or occupational physician's judgment.

Efforts for Society

Other	Hourly Annual Paid Leave System	Employees are allowed to take up to five days (40 hours) of leave in hourly units up to 7 hours per day from the provided annual paid vacation.
	Accumulated Annual Paid Leave System	For reasons such as family caregiving and nursing, children's school events and childcare, and personal medical appointments, employees can take up to 7 hours per day in 1-hour increments.
	Leave of Absence for Spouse's Overseas Transfer	Employees who are unable to continue their duties as a result of their spouse being transferred overseas may take leave for a maximum of five years.
	Special Volunteer Leave	Employees can take leave for company-approved volunteer activities for a period recognized as necessary by the company.

*In addition, employees can receive partial subsidies for expenses related to such as childcare facilities, educational services, nursing care services through affiliated employee benefit services.

●Main Utilization Data of the Programs

Program	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Childcare Leave (Persons)	36	41	28	27	43
Childcare Reduced Working Hours (Persons)	76	66	71	68	67

Success of a Diverse Human Resource

We maintain a fundamental 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. To realize Kyocera's Management Rationale to grow and develop the company on sustainable basis, it is essential to maximize employees' abilities. To continue growing in the current rapidly changing global business environment, we believe that attracting more diverse employees and letting every employee fully demonstrate their abilities are important.

●Creating a Comfortable Workplace Environment

We aim to "foster a workplace culture where everyone can thrive and improve productivity." To support flexible workstyles, we have introduced a remote work system and a flextime system. The remote work system allows employees to work from locations other than their home, subject to certain conditions, accommodating diverse lifestyles and creating a more comfortable work environment. Additionally, we conduct a company-wide "Workplace Vitality Assessment" regularly to measure the "engagement level" of each workplace. Based on the results, workplace leaders take the initiative to implement improvement activities, enhancing workplace vitality.

●Reducing Total Working Hours

With the aim of reducing total working hours, we are working to achieve efficient work practices and minimize overtime, including promoting the automation of business processes by using AI.

We also encourage employees to take paid leave by promoting the "9-Day Consecutive Leave System" and "Refresh Leave" while allowing paid leave to be taken in hourly increments.

●Promoting the Success of Employees with Disabilities

We focus on both hiring and retaining employees with disabilities by assigning them to workplaces that match their abilities, installing multi-functional restrooms, and making necessary adjustments to job duties. While we achieved the legally required employment rate in FY 2024, we continue to strive for higher employment rates through specific action plans and proactive recruitment efforts.

●Supporting the Continued Success of Retired Employees

To support continued engagement and new challenges, we introduced the "Challenge Partner System" in April 2024 for re-hired retirees. This system evaluates individual contributions, ensures fair compensation, and enhances the work environment. We also allow employees to choose work schedules such as three-day or four-day workweeks, accommodating their physical condition and lifestyle needs.

Efforts for Society

●Providing Opportunities to Support New Career Challenges

To support continued engagement and new challenges, we introduced the "Challenge Partner System" in April 2024 for re-hired retirees. This system evaluates individual contributions, ensures fair compensation, and enhances the work environment. We also allow employees to choose work schedules such as three-day or four-day workweeks, accommodating their physical condition and lifestyle needs.

●Providing Opportunities to Support New Career Challenges

To enable employees to leverage their skills and abilities while exploring new career paths, we have implemented an internal job posting system that provides opportunities for professional growth.

●Enhancing Internal Communication

To improve employee communication, we have introduced the "KD-Connect" communication app and actively organize company events such as summer festival and athletic meet.

Efforts for Society

Human Capital

Approach to Human Capital

We operate under the Amoeba Management system, which allows all employees to participate in managing the company. We view this as an extension of our philosophy to provide opportunities for employee growth and development, both materially and intellectually, while contributing to a better world. We strive to create an environment in which all our employees can approach their work with a sense of ownership and find empowerment and fulfillment by continually expanding their human potential. Our "Management by All" approach calls every employee to use "What do we consider to be the right choice as a human being?" as our compass for work and decision-making. As we expand with a more diverse global workforce, this universal mindset encourages us to aim higher with initiative and enthusiasm, and to grow every day.

Our Kyocera Philosophy reminds us that, "The Result of Our Life or Work = Attitude x Effort x Ability." This formula demonstrates that "attitude" is the first factor for success, followed by effort and ability. In addition to passing our Kyocera Philosophy on to new generations of employees, we provide functional training to enhance job performance. We believe this can allow everyone at our company to fully develop their potential, and to grow as the company grows, emphasizing job satisfaction and employee fulfillment.

Initiatives for Strengthen Human Capital

The Kyocera Document Solutions Group, with its global presence, conducts global education on the Kyocera Philosophy to promote the inheritance and practical application of our ideals. "This is prioritized within other human resource development and professional growth initiatives that also focus on job skills proficiency.

Initiatives to Advance the Kyocera Philosophy

Promotion System

We established the Kyocera Document Solutions Philosophy Education Committee, chaired by the president of the company, in order to continue building a sound corporate culture on the solid foundation of the Group philosophy. All executives attend the committee meetings to formulate the educational policy of the Philosophy based on the results of previous educational and dissemination activities, and to discuss and decide on the direction and specific measures for further dissemination activities.

Kyocera Philosophy Education

To ensure that the Kyocera Philosophy permeates and is practiced by each employee, we believe it is essential to continuously provide opportunities for learning about the Kyocera Philosophy. Each department actively participates in ongoing activities to promote this philosophy. In addition, at each workplace, we promote the permeation of philosophy through activities such as group readings of the Philosophy Handbook and utilizing the Inamori Digital Library* for employee philosophy education.

*A membership-based service where members can watch lectures by Kyocera's founder, Kazuo Inamori, on their PCs, smartphones, or tablets.



Efforts for Society

Initiatives for Capacity Development

		Top Management	Mid-Level Employees	Employees
Management Education	Position-Specific Training	Management Talent Development Program	Manager Training	
	Qualification-Specific training		Human Assessment Training Professional Promotion Training Senior Professional Promotion Training	New Employee Training
Software Development Talent Development		Leader Employee Development System	Mid-level Employee Development System	Employee Development System
Technical Training			Specialized Technical Training	New Employee Technical Training
Global Education			Overseas Language Training Program English Conversation Training Program Training Before Overseas Assignment	New Employee Language Training Program

Management Education

We conduct role-specific training for responsible personnel, who are leaders in the organization, with the aim of developing executive employees equipped with advanced management capabilities. Additionally, through hierarchical training that allows employees to gradually acquire the necessary skills and knowledge at each stage—from entry-level to mid-career, and from mid-career to executive management—we aim to enhance management capabilities.

Technical and Skills Education

To foster employees' specialized abilities, field expertise, and job performance, we collaborate with a distance learning institution to provide opportunities for employees to take 257 courses. Many employees participate in these courses each year.

Development of Software Development Personnel

For personnel involved in software development, our target profile is 'business professionals who can compete globally.' We focus on providing educational opportunities from a mid- to long-term perspective, not just through individual learning. We clarify the required abilities and skills for each level of employees—from entry-level to mid-career, leaders, and management—and build a unique educational framework within each department for talent development. Particularly for entry-level employees, we promote skill development by having them tackle set challenges over a three-year period after their assignment.

Global Education

As our sales outside of Japan constitute approximately 90% of our total revenue, cultivating global talent is an essential task for our company. As a fundamental aspect, we prioritize English education. In addition to improving proficiency through e-learning and smartphone app-based communication training, we offer online English conversation training classes organized according to TOEIC scores, specifically targeting employees who require English for their job tasks. Furthermore, for employees who are assigned to overseas positions, we provide training before overseas assignments to ensure a smooth transition and adaptation to their new living and working environment.

We also regularly hold General Manager Seminars as management education based on philosophy to promote sound and profitable management.

As part of our cross-Kyocera group initiatives, seminars are held in various regions including the US, Europe, Asia-Oceania, and China. Each year, selected executive employees receive direct guidance from top management, creating opportunities for employees from many group-related companies to engage in mutual exchange and deepen their overall understanding of management.

Efforts for Society

System of Human Resources Education

We support activities enabling employees to raise awareness of personal development and their contributions in the workplace. In particular, as personal development can be achieved to great extent through work, we are striving to create a workplace environment that enables each employee to work cheerfully and energetically, and draws out natural talents to the maximum extent.

Position-Specific Training

We implement the following systems aimed at supporting employee growth at different hierarchical levels.

New Employee Training

For newly hired employees, we conduct a new employee training program for about one month that educates them on professional etiquette and mindset, as well as the importance of reporting, communication, and consultation.

Development Program System

After the new employee training, we implement a first-year development program, appointing a development supervisor to carry out planned OJT based on a development plan. The development supervisors are typically senior employees of a similar age, creating an environment where newcomers can consult them easily.

Annual Training for the First Three Years of Employment

To promote workplace retention and develop career autonomy, we implement the following initiatives at milestone stages during the first three years.

- **Second-Year Training:**
Reflecting on their experiences since joining, employees learn what mindset they should adopt for growth and are encouraged to consider their career development and enhance their enthusiasm and motivation.
- **Third-Year Training:**
To progress independently in their work, employees establish a proactive and self-directed stance, focusing on enhancing their practical abilities, including their roles and problem-solving skills.

Research Report Training

In their fourth year of employment, employees can take advantage of the Research Report Training. This training allows employees to transition from a work style based on completing allocated tasks to a work style where they can take the initiative in developing their skills to enhance their work performance. The Research Report Training helps employees to see the gap between their current work performance and their ideal work performance, allowing them to identify challenges along the way. Employees can then work on resolving those issues as part of their regular duties, and summarize their results in a report, which they present to their department's senior management. Additionally, selected representatives from each department are given the opportunity to present their findings at a company-wide level.

Promotion Training

Promotion training programs are designed to equip employees with the necessary knowledge and skills required upon promotion, ensuring they can fully utilize their qualifications in their work.

Efforts for Society

Career Design Seminar

We conduct career design seminars at ages 35, 45, and 55. These seminars provide an opportunity for participants to reflect on their experiences and identify their internal 'assets', as well as consider their subsequent career plans and life designs. Particularly in the seminar for those aged 55, the seminar emphasizes plans beyond 55 and post-retirement reemployment.

Support for Proactive Learning (Correspondence Education)

To support employees' skill development and career advancement, we offer a correspondence education program. This program provides opportunities to acquire specialized knowledge and skills across various fields, supporting learning aligned with individual career paths. Individuals bear the initial costs, we have a system in place to provide subsidies if they complete the program as planned.

Internal Placement Application System

Our Internal Placement Application System was established to provide employees with information on divisions that need personnel immediately as the Kyocera Group, for example, due to the start of a new project or expansion of an existing business. Since this system provides employees with various opportunities that allow them to experience different positions at their own will, it serves as an effective means of support for employee career improvement. The optimal assignment of personnel is also another important goal for the company.

Efforts for Society

Initiatives for Occupational Health and Health Promotion

The Kyocera Group is undertaking various measures to raise health awareness among all employees and support health in body and mind.

Total Health Promotion Plan Activities

The Kyocera Group carries out total health promotion (THP) activities, under the overall control of the president and the leadership of the Corporate General Affairs Human Resources Group. THP activities aim to help employees maintain and improve their physical and mental health so that they feel happy with their health, and to make the company more productive and energetic. In line with our Health and Productivity Management Declaration, we are implementing various on-going initiatives to improve employee health, including measures to promote healthy eating habits, exercise, non-smoking, and good mental health. We are aiming to be a company with excellent health management, where every employee can work energetically and enthusiastically.

Kyocera Group Health and Productivity Management Declaration

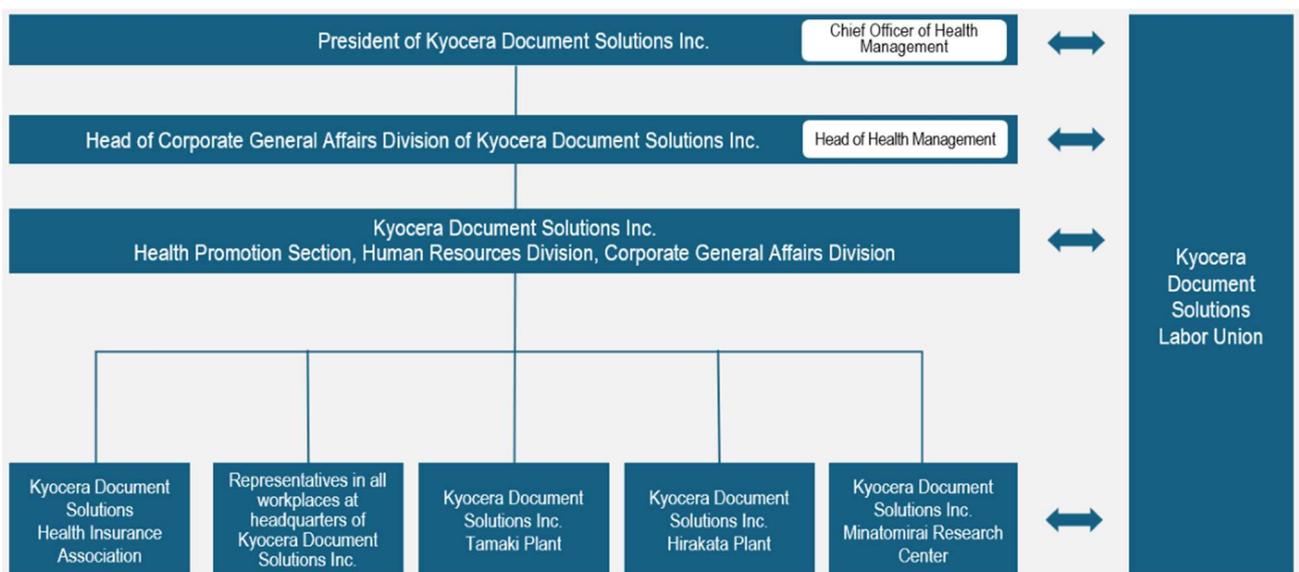
The Kyocera Group declared as its corporate principle, "to provide opportunities for the material and intellectual growth of all our employees, and through our joint efforts, contribute to the advancement of society and humankind," in the Management Rationale and has conducted management based on this philosophy since it's the company's foundation. Since the physical and mental health of employees is indispensable to realize this management rationale, the Kyocera Group carries out total health promotion (THP) activities to conduct "health and productivity management." Kyocera aims to remain a lively and energetic group where all of its employees are delighted to work in a healthy way while achieving their maximum performance potential.

July 3, 2018
 Kyocera Corporation
 Hideo Tanimoto, President

Success of a Diverse Human Resource

- Health Promotion Structure

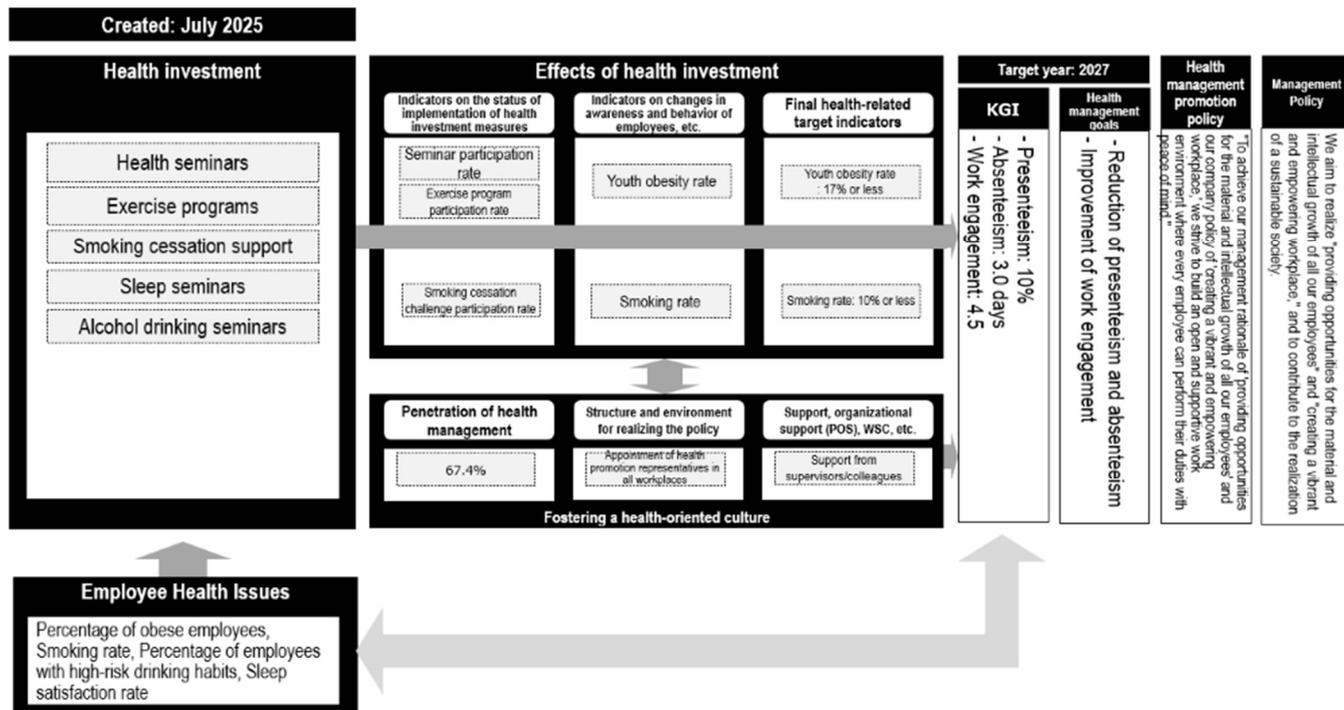
We have designated the president as the Chief Health Officer and established the following structure to promote health management.



Efforts for Society

Health and Productivity Management Strategy Map

Our policy for promoting health and productivity management is:
 "To achieve our management rationale of 'providing opportunities for the material and intellectual growth of all our employees' and our company policy of 'creating a vibrant and empowering workplace,' we strive to build an open and supportive work environment where every employee can perform their duties with peace of mind."
 Based on this policy, we are implementing various initiatives to solve employees' health-related issues.



We invest 19.5 million yen annually in employee health initiatives. Of this amount, 19 million yen is allocated to medical and health-related expenses (such as health checkups) within non-statutory welfare costs, and 500,000 yen is allocated to health management education. Main areas of investment: health checkups, mental health support, exercise and nutrition programs, sleep improvement, and smoking cessation support.

Specific Initiatives for Maintaining and Promoting Health

Health Promotion Seminar Held in 2025

As part of our initiatives to address our company's key health issues - obesity among younger employees, lipid abnormalities, and high blood sugar risk - we invited a professional instructor to the Global Headquarters and conducted a nutrition and exercise seminar connecting all sites across Japan online. (The seminar targeted 186 employees, achieving a 43.0% participation rate on the day of the event and a 73.1% satisfaction rate.) For employees who were unable to attend, we later distributed a recorded video of the session. In addition, the first 30 participants among the target group were selected to participate in a 90-day program called "Karada Kakumei" (Body Revolution), held once a week, designed to promote enjoyable and healthy weight loss through a variety of activities. We are also conducting periodic effectiveness assessments and continuing efforts to improve these health issues.



Health Promotion Seminar



Efforts for Society

● Goal for FY 2028

	Boundary of the Report	Unit	Goal for FY 2028
Percentage of employees maintaining an appropriate body weight *1 (Total)	Sites in Japan *2	%	75.0
Percentage of obese employees *3 (total)			22.0
Percentage of obese employees (men)			24.0
Percentage of obese employees (women)			13.0
Percentage of young obese employees *4 (total)			17.0
Percentage of young obese employees (men)			18.0
Percentage of young obese employees (women)			9.0
Sleep satisfaction rate *5 (total)			75.0
Sleep satisfaction rate (men)			75.0
Sleep satisfaction rate (women)			67.0
Percentage of employees with high-risk drinking habits (from FY 2024) *6 (total)			8.0
Percentage of employees with high-risk drinking habits (from FY 2024) (men)			7.0
Percentage of employees with high-Risk drinking habits (from FY 2024) (women)			9.5
Percentage of employees with regular exercise habits *7 (total)			40.0
Percentage of employees with high blood pressure risk *8 (total)			0.0
Rate of high-Risk employee management (Treatment continuity rate for high blood pressure) *9 (total)			100.0
Percentage of employees with high blood sugar risk *10 (total)			0.0
Percentage of employees with poor diabetes management *11 (total)			0.0
Percentage of employees with lipid risk *12 (total)	3.0		

*1 Percentage of employees with a BMI between 18.5 to less than 25

*2 Sites in Japan: KYOCERA Document Solutions Global Headquarters/ Hirakata Plant/ Tamaki Plant/ Minatomirai Research Center

*3 Percentage of employees with a BMI of 25 or higher

*4 Percentage of employees under 40 years of age with a BMI of 25 or higher

*5 Percentage of employees who answered "1. Sufficient" to "Do you feel you get enough rest through sleep?"

*6 In FY 2024, the questionnaire items were revised to be more specific, resulting in a significant improvement in the figures

*7 Percentage of employees who have continued exercising for at least 30 minutes, twice a week, for over a month

*8 Employees with systolic blood pressure of 180 [mmHg] or higher / diastolic blood pressure of 110 [mmHg] or higher

*9 Calculated as (the number of employees who reported in the questionnaire that they are receiving hypertension treatment + the number of employees with untreated hypertension - systolic blood pressure \geq 160 mmHg or diastolic blood pressure \geq 100 mmHg) divided by the number of employees receiving hypertension treatment

*10 Percentage of employees with fasting blood sugar of 200 [mg/dL] or higher

*11 Percentage of employees with HbA1c of 8.0 [%] or higher

*12 Percentage of employees judged as "Need further examination or detailed checkup" for lipid levels

Efforts for Society

Health Promotion Seminar Held in 2025

To support employee health, we implement the following initiatives aimed at improving dietary habits:

Introduction of Cafeteria-Style Dining and Provision of Healthy Set Meals

In our employee cafeteria, all menu items display calorie and sodium content, allowing employees to freely choose meals according to their health conditions and preferences through a cafeteria-style system. In addition, a "Healthy Set Meal" (e.g., under 650 kcal and containing at least 120 g of vegetables) is offered daily. By introducing and recommending this as a featured menu item, we aim to promote greater health awareness among employees.



Examples of healthy sets

Breakfast Support through the Establishment of a New Cafe

In 2021, we opened a new employee cafe at the Global Headquarters, offering handmade sandwiches and freshly baked bread. This initiative has contributed to the improvement of the eating habits of employees who tend to skip breakfast.

Lineup of Health-Conscious Products

At the company store, we offer a selection of health-conscious products such as low-calorie snacks, supplements rich in dietary fiber and protein, and low-sugar beverages.

Initiatives to Promote Physical Activity

To help employees maintain their health and establish regular exercise habits, we implement a variety of initiatives.

Hosting Sports Events

Since 2000, we have held an annual sports event every April, providing employees with an opportunity to enjoy physical activity in a fun and engaging way.

Collaborative Events with the Health Insurance Association

In cooperation with our health insurance association, we organize annual events such as "Walking Challenges" and "Weight Check Campaigns." Incentives are offered based on the achievement of the goal to boost the participation of the employees. Furthermore, in 2024, we expanded the program to include temporary staff and employees of partner companies, and held a "Locomotive Syndrome Prevention Event." In this event, participants' walking patterns were measured and evaluated, and individual guidance was provided by specialists to support the maintenance and improvement of physical function.

Physical Fitness Measurement During Health Promotion Month

During the Health Promotion Month in September, we hold a physical fitness measurement event for all employees during the lunch break, providing an opportunity for them to become more aware of their health status and exercise habits.

Efforts for Society

Initiatives to Address Women's Health Issues

To support the health of female employees, we are implementing the following initiatives.

Awareness Activities on the Importance of Gynecological Examinations

We conduct seminars and e-learning programs on diseases specific to women, such as breast cancer and cervical cancer, to raise awareness about the importance of screenings and related health risks. These initiatives aim to increase the screening rates for breast and cervical cancer. In addition, we make it easier for employees to undergo examinations by offering simultaneous screenings during regular health checkups, arranging mobile screening units on company premises, and providing financial support by the health insurance association.

4) The Importance of Early Detection and Early Treatment

がんが診断された場合に、治療で、どのくらい生命を救えるかを示す「5年相対生存率」という指標があります。病期（ステージ）が早い段階で見つかる程、5年生存率が高くなります。そのためにも、早期がんのうちに、発見して、治療することが、重要になります。

<生存率> ※ネット・サバイバル（がんのみが死因となる場合の生存率）で集計

乳がん			子宮頸がん		
病期	症例数（件）	生存率（%）	病期	症例数（件）	生存率（%）
I	13,386	94.1	I	2,877	91.6
II	11,520	86.6	II	1,045	71.8
III	3,653	62.7	III	1,463	52.5
IV	1,698	16.9	IV	895	19.0
全症例	30,436	82.9	全症例	6,380	68.1

（出典：国立がん研究センター がん情報サービス「がん統計」報告書ページ）
国内がん登録生存率集計：「国立がん研究センター がん情報サービス 一般の方へ」(ganjoho.jp)



(Excerpt from e-learning materials)

5) Financial Assistance for Gynecological Examinations

京セラドキュメントソリューションズ健康保険組合では、婦人科検診 受診費用の補助金制度を設けております。

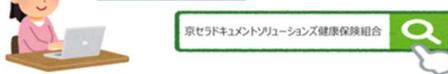
（2025年度は、乳がん検診は30歳以上、子宮頸がん検診は25歳以上の方が対象）

乳がん検診（マンモグラフィ）、乳がん検診（エコー）、子宮頸がん検診に対して、それぞれ上限5,000円の補助金申請が可能です。

（※社内で実施の上記検診を受診された方は除く）

	対象者				内容	補助金額
	被保険者	被扶養者	任意被保険者	任意被扶養者		
乳がん検診	●	○※	●	○※	乳がん検診（エコー/マンモグラフィ）の検診に対し補助 ※被扶養者はどちらか一方のみ補助	各検診 上限5,000円
子宮頸がん検診	●	●	●	●	子宮頸がん検診に対し補助	上限5,000円

詳細は、京セラドキュメントソリューションズ健康保険組合ホームページに掲載の「保健事業のお知らせ」ご確認ください。



● Goal for FY 2028

	Boundary of the Report	Unit	Goal for FY 2028
Breast cancer screening rate (women)	Sites in Japan*	%	80.0
Cervical cancer screening rate (including HPV testing) (women)			70.0

*Sites in Japan: KYOCERA Document Solutions Global Headquarters/ Hirakata Plant/ Tamaki Plant/ Minatomirai Research Center

Establishment of an In-house Medical Consultation Desk

To address concerns or questions regarding gynecological examination results, we have set up an in-house medical consultation desk, providing an environment where employees can seek advice with peace of mind.

Support System for Fertility Treatment

We have established a leave system that allows employees undergoing fertility treatment to focus on their treatment with confidence and without worry.

I Initiatives to Address Employees Working Long Hours

To protect the health of employees, we actively implement measures to reduce long working hours

Thorough Time and Attendance Management and Health Checks

We have introduced a time and attendance management system to accurately monitor employees' working hours.

We have established standards that are stricter than those required by the Industrial Safety and Health Act. An occupational physician identifies employees at high risk and conducts interviews and guidance as needed. In addition, we work closely with the HR and labor affairs department to maintain employees' health

Promotion of Flexible Working Arrangements

As part of our work-style reforms, we have implemented the following systems:

- Paid leave that can be taken in hourly units
- Break-out allowance for employees working from home
- Introduction of a flextime system

Through these initiatives, we aim to create a workplace where all employees can work more healthily and flexibly.

Efforts for Society

Initiatives for Mental Health

We provide broad interventions from prevention to support to protect employees' mental health.

Preventive Measures and Training

All employees receive self-care training (88% participation rate in 2025), and managers receive training on line-care, prevention of power harassment, and diversity to deepen workplace-wide understanding of mental health.

Support for New Hires

About one month after joining, new employees are given a questionnaire to assess depressive tendencies and are interviewed by occupational health nurses. This enables early detection of mental health issues and supports adaptation to the new work environment.

Creating an Accessible Consultation Environment

We have established a health consultation desk on our Health Promotion Division's portal site so that employees can easily consult occupational physicians and occupational health nurses about physical or mental health concerns.

The screenshot displays the '健康推進ポータルサイト' (Health Promotion Portal Site) interface. Key sections include:

- からだの健康情報** (Body Health Information): A table listing health events from 2022 to 2025, such as '女性の健康〜婦人科検診を受けよう〜' and 'パフォーマンスアップ! 質の良い睡眠をとるコツ'.
- メンタルヘルス情報** (Mental Health Information): A table listing mental health events, including 'メンタルヘルス セルフケア (FY2024)' and '深呼吸をしましょう (日本医師会)'.
- トピックス** (Topics): A table listing recent news items like 'より快適に働くための身体のコンディション調査'.
- 健康管理室について** (About Health Management Room), **健康管理サービス** (Health Management Services), and **医療機関検索 (外部リンク)** (Medical Institution Search (External Link)).
- 健康相談窓口** (Health Consultation Window): A prominent red-bordered box highlighting the consultation options, including '社内健康相談' (In-house Health Consultation) and '社外健康相談' (Out-of-office Health Consultation).
- 問い合わせ先** (Contact Information): Contact details for the Health Promotion Division, managed by 森川 謙 (#30010).
- 関連リンク** (Related Links): Links to stress check information and health insurance details.

In-house health promotion portal site

Return-to-work Support and Relapse Prevention

For employees on leave due to mental health issues, we respond based on a return-to-work support program, coordinating with the employee, Human Resources Division, the occupational physician, occupational health nurses, the workplace they will return to, and, when necessary, external support (return-to-work support) facilities. Even after reinstatement, we work to ensure a smooth return and prevent relapse by, for example, conducting regular consultations with the occupational physician.

Implementation of Stress Checks and Responses

We conduct annual stress checks at all business sites and maintain a participation rate of over 95%.

For employees identified as high stress, we provide interviews with the occupational physician and individual consultations with occupational health nurses, offering necessary support.

We feed back analysis results to workplaces judged to be high-stress and work with managers to improve the work environment. We also plan to provide feedback to all workplaces in the future.

● Goal for FY 2028

	Boundary of the Report	Unit	Goal for FY 2028
Stress check participation rate	Sites in Japan*	%	100.0
High-stress rate			7.0
Organizational health risk			85.0

*Sites in Japan: KYOCERA Document Solutions Global Headquarter/ Hirakata Plant/ Tamaki Plant/ Minatomirai Research Center

Efforts for Society

Infection Prevention Initiatives

To protect the health of employees and their families, we implement the following measures regarding infection prevention.

Influenza vaccination program

Since 2015, we have provided annual on-site influenza vaccinations. We accommodate those who wish to be vaccinated by arranging vaccinations during working hours and creating an environment that makes vaccination easy. We also offer vaccination opportunities to staff of partner companies working at our sites to help prevent workplace-wide spread.

Infection Control Measures for Employees Working or Assigned Abroad

For employees assigned abroad and their accompanying family members, we provide company-funded various recommended vaccinations appropriate to the destination country or region, based on information from quarantine stations of the Ministry of Health, Labor and Welfare and the overseas safety website of the Ministry of Foreign Affairs. These are available to those who wish to receive them.

Others

The health insurance association subsidizes the cost of the shingles vaccine for employees aged 50 and older.

Initiatives for Smoking Cessation Support

To promote employee health, we are committed to supporting smoking cessation.

Long-term goals and promotion activities

Since 2014, we have set a goal to halve the smoking rate within the following ten years and have actively carried out smoking cessation promotion activities.

Specific initiatives

We provide multifaceted support measures, including:

- Establishing "Suwan Suwan Day" (a smoking cessation awareness day)
- Hosting lung-age measurement events
- Organizing smoking cessation challenge events
- A full subsidy by the health insurance association for smoking cessation outpatient treatment costs
- Holding smoking cessation classes led by occupational health nurses
- Providing individualized counseling by occupational health nurses according to smokers' stages of behavior change

As a result of these initiatives, employees' smoking rates have steadily declined, and on April 1, 2022, we implemented a smoke-free policy across all business sites (no smoking on company premises).

Achievements and future goals

The smoking rate fell from 22.4% in 2014 to 14.7% in 2024, an improvement of 7.7 percentage points. We will continue our smoking cessation initiatives with the aim of reducing the smoking rate to 10% or below.

● Goal for FY 2028

	Boundary of the Report	Unit	Goal for FY 2028
Smoking rate (total)	Sites in Japan*	%	10.0
Smoking rate (men)			13.0
Smoking rate (women)			0.0

*Sites in Japan: KYOCERA Document Solutions Global Headquarters/ Hirakata Plant/ Tamaki Plant/ Minatomirai Research Center

Efforts for Society

Initiatives to Improve Health Literacy

To raise employees' health awareness, we offer health seminars and e-learning, provide opportunities for physical activity, and hold physical fitness assessment events. Through these activities, we support employees in acquiring accurate health knowledge and in actively managing their own health. These initiatives also help to establish a culture that values health throughout the organization. We measure health literacy using a questionnaire to assess how well our health-management initiatives have permeated the organization.

● Employees' Health Literacy

	Unit	FY 2026	Goal for FY 2028
Health literacy *	%	67.4	100.0

Response rate: 96.5% (target population: 3,454 individuals) Conducted together with the stress check

*Percentage of respondents who answered "Yes" to the question, "Are you aware that the Kyocera Document Solutions Group is engaged in health management?"

Final Evaluation Indicators for Health Management

We are working to create a work environment in which each employee is mentally and physically healthy and can work with peace of mind.

To measure the outcomes of these initiatives, we introduced absenteeism, presenteeism, and work engagement as key indicators from 2025, based on the Ministry of Economy, Trade and Industry's Health Investment Management Accounting Guideline.

The target values for FY 2028 were set by benchmarking the performance of companies selected as Health & Productivity Management Stocks and analyzing the gap with our current values. By leveraging these indicators, we aim to improve employee health and job satisfaction and to realize a sustainable workplace environment.

● Goals for FY 2028

	Boundary of the Report	Unit	Goal for FY 2028
Health checkup participation rate (total)	Sites in Japan*	%	100.0
Detailed checkup participation rate (total)			100.0
Specific health guidance implementation rate (total) (Excluding dependents - insured persons only)			75.0

*Sites in Japan: KYOCERA Document Solutions Global Headquarters/ Hirakata Plant/ Tamaki Plant/ Minatomirai Research Center

● Health management evaluation indicators

	Unit	FY 2026	Goal for FY 2028
Presenteeism *1	%	16.5	Less than 10.0
Absenteeism *2	Day	4.1	2.2
Work engagement *3	-	3.5	4.5

Response rate: 96.5% (target populations: 3,454 individuals) Conducted together with the stress check

*1 Presenteeism: SPQ (Single-Item Presenteeism, University of Tokyo one-item version) Scale / Calculated from a questionnaire targeted to all employees (0-100%).

*2 Absenteeism: Number of days absent from the company due to the employee's own illness or injury in the previous fiscal year, calculated from a questionnaire targeted to all employees

*3 Measured using the ultra-short version of the Utrecht Work Engagement Scale

Efforts for Society

External Evaluations and Awards

Our health management initiatives have been highly regarded externally

Certified Health & Productivity Management Outstanding Organization

Since first being selected in 2018 as a "Health & Productivity Management Outstanding Organization (Large Enterprise Category - White 500)," we have continued to be certified



Awards and Certifications at Each Site

Each site has also received local awards and certifications for health management.

- Global Headquarters:
Awarded the Health Osaka 21 Promotion Citizen Meeting Chairman's Award (Award for Excellence) from the Health Osaka 21 Promotion Prefectural Citizens' Council at the 1st Osaka Prefecture Health Promotion Awards
- Hirakata Plant:
Certified as a Hirakata City Health Excellence Company
- Tamaki Plant:
Awarded the Mie Tokowaka Health and Productivity Company 2024
- Minatomirai Research Center:
Achieved an AA rating in Yokohama City Health Management

Efforts for Society

Occupational Safety

Kyocera Group Environmental Safety Policy

The Kyocera Group is committed to creating a safe and secure work environment for our employees through the Kyocera Group Environmental Safety Policy, based on our Management Rationale.

The frequency of occupational accidents has been on the rise since FY 2021. To reverse this trend, we will strive to increase employee awareness of risk by strengthening safety education. In the medium- to long-term, we will focus on continuing to create a safe workplace where all employees can work with peace of mind, aiming for an environment where mutual awareness is ever present to ensure a culture of safety fostered through safety management activities with the full participation of employees based on experience and diverse perspectives.

Kyocera Group Environmental Safety Policy

Based on Kyocera's founding company motto, "Respect the Divine and Love People," we established our 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." Therefore, in addition to complying with laws and regulations on environmental safety, requirements agreed to by our company, and our own internal standards, we will continue to work to solve issues critical to society through communication with various stakeholders, participation in and support for social contribution activities, and by leveraging our technology and intellectual know-how.

1. Ensuring the safety and health of employees

- To create a safe and secure workplace for all employees, we will create a corporate culture in which everyone involved in our business activities is fully engaged.
- Kyocera will conduct risk assessments and reduce occupational health and safety risks by eliminating sources of danger to prevent workplace accidents and disasters.
- Kyocera strives to build a work environment where employees feel healthy, enjoy job satisfaction, and can reach their maximum potential by promoting mental and physical health.

2. Contribution to a sustainable society

- Kyocera will research, develop, produce, and expand products that contribute to the improvement of the global environment and products that reduce environmental impact throughout their life cycles.
- Kyocera will promote greenhouse gas emission control in our entire value chain to contribute to realizing a carbon-free society.
- Kyocera will contribute to realizing a recycling-oriented society by using resources more efficiently.
- Kyocera will strive to prevent environmental pollution by properly managing chemical substances in all processes.
- Kyocera will advance biodiversity conservation by minimizing the negative impact of our business activities on the natural environment and by protecting and nurturing the natural environment.

3. Operation of an environmental and safety management system

- During our business activities, through the operation of our management system, the Kyocera Group will proactively promote comprehensive measures for environmental protection and work safety, based on the management rationale, and continuously improve environmental and safety performance.

April 1, 2023
Kyocera Corporation
Hideo Tanimoto, President

Efforts for Society

Occupational Safety Promotion System

The Kyocera Group is committed to creating a safe and secure work environment for our employees through the Kyocera Group Environmental Safety Policy, based on our Management Rationale.

The number of occupational accidents peaked in FY 2011 and has been on a downward trend since then, but is expected to increase after FY 2021.

Work-related accidents generally result from deficiencies in awareness of safety procedures (training) among inexperienced employees and insufficient risk awareness for specific tasks.

In response, a system for implementing risk assessments has been created; efforts have been made to improve risk identification and countermeasures further; a revamping of the training system for inexperienced employees is under consideration; and a new type of hazard awareness training has been introduced.

In the medium to long term, we aim to foster operational excellence through safety-focused workplaces. Employees can educate each other through safety management activities in which all employees participate.

Safety Management System of Kyocera Document Solutions



Status of ISO 45001 Certification Acquisition



Integrated Certification	
KYOCERA Document Solutions Inc. Global Headquarters	KYOCERA Document Solutions Inc. Tamaki Plant
KYOCERA Document Solutions Inc. Hirakata Plant	KYOCERA Document Solutions Japan Inc. (Osaka headquarters)
Individual Certification	
KYOCERA Document Solutions Australia Pty. Ltd.	
KYOCERA Document Technology (Dongguan) Co., Ltd. China Plant	
KYOCERA Document Technology Vietnam Company Limited Vietnam Plant	

Efforts for Society

Safety Performance

We are engaged in initiatives based on the "Kyocera Group Environmental Safety Targets."

The safety performance is as follows:

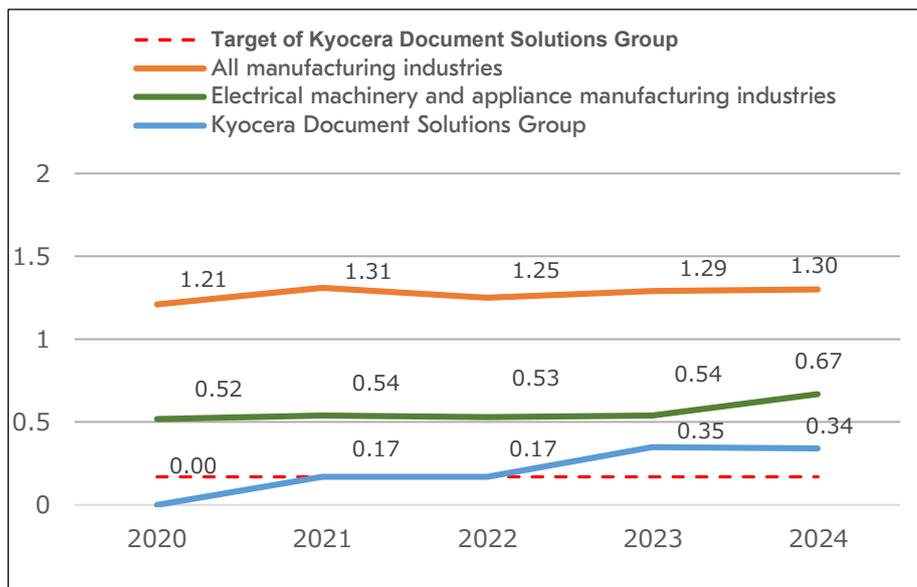
Achievements in FY 2025	Lost time accident rate in Japan: 0.34 Number of fire incidents: 0
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Trends in the Accident Rate of the Kyocera Document Solutions Group (in Japan)

In FY 2025, the lost time accident rate for the Kyocera Document Solutions Group (in Japan) was 0.34, which is below the average for all manufacturing industries and the electrical machinery manufacturing industry. Additionally, there were zero fire incidents (with a target of zero incidents). Furthermore, for accidents that occurred in various countries, we conduct cause investigations and implement safety measures, such as eliminating hazards.

We will continue to promote initiatives aimed at reducing occupational accidents and strive to create a safe and secure working environment.

●Lost Time Accident Rate of the Kyocera Document Solutions Group



*The lost time accident rates of all manufacturing industries and electrical machinery and appliance manufacturing industries are based on data from the Ministry of Health, Labor and Welfare.

*Lost time accident rate: Number of afflicted people / 1 million hours (The number of days of missed work is as per the standards of the Ministry of Health, Labor and Welfare.)

*The Ministry of Health, Labor and Welfare figures utilize fiscal year data. (Lost time of one day or more)

*Kyocera and Kyocera Group (in Japan) lost time accident rates utilize fiscal year data. (Lost time of one day or more)

*Temporary and part-time employees are excluded

Efforts for Society

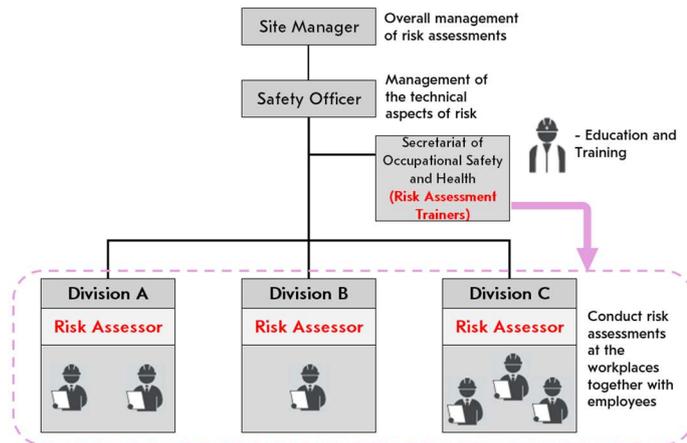
Examples of Activities

Implementation of Risk Assessment

In order to prevent accidents, in Japan, we appoint risk assessment trainers and risk assessors at each business site and continue to develop risk assessment measures. Risk assessment trainers and risk assessors receive practical training and lectures regarding the necessary base knowledge and skills. They then perform risk assessments to gain an understanding of hazards through the appropriate identification and evaluation of risks before implementing countermeasures.

This serves to prevent accidents before they occur.

In addition to the previous year's efforts, special patrols were conducted within the group to identify major risks and evaluate the effectiveness of control measures, and to thoroughly address and improve activities to address major risks. We will continue to make improvements by establishing more effective risk identification methods and improving the capabilities of our risk assessment trainers and risk assessors to prevent accidents.



- Prevent risks from remaining unidentified in each department
- Manage changes and identify risks
- Adjust risk levels at the various workplaces within a department
- Review risk management policies and direct and manage their implementation

Prevention of workplace accidents and disasters
Work-based risk assessments
 Risk assessments based on on-site interviews and work checks by risk assessors, managers and employees

Hazard Awareness Training Using Virtual Reality (VR)

We run hazard awareness training that utilizes VR. Inexperienced employees are given virtual experience of the dangers inherent in their work. This boosts their hazard awareness and makes them more safety-conscious in their actions. Through this training, we continue improving content and endeavoring to prevent industrial injury and fatalities.

Content of VR Hazard Awareness Training



Conveyor Equipment Pinch Accident



Belt Conveyor Pinch Accident



Stairway Fall Accident



Overview of VR Hazard Experience Training

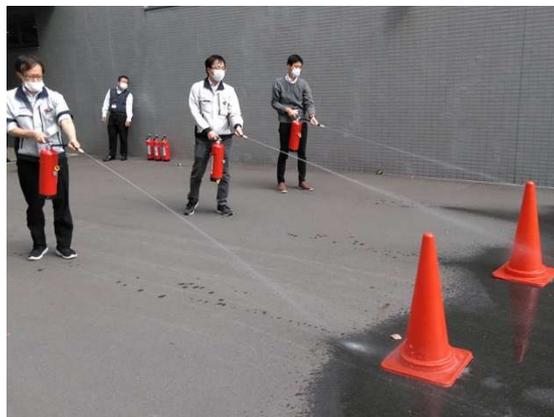
Efforts for Society

Implementation of Emergency Measures and Training

We have established response regulations for large-scale earthquakes and fire incidents, and we conduct regular comprehensive fire prevention and disaster evacuation drills, which include ensuring the safety of visitors and employees. In addition, we also regularly conduct fire extinguisher training, evacuation drills using emergency stair evacuation chairs, and first aid training.



Comprehensive fire prevention and disaster drills



Fire extinguisher training



Evacuation drills using emergency stair evacuation chairs



First aid training

Efforts for Society

Supply Chain Management

Basic Procurement Concept in our Purchase Activities

In response to Kyocera Group's "Policy on Purchasing Activities," our company, as a group company, strives to achieve fair business practices in the supply chain, aiming to fulfill the group's management philosophy of "pursuing the material and spiritual well-being of all employees while contributing to the progress and development of humanity and society." We believe that by all companies involved in the entire business process, including development, production, sales, and services, cooperating to meet the demands of society, mutual prosperity of the entire supply chain can be achieved. We are committed to building partnerships based on mutual trust by actively communicating with our business partners.

We have announced the "Partnership Building Declaration" in May 2023 with the aim of establishing new partnerships through collaboration and coexistence with our business partners in the supply chain and value-creating entities.

Basic Purchasing Policy

Our general purchasing policies are stipulated in the Kyocera Document Solutions Basic Purchasing Policy that provides requirements for legal compliance and environmental conservation. Suppliers must understand and comply with these general policies as a prerequisite for doing business with us.

1. We will place emphasis on fairness and work on building and developing partnerships with suppliers, based on the spirit of the "benefit to improve oneself for the benefit of others" and a relationship of trust.
2. In purchasing activities, we will abide by the laws of each country and fulfill our social responsibilities, such as preserving the global environment and protecting resources.
3. We will provide fair opportunities to all companies, both inside and outside Japan, and carry out purchasing activities, based on fair evaluation criteria.
4. To supply the products with which customers are satisfied, we will continue to work hard with our suppliers to pursue the quality and price and ensure stable supply.

Fair Transactions

Being a Good Partner to Suppliers

Suppliers are our important partners possessing specialized knowledge and expertise. Taking the Kyocera Philosophy to heart, we work together with suppliers for our mutual prosperity based on a doctrine of fairness and in the spirit of "improving oneself for the benefit of others" in order to be a good partner. When selecting suppliers, we request they have an understanding of our general purchasing policies and comply with the following requirements.

1. Compliance with laws and social norms
Suppliers are requested to comply with the relevant laws, regulations, and social norms in the countries and regions where customers conduct business activities. Also, suppliers are requested to never offer money or gifts to us or to provide entertainment, which is against social common sense.
2. Providing and improving technological capabilities
Suppliers are requested to make a proposal for the materials with leading technologies, such as unique and innovative ones.
3. Efforts to preserve the environment
Suppliers are requested to actively conduct environmental conservation and environmental management, and work on business activities and product development which are environmentally conscious.
4. Sound business management
For ongoing business relationships, suppliers are requested to promote fair and sound business operations and to disclose information about business conditions, including financial conditions, in an appropriate manner.
5. Ensuring quality that meets the needs of customers
To supply the products with which customers are satisfied, suppliers are requested to comply with the necessary security standards in each country and region and to provide materials and services which meet our Standards in the Management of Certain Chemical Substances and have optimum specifications and quality.

Efforts for Society

6. Offering price reductions
Suppliers are required to provide materials and services at a competitive price and to promote continuous price reductions.
7. Ensure stable supplies
Suppliers are required to ensure reliable delivery and to stably and flexibly provide materials and services in order to meet the demand for delivering products to customers and to respond to the rapid supply/demand fluctuation in the market.

Working with Suppliers

Monitoring and Maintaining a Socially Responsible Procurement System

In December 2021, our company joined the Responsible Business Alliance (RBA) with the aim of improving sustainability in the areas of environment, safety, ethics, human resources, and management systems through our global supply chain.

Furthermore, in order to appropriately address CSR issues that must be addressed throughout the supply chain, such as the respect for human rights, responsible mineral sourcing, and the prompt business recovery and continuity in the event of a disaster, our company has established the "Kyocera Document Solutions Supply Chain CSR Procurement Guidelines" (hereinafter referred to as the "Guidelines"), and we have obtained the consent and agreement of our business partners regarding the initiatives outlined in the Guidelines. Additionally, based on these Guidelines, we conduct annual surveys on the progress of our business partners' CSR activities, including human rights and labor, safety and health, environment, ethics, and management systems, including those with our overseas business partners.

We have identified important suppliers as key suppliers, focusing on business partners who supply us with critical raw materials or account for a significant portion of our purchasing volume, aiming for approximately 80% of the total purchase amount. We request their cooperation in responding to the "Kyocera Document Solutions Supply Chain CSR Survey Form" (hereinafter referred to as the "Survey Form") to conduct surveys on their CSR activities. In 2022, we requested surveys from approximately 380 business partners, including overseas locations. For business partners where there are areas of inadequate efforts identified, we provide feedback on the survey results and request improvements, including explaining the requirements using the guidelines.

Supply Chain Business Continuity Plan (BCP) Survey

The Kyocera Group's policy is to achieve prompt restoration and resumption of operations even if the supply of products and services is interrupted due to a disaster, etc. We survey our suppliers on the status of their BCP and request them to promote BCP activities.

We explain the importance of BCP to new suppliers of important raw materials and parts, and ask them to strengthen their BCP measures. We also confirm the improvement status of suppliers whose efforts were insufficient in the previous year's survey.

We will continue our efforts to promote and disseminate the BCP so that our suppliers can promote their initiatives.

Responsible Mineral Sourcing

As a Kyocera Group company, we comply with regulations such as the U.S. Dodd-Frank Act and the EU Conflict Minerals Regulation, which were enacted due to the fact that mineral resources mined in the Democratic Republic of Congo and its neighboring countries have become a source of funding for armed groups that commit human rights violations.

The OECD requires all companies to implement "responsible mineral sourcing" based on the "Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas". In accordance with the Kyocera Group's "Responsible Mineral Sourcing Policy" established based on this guidance, we investigate our supply chain to assess the presence of risks such as conflicts and human rights violations associated with minerals, including gold, tin, tantalum, tungsten, cobalt, and natural mica. We work on risk mitigation, corrective actions, and enhancing supply chain transparency.

For the surveys conducted with our business partners, we use the "Conflict Minerals Reporting Template" developed by the Responsible Minerals Initiative (RMI*), an international organization dedicated to addressing responsible mineral sourcing issues. Starting from the fiscal year 2022, we have expanded our scope by utilizing the newly issued "Extended Material Reporting Template" by RMI, enabling us to cover a wider range of minerals and business partners.

*Responsible minerals and third-party certified programs. We joined RMI in August 2021.

Efforts for Society

Approaches to Raising Quality and Customer Satisfaction Levels

At Kyocera Document Solutions Group, the customer comes first at every step of the product life cycle, from planning, development and manufacturing, to sales, use, support, and recycling.

Quality Policy

The Kyocera Group has established the Kyocera Quality Policy in order to ensure the customer is always satisfied. In order to be a company that is trusted around the world, it is imperative that all our departments adhere to this policy as they do the best job possible. Everyone at the Kyocera Group continues to strive in their capacity to do every job right the first time with the aim of making Kyocera a global leader in quality.

Kyocera Quality Policy

1. Kyocera places top priority on our environmental management and product safety systems.
2. Kyocera provides products and services to our customers that exceed their expectations by putting them first.
3. Kyocera aims to be a world leader in quality by doing every job right the first time.

Product Safety Policy

Safety is the top priority for all products made or sold by Kyocera. Regardless of form or function, they must not endanger a person's life or well-being, nor inflict damage on property. Working upon this foundation, Kyocera has established a product safety policy in addition to its quality policy. Kyocera has also developed Product Safety System Guidelines that provide a concrete code of action at all levels of corporate activity. Additionally, the Guidelines for Product Safety Labeling serve as supplementary guidelines for understanding international standards relating to safety labels.

Kyocera Product Safety Policy

1. Kyocera is fully acquainted with the latest information related to product liability and product safety.
2. Kyocera maintains an industry-leading standard of product safety.
3. Kyocera systematically practices product safety in accordance with manuals.

Product Safety Policy

The Kyocera Group (Japan) regularly holds meetings of the Kyocera CS* Improvement Committee, where the president serves as chair, to improve customer satisfaction indicators and share quality information with the aim of preventing quality problems from occurring or recurring. The group has established quality management systems based on ISO 9001. Each business unit sets its own quality targets and makes quality improvements to achieve those targets. Furthermore, these improvement activities are continuously being upgraded via different types of quality-related training. The training is designed to give employees hands-on training on Kyocera-style tree diagrams and help them enhance their practical skills to effectively respond to quality related problems.

*Customer Satisfaction

Efforts for Society

Quality Assurance

Our quality assurance department performs premarket assessments and various types of reliability tests as well as verification tests under real-use conditions to ensure that our products will always operate stably during use by the customer. We value the feedback we get from customers via after-sale support and incorporate it into the designing of future products and ensure that the PDCA (plan-do-check-act) cycle of quality management continues running throughout the entire manufacturing process. In order to provide our customers with even better products, we are enhancing our quality assurance system with a focus on the following.

1. Improving reliability verification by incorporating new evaluation methods and verification techniques aimed at preventing quality problems
2. Changing manufacturing quality control by ensuring quality throughout all manufacturing processes
3. Enhancing the quality of service support in the market to ensure products can be used with greater confidence
4. Maintaining and managing quality systems on an ongoing basis to better ensure quality

Innovations in Evaluation

The quality assurance department is responsible for evaluating products to determine whether they are marketable, taking corrective measures when any problem is found after sale, and preventing recurrences. While the department at one time evaluated the quality of our products using criteria that were based on past data and experience, this wasn't the best method to meet consumers' changing needs or the needs of customers in countries around the world who may use our products under different conditions. That's why, before evaluating a new product to be marketed, our evaluation staff look at the evaluation criteria in light of the situations where the product will be used and the conditions under which it will be used after gaining an understanding of the new technology behind the product, design changes, operating requirements, and factors that affect the way it works. Then all quality assurance department personnel discuss the evaluation criteria, including potential problems that could arise, and add more parameters by incorporating a perspective that encompass the full scope of their collective insights and foresight. This enables them to conduct product evaluations that address issues that may have been overlooked with the previous criteria. This evaluation method allows us to look more closely into the quality of products to be sold and prevent potential problems at the development stage, making them more reliable and more satisfying to the customer.



Innovations in Evaluation

We are working on innovations in verification techniques. In accordance with our past evaluation standard, we used to make pass/fail decisions based on whether or not a product satisfied the functions and performance described in the product specifications. Today, we conduct verification testing that looks at not only performance deviations during mass production and measures to prevent the causes of such deviations, but also the behavior of parts and components under the conditions where the product will be marketed. We are also focusing on identifying the limits of a product with an understanding of the technology behind it and conducting verification tests to detect failure modes when the limits are exceeded.



Sand and dust testing



Cassette add-remove durability testing



Low temperature testing

Efforts for Society

Innovations in Evaluation

Our market support team plays the important role of gathering information from sales companies all over the world. Serving as a contact point for inquiries and malfunction information from sales companies, the team works with relevant departments to investigate problems and respond to inquiries. It is also responsible for making sure user feedback is incorporated into the development of future models in order to improve product quality. To eliminate delays in information gathering due to time differences and distances between overseas offices, the market support team holds daily meetings with technical supervisors at umbrella sales companies. Exchanging information directly with sales companies every day enables the team to respond to new issues at an early stage, predict problems that may arise in the future, and take measures early on.



Innovations in Information Analysis

Problems that occur after a product is released to the market can serve as great references for developing and improving the product. We collect market data relating to the quality of our products and services from all over the world, analyze it, and provide feedback to the relevant departments. In order to effectively use these precious information resources, we are working to innovate data collection and analysis methods. Moving forward with the aim of making more specific and speedy proposals to resolve problems in product development, maintenance and service, we gather a wide range of data from both inside and outside Japan. This includes operational data gathered on products operating in the market, maintenance and service activity data from service personnel, maintenance parts shipment information, and call center logs. Through statistical analysis and text mining of this data, we are building a system for integrated analysis of quality risks and factors for failure. We use the analyzed data obtained from this system to continuously improve the quality of our products and services. We also identify the latent needs of customers and provide feedback for the development of new products.



Efforts for Society

Social Contribution Activities

Social Contribution Activity Policy

Based on the awareness that a business enterprise is a member of society, we shall do our duty at all times as a corporate citizen that supports the development of local communities and society, and carry out various social contribution activities, not just business.

1. We shall actively interact with local people and support sports to contribute to the development of local communities.
2. We shall strive to do our duty as a member of society through various activities that contribute to society such as supporting education, social welfare, and environmental protection.

Activities

Stimulating Local Communities by supporting Kyoto Sanga

As a member of the Kyocera Group, we continue to serve as an official sponsor of Kyoto Sanga F.C., a professional soccer club deeply rooted in the local community.

At the annual Kyocera Document Solutions Special Day, we distribute smartphone cleaners featuring collaborative designs with Sanga to visitors and host coloring workshop at special booths. These printed materials are produced on-site using our inkjet textile printers and MFPs. Through these initiatives, we aim to enhance the excitement of the matches, strengthen connections with the club and its supporters, and create social value through collaboration with the community.

Moving forward, we will continue working together with the club and residents to stimulate the community through soccer and support the dreams and hopes of the region.

[Website: Supporting Kyoto Sanga F.C.](#)



Coloring workshop at Kyocera Document Solutions Special Day

Efforts for Society

Promoting Regional Beautification Activity

● Cleanup Activity at the site of Tamaru Castle ruins

The Tamaki Plant participates in the Tamaru Castle Ruins Clean Operation, which is organized by Tamaki Town in spring and autumn each year, together with the labor union to preserve the regional historical assets and contribute to the local community.

This activity aims to protect and pass down the valuable cultural heritage of the Tamaru Castle ruins in collaboration with residents. Participants engage in tasks such as mowing grass, collecting fallen leaves and litter, weeding, clearing fallen trees, and maintaining walking paths. Through these efforts, we contribute to the preservation of the local landscape and environment, while fostering community awareness among employees and union members, promoting interaction with residents, and raising awareness of the importance of cultural property protection. We will continue to participate regularly and strengthen collaboration with related organizations, thereby contributing to the preservation of the Tamaru Castle ruins and the succession of regional culture.



Employees participating in the cleanup Activity at Tamaru Castle

● Adopt Road and River Program

The Hirakata Plant has been participating in the “Adopt Road & River Program”, a cleanup activity organized by Osaka Prefecture since 2004, with the aim of maintaining local landscapes and promoting environmental beautification.

This program aims to create a comfortable and safe community environment by having citizens and companies regularly clean and manage local roads and rivers.

Under the Adopt Road Program, employees take the lead in cleaning the sidewalks from the nearest station to the plant’s main gate once a month. Under the Adopt River Program, clean-up activities are conducted every three months along the promenade on the left bank of the Hotani River, which flows beside the plant. We will continue to participate regularly and strengthen collaboration with local organizations, contributing to the creation of a beautiful community.



Employees participating in the Adopt Road Program

● Environmental Festa: Clean River Hotani

The Hirakata Plant participates in the “Environmental Festa: Clean River Hotani”, a cleanup activity organized by Hirakata City. They collect litter along the section from Makino Station on the Keihan Railway (a private railway company operating in the Kansai region of Japan) to the vicinity of the Hirakata City Hotani River Waste Treatment Plant, as well as near Osaka Prefectural Yamadaike Park. Through this activity, we contribute to river beautification and the preservation of the local environment with other volunteers.



Employees participating in the Environmental Festa: Clean River

Efforts for Society

Acceptance of Workplace Experience Program for the Next Generation

The Global Headquarters and the Hirakata Plant accept workplace experience programs as part of our efforts to engage with the local community and foster the development of the next generation.

This activity aims to help junior high school students deepen their understanding of the significance of work and the role of jobs in society by experiencing actual workplace environments.

During the program, students had the opportunity to experience a variety of tasks, including operating an electron microscope, designing with 3D CAD, packaging drop tests, TV conferences with sales company outside of Japan, and pre-packaging work for products.



TV conferences with sales company outside of Japan



Pre-packaging work for products

Cooperation in Traffic Safety Campaigns

The Tamaki Plant participates in roadside traffic safety campaigns in collaboration with the local community during Japan National Traffic Safety Week. By engaging directly with residents through awareness activities, our employees contribute to raising public consciousness on traffic safety and creation of safe and secure community.



Traffic Safety Campaigns

Efforts for Governance

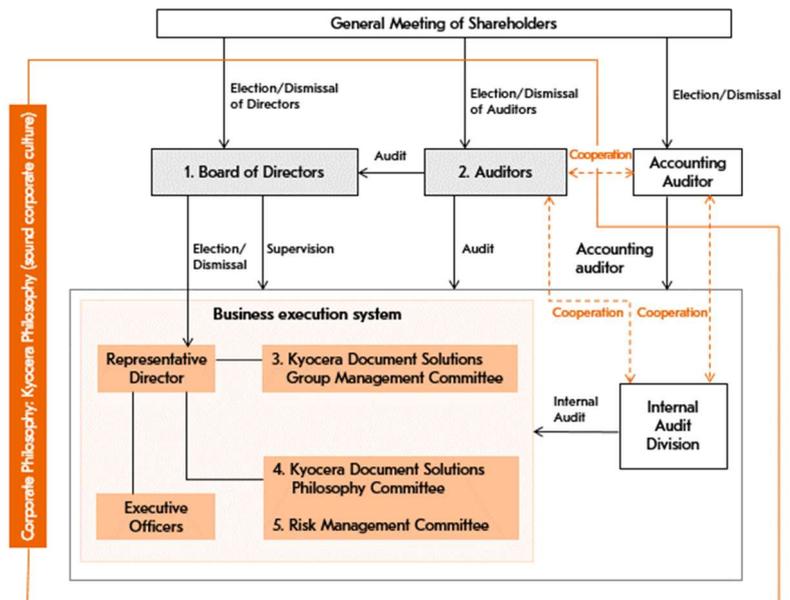
Corporate Governance

Basic Views on Corporate Governance

The Kyocera Group has made "Respect the Divine and Love People" its corporate motto and "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 its management rationale.

The Kyocera Group always strives to maintain equity and fairness and faces all situations with courage and conscience and will realize its management rationale by achieving sustainable growth and raising medium- to long-term corporate value. In doing so, the Kyocera Group shall build systems to undertake fair and efficient corporate management while maintaining the soundness and transparency of management upon taking into consideration the standpoints of all stakeholders.

Additionally, the Kyocera Group shall permeate the "Kyocera Philosophy," a corporate philosophy that is the basis of the management policy of the Kyocera Group, in all Executives and employees in the Kyocera Group, and foster a sound corporate culture. The Kyocera Group shall establish proper corporate governance by building the above-mentioned systems and implementing the "Kyocera Philosophy." Furthermore, the Kyocera Group will constantly seek the ideal system for corporate governance and will always evolve and develop its existing corporate governance system.



1. Board of Directors

The Board of Directors of our company are the governing body who are responsible for overseeing the decision-making and execution of important matters throughout the Kyocera Document Solutions Group, ensuring compliance with laws and the Articles of Incorporation. Directors, who possess excellent "character," "ability," and "judgment" in understanding the Kyocera Document Solutions Group and contributing to its management, are proposed to the shareholders' meeting for approval.

2. Auditors

As a corporate governance organization, the Board of Directors establishes the auditors, which are responsible for auditing the execution of the directors' duties.

The auditors have a system in place to conduct audits across various aspects of corporate activities from diverse perspectives as part of the Kyocera Group, while accurately grasping internal information.

Each director responds to requests for reports from the auditors and immediately reports to the auditors if they discover any facts or potential violations of laws, articles of incorporation, or significant damage to our group. They also fulfill requests from the auditors, such as attending important meetings and providing access to minutes and contracts, to ensure effective progress of the audits.

3. Kyocera Document Solutions Group Management Committee

We have established the Kyocera Document Solutions Group Management Committee, which consists of the Representative Director President, directors (including those in charge of Kyocera Document Solutions and Kyocera Solutions), executive officers nominated by the chairman, and department heads. This committee meets regularly on a monthly basis. The committee conducts deliberations on important matters related to the overall business execution of the Kyocera Document Solutions Group, ensuring the appropriateness of operations and maintaining the efficiency of management.

Efforts for Governance

4. Kyocera Document Solutions Philosophy Committee

To promote and disseminate the corporate philosophy of "Kyocera Philosophy," which is based on a universal criterion of what is right as human beings, we have established the Kyocera Document Solutions Philosophy Committee. This committee is responsible for formulating the philosophy education policy for the entire Kyocera Document Solutions Group and deliberating and deciding on measures to enhance understanding and practice of the philosophy.

5. Risk Management Committee

We have established a Risk Management Committee as part of the risk management framework of the Kyocera Document Solutions Group. This committee is responsible for making decisions on various policies related to risk management within the Kyocera Document Solutions Group and identifying corporate risks that the group should address collectively.

Risk Management and Compliance

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.

We 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 Promotion

The Kyocera Group is making group-wide efforts to reinforce its risk management system to cope with global risks which are becoming more complex. The Kyocera Group faces various risks that may affect the credibility or business sustainability of the Kyocera Group, such as changes in the market environment, the occurrence of natural disasters, incidents and accidents, the impact of climate change, information security, stoppages and deficiencies in labor conditions in the supply chain, and violations of human rights. To cope with these issues, the Kyocera Group endeavors to reduce and mitigate risks while implementing countermeasures through the Business Continuity Plan (BCP) and acting on the Basic Policy on Risk Management put in place for this purpose.

Kyocera Group Basic Policy on Risk Management

1. In accordance with the assurance of compliance and the spirit of the Kyocera Philosophy, the group will consider what is the right conduct as a human being and act based on the value standards.
2. In accordance with the spirit of the Kyocera Philosophy, the group will accept "the highest priority is to ensure safety of bodies and lives of people," deal with crisis, and for convergence of crisis, cooperate among employees as a unit to minimize loss, recover the damage, and make efforts to prevent reoccurrences, thereby attempting to remove or mitigate impediments to the interests of each stakeholder (the interested party), including customers, business partners, shareholders/investors, and the community.
3. The Kyocera Group will attempt to continuously develop its business through implementing risk management.
4. The group will act with its social mission to stably supply products and services helpful to the progress and development of society.

Risk Management System

In order to respond to diversifying internal and external risks, we have established a risk management system in accordance with the "Kyocera Group Basic Policy on Risk Management," and are working on risk prediction and prevention as well as the minimization of losses when risks arise. We have established a Risk Management Committee, with the president serving as the chairman, as part of our risk management framework. This committee is responsible for determining the risk management policies and identifying corporate risks that the group should address collectively.



Efforts for Governance

Compliance Initiatives

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.

Kyocera Compliance Statement

The Kyocera Group applies the spirit of its Corporate Motto "Respect the Divine and Love People - Preserve the spirit to work fairly and honorably, respecting people, our work, our company and our global community" as its basic code on global compliance with laws and regulations.

Since its founding, the Kyocera Group has maintained a fair and honest corporate culture as established in the Kyocera Philosophy whose central principle is "Do what is right as a human being". In alignment with the Kyocera Philosophy, we have never accepted anticompetitive practices such as cartels or acted to endorse criminal organizations, and we have consistently maintained appropriate accounting practices according to the Kyocera Accounting Principles.

"Living Together" has been the foundation of our corporate activities, and as such, we honor coexistence within society and diversity, the traditions and cultures of the related countries, and the humanity of employees, and pursue both material and spiritual happiness for our employees with concern to their physical and emotional health.

Today, laws and regulations that align with Kyocera Group's basic principles are being enacted across the globe. The Kyocera Group fully supports this movement and complies with competition laws, anti-bribery regulations, personal information protection laws, tax laws (including laws preventing facilitation of tax evasion) and any other related laws and regulations of the related countries. The Kyocera Group also respects the efforts of international organizations and countries to protect human rights.

Corporate compliance with laws and regulations is a subject of increasing attention in society, and compliance demanded by society is increasing. The Kyocera Group understands that compliance with laws and regulations is an important endeavor essentially required by the Corporate Motto and Kyocera Philosophy that have regulated our company since founding, and that compliance with related laws and regulations in all countries of the world where the Kyocera Group conducts business is crucial for maintaining the trust of customers, business partners, suppliers, investors, employees and any other stakeholders, therefore the Kyocera Group actively establishes specific departments and prepares regulations for the cause to ensure Group-wide and global compliance with laws and regulations.

January 1, 2020
Kyocera Corporation
Goro Yamaguchi, Chairman
Hideo Tanimoto, President

Efforts for Governance

Risk and Compliance-related Initiatives

●Risk and Compliance Month

Kyocera Corporation has designated each December as Risk and Compliance Month.

To heighten awareness, employees are addressed by the president, key priorities are shared at shift-start meetings, and e-learning exercises are widely conducted. By sharing these initiatives with other group companies, we are working to build a group-wide system to ensure that risk management, compliance, and BCP activities permeate the entire company.

Global Five-Regional Legal and IP System

Our proactive M&A strategy has seen the number of the Kyocera Group companies grow to around 300, a figure expected to increase in future. For efficiency, Kyocera's Corporate Legal and Intellectual Property Division 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 compliance of 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.



Promotion of Risk Crisis Management

The Kyocera Group has in place the Basic Guidelines for Crisis Management to promote risk management measures. Based on these Guidelines, we formulated the Risk Management Manual that stipulates actions to take to ensure the safety of employees working at overseas sites in the event of a terrorist attack and various other emergency situations.

Fair and Free Competition

The Kyocera Group bases its decisions on "what is right as a human being," and believes it is important to maintain and promote fair and free competition. As part of these activities, the Kyocera Group publishes the Kyocera Group Global Antimonopoly Law Compliance Manual and disseminates the antimonopoly law and the Antimonopoly Law Compliance Regulations to employees all over the world, which specifically stipulate matters to be observed as employees. The Kyocera Group conducts training on global antimonopoly Law for all Kyocera Group employees. We will continue to improve our understanding of the Antimonopoly Law and ensure compliance with the Antimonopoly Law and other related laws and regulations through ongoing education.



Ensuring Fairness in Outsourced and Subsidized Projects

The Kyocera Group (in Japan) has established "Management Regulations for Commissioned and Supported Projects" to clarify the management system for commissioned or supported projects funded by public research organizations or administrative agencies and to prevent misconduct, and is committed to appropriate research activities.

Measures for Anti-Corruption

The Kyocera Group has established a basic policy on anti-corruption and publicizes the basic policy in order to let its basic stance of actively working to eradicate corruption known both internally and externally. The Kyocera Group makes thorough efforts based on the Kyocera Philosophy to prevent bribery by rolling out anti-corruption regulations established at each group company. These anti-corruption regulations prohibit not only bribery such as the offering and receipt of excessive gifts or entertainment, but also activities that deviate from ordinary business practices. The Kyocera Group also provides anti-corruption training internally so that the employees are well aware of basic policies and anti-corruption regulations.

Efforts for Governance

Kyocera Group Basic Policy on Anti-Corruption

The Kyocera Group has been conducting business based on the Kyocera Philosophy. The basis of the Kyocera Philosophy is "Do the Right Thing as a Human Being". The Kyocera Philosophy emphasizes the importance of conducting business activities in a fair manner, as exemplified by principles such as, "Pursue Profits Fairly" and "Insist on Playing Fair". Therefore, in light of the Kyocera Philosophy, it is impermissible for Kyocera Group employees to take unfair measures to gain profits.

Anti-corruption regulations have been strengthened around the world, and efforts to curb corruption are recognized as a social responsibility of the company. The Kyocera Group is a participant of the "United Nations Global Compact", which requires its participants to follow its principle, "Businesses should work against corruption in all its forms, including extortion and bribery". In response to the efforts to eradicate corruption, the Kyocera Group has formulated the Kyocera Group Basic Policy on Anti-Corruption ("Basic Policy on Anti-Corruption") in accordance with the Kyocera Philosophy and the Kyocera Compliance Statement, in order to become "The Company" which is respected by all.

1. Prohibition of Bribery

- (1) The Kyocera Group will not provide, offer or promise to provide bribes to any person directly or indirectly, but will compete based on quality and price and pursue profits fairly.
- (2) Officers and employees of the Kyocera Group will not engage in acts of bribery, including making facilitation payments to public officials, or those equivalent to public officials, or persons with business influence, even if we are asked to do so. Officers and employees of the Kyocera Group will follow the straight and true road.
- (3) Officers and employees of the Kyocera Group will separate personal matters from business and will never receive bribes.

2. Establishment of the Anti-Corruption Compliance System

The Kyocera Group will establish an Anti-Corruption Compliance System to prevent people from committing fraud.

For example, the Kyocera Group will take the following measures.

- Establishing anti-corruption regulations for each Kyocera Group company and guidelines for officers and employees to refer to in specific situations, according to each country and region.
- Implementing anti-corruption training to ensure that officers and employees are fully familiarized with the contents of the anti-corruption regulations and guidelines.
- Ensuring that business partners are familiar with the contents of this Basic Policy on Anti-Corruption and reconsidering transactions with business partners that violate anti-corruption laws and regulations, including the suspension of transactions with such business partners.
- Establishing a hotline for Kyocera Group employees to consult or report any instances of corruption.

3. Bribery Risk Assessment and Control Procedures

- (1) The Kyocera Group conducts risk assessments based on anti-corruption laws and regulations in countries all over the world. The Kyocera Group will conduct periodic reviews of the Anti-Corruption Compliance System, and make improvements as necessary.
- (2) In order to prevent bribery through third parties such as distributors, agents etc., and to reduce the bribery risk relating to business mergers and acquisitions, the Kyocera Group will conduct preliminary evaluation of such third parties and candidates for acquisitions, mergers, joint ventures, etc. in accordance with bribery risks prior to the commencement of transactions.
- (3) When engaging a third party, such as a distributor, an agent, etc. the Kyocera Group will require such third party to comply with this Basic Policy on Anti-Corruption and the anti-corruption regulations in order to build a healthy business relationship.

4. Appropriate Accounting and Monitoring

- (1) To ensure transparent management, the Kyocera Group will perform accurate accounting based on the Kyocera Management and Accounting Principles, and will keep proper accounting books and records pursuant to the rules of each Kyocera Group company.
- (2) The Kyocera Group will monitor the implementation of this Basic Policy on Anti-Corruption through self-reviews, internal audits, etc. and will take corrective measures promptly should there be any problems found.

Efforts for Governance

5. Disciplinary Measures

Each Kyocera Group company will fairly and strictly discipline its officers and employees who violate this Basic Policy on Anti-Corruption and any applicable anti-corruption laws and regulations, according to the internal rules of each Kyocera Group company.

April 1, 2020
Kyocera Corporation
Goro Yamaguchi, Chairman
Hideo Tanimoto, President

Conducting Legal Audits

As part of its efforts to enhance its compliance framework, the Kyocera Group carries out legal audits to confirm the status of compliance with various laws in Japan. In FY 2018, Kyocera built an auditing framework for major group companies in Japan, focusing on operational processes to prevent legal violations before they happen. Since FY 2019, there has been a continuous implementation of legal audits focusing on operational processes at all group companies in Japan.

Security Trade Control System

The Kyocera Group complies with the Foreign Exchange and Foreign Trade Act and other regulations relating to international security. In addition, the Kyocera Group is establishing a system for heightening security trade control. Its purpose is to prevent the outflow of components for weapons of mass destruction and conventional weapons, or products and technology that could be used for their production and development.

Measures taken to ensure strict compliance with the Foreign Exchange and Foreign Trade Control Act and other export-related laws and regulations in Japan include sharing of relevant information among all sites, with Kyocera as the main player, and implementation of audits to continuously maintain the security trade control system. Group companies (Outside of Japan) have in place a system that puts an emphasis on education and auditing on security trade control to reinforce control assuredness.

Example Approach

Measures to Ensure Security in International Distribution

We are recognized as an authorized exporter and authorized importer according to the AEO (Authorized Economic Operator) system, an international standard designed to ensure safety and smoothness of international trading and for which the mechanism of mutual approval is established in each country. This authorization helps us ensure security and smooth trading related to products delivered to customers outside Japan.

We will continue to ensure legal compliance and security management in international logistics.



Certificate of AEO Exporter



Certificate of AEO Importer

Efforts for Governance

Appropriate Information Disclosure

The Kyocera Group complies with regulations relating to the disclosure of information. The Kyocera Group endeavors to provide appropriate information without falsehoods or expressions that invite misunderstanding, in accordance with social and moral principles. Additionally, display of product labels and operating instructions, catalogs, sales promotion documents, advertisements and other materials by the Kyocera Group is in line with the company standard as set out in our Information Disclosure Guidelines. We are building a monitoring system for verification by the Quality Assurance, Legal, Intellectual Property and Corporate Communications divisions.

Ensuring Transparency in Political Donations

The Kyocera Group may provide political donations as required from perspectives such as the realization of policy-oriented politics and contributing to the sound growth of parliamentary democracy. When we make political donations, we will comply with relevant laws and regulations including the Political Funds Control Act.

Measures for Prevention of Insider Trading

The Kyocera Group has in place management systems to prevent insider trading and educates employees thoroughly on insider trading compliance. We have created an internal information management system based on the Insider Trading Prevention Regulations, as well as implementing a ban on stock trading for a fixed period before the company announces its financial results. We are engaging in continued efforts, including providing employees with training to prevent insider trading and informing employees about the dates of the ban on stock trading at morning meetings to ensure comprehensive awareness of the issue.

Measures for Exclusion of Antisocial Groups

The Kyocera Group established a basic policy for corporate governance and internal control including the prevention of involvement in management activities by antisocial groups and the prevention of damage by such groups.

The basis of the measures for exclusion of antisocial groups is that the entire company is united in confronting antisocial groups with determination. The Kyocera Group CSR Guidelines clearly specify how to handle antisocial groups in order to notify all employees of the company's attitude. The basic transaction contact form Kyocera has with our business associates now contains terms on exclusion of antisocial groups. More efforts will be made in the entire supply chain to redouble exclusion of antisocial groups.

Whistleblower System

We maintain an internal whistleblower system that allows employees to report any violation or potential violation of laws and internal regulations related to human rights, labor, safety and health, the environment, and fair trade as well as to ask questions or seek consultation. Upon receiving a report from an employee by phone or e-mail, our full-time Audit & Supervisory Board members and the head of the Corporate General Affairs Division will inform him or her of our approach to the protection of personal privacy, etc. and work with the relevant departments to conduct investigations and verification, take corrective measures, and prevent any recurrence.

Information Security

Information Security Efforts

The Kyocera Group recognizes the importance of information resources and aims to strengthen information security. To serve as a trusted member of society, Kyocera has established the "Basic Information Security Policy", which defines Kyocera's information security objectives, measures, and action guidelines. Through promoting this policy, we continuously strive to prevent and reduce information security risks.

Efforts for Governance

Basic Information Security Policy

With the expansion of cyberspace, the Kyocera Group continues to strive to understand the importance of all its information assets and to strengthen the handling of those assets. To respond to the trust of society as a whole, including our customers, business partners, investors, employees, and other stakeholders, we have established a basic information security policy, and declare that we will carry out our business in accordance with this policy.

1. Purpose

The purpose of the basic policy is to establish basic rules regarding information security measures to be implemented by the Kyocera Group in order to maintain the confidentiality, integrity, and availability of the information assets held by the Kyocera Group.

2. Scope of application

This basic policy applies to information assets (including personal information) related to all business activities managed by the Kyocera Group.

3. Information security management system

To protect and appropriately manage information assets, the Kyocera Group has established the Information Security Committee, and the Chief Information Security Officer is responsible for overall information security management.

4. Compliance with laws and contractual requirements

The Kyocera Group regularly investigates information security requirements, and strictly follows the various laws and regulations of each country, the guidelines and norms of each country, and industry standards and our contractual obligations with business partners.

5. Education and training for employees

The Kyocera Group understands our social responsibility with regard to appropriately handling information assets, and provides constant education and training that are necessary for employees to appropriately use and manage information assets.

6. Implementation of measures

The Kyocera Group will endeavor to prevent the occurrence of information security incidents by implementing information security measures against external attacks and threats of internal fraud. These measures will be appropriate to the type of information asset. In the event of a violation of laws or regulations, breach of contract, or an incident related to information security, we will immediately and appropriately resolve the situation and implement recurrence preventive measures.

7. Regular evaluation and continuous improvement

To respond to changes in the business environment and social conditions while maintaining information security, the Kyocera Group will regularly evaluate our information security management system and the implementation status, and continuously formulate and implement improvement plans.

July 1st, 2022

Goro Yamaguchi, Chairman of the Board and Representative Director
Hideo Tanimoto, President and Representative Director
Kyocera Corporation

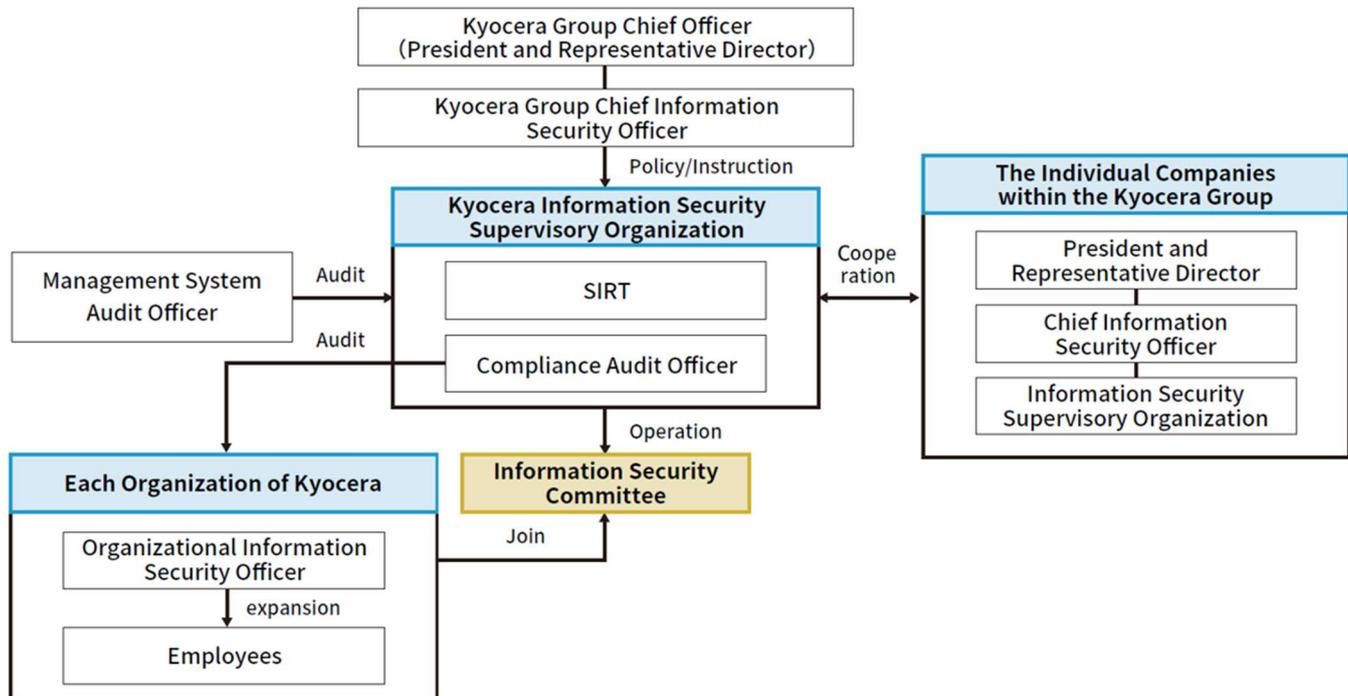
Efforts for Governance

ISO 27001 and ISO 27017 Certificate of Registration among Kyocera Group

Please refer to [the link](#) on our website to view the current status of our certifications.

Governance System

The Kyocera Group has established an information security governance system, which is led by the president to promote measures.



Implementation of Information Security Training

The Kyocera Group conducts information security training based on its "Information Security Training Regulations". In order to raise awareness about information security and inform employees of their responsibilities, specialized training relating to the maintenance and management of information security is provided, in addition to annual training for new employees, general training for all employees, and training for managers and supervisors.

Procedures and Countermeasures in the Event of an Emergency

According to the Information Security Incident Management Regulations, an "incident" is defined as "a situation that threatens business operations or information security as a result of an undesired or unexpected occurrence or accident related to information security." These regulations also state the measures to be taken in the event of an incident and procedures for subsequent management.

Efforts for Governance

Status of Vulnerability Countermeasures

We perform vulnerability diagnoses by the third-party*1 on public servers at least once a year. Also, we work to prevent security incidents by constantly collecting and spreading the latest vulnerability and security information from around the world through the CSIRT*2.

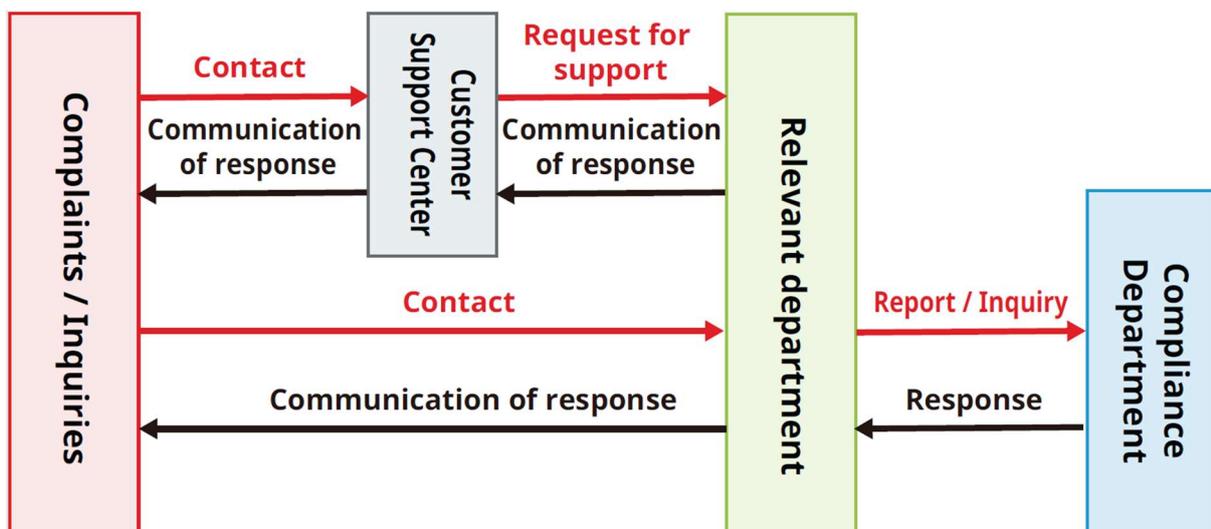
*1 A third-party organization that provides services in compliance with the "Information Security Service Standards" formulated by the Ministry of Economy, Trade and Industry.

*2 Computer Security Incident Response Team

Personal Information Protection Management System

The Kyocera Group regards the personal information obtained from stakeholders through business activities as important private information and strives to protect it thoroughly as a primary social responsibility. Kyocera has set up rules to protect specific personal information, clarified personal information usage purposes, set up a dedicated contact for inquiries, and provides regular education to employees handling private information, thereby ensuring thorough management. Also, regulations for Personal Information Protection have been established for employees to establish basic matters regarding the safeguarding of personal information, including a code of conduct for employees who handle personal information and the use of personal information management ledgers to monitor the management status of personal information centrally. Kyocera strives to ensure correct handling of personal information to maintain society's trust by preventing personal information from being compromised. These Personal Information Protection Management Regulations require employees to take necessary measures such as contacting related divisions, preventing the spread of damage, and carrying out investigations if personal information is leaked. Cases such as the leakage of personal details are incorporated into Kyocera's risk management policy by establishing the Kyocera Group Information Security Incident Management Regulations. The Personal Information Protection Management Regulations also stipulate that employees may be subject to disciplinary action if personal information is compromised. Kyocera strives to disseminate its Personal Information Protection Policy and Personal Information Protection Management Regulations within the company and enhance its effectiveness through regular training, surveys, and audits.

● Communication System on Personal Information



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