

## Each Employee Participates in Management, Leveraging Diverse Expertise toward “Doing What Is Right”

Since its founding, Kyocera Corporation has pursued Management by All, empowering diverse staff to take initiative and play an active role in our success.

Our unique philosophy of “Amoeba Management” fosters an environment where members of small, independent amoeba groups are encouraged to transcend positional boundaries and move management toward higher profitability and organizational vitality. Individual employees can experience greater satisfaction and achievement through their work using the Amoeba approach. It builds stronger teams and contributes to the Group’s development as we pursue a better future for society as a whole.

However, to achieve this, the “vectors” orienting our individual efforts must be aligned. Our starting point is the Kyocera Management Rationale, along with the Kyocera Philosophy, which guides our actions. Our philosophy compels us to find the essence of an issue to ensure that our actions uphold universal principles of logic and ethics. This shared mindset creates a sense of solidarity-promoting interpersonal relationships based on openness and free expression, while fostering mutual support among colleagues. It enables a management system that

encourages participation by all.

Of course, we must adapt as times change. The Kyocera Group is working on new measures to promote individual involvement, and reorganizing to meet the needs of our changing world. In FY2019, we introduced the “Venture Startup Program,” an internal effort seeking innovation-creating ideas. One of the ideas received through this program was commercialized in the form of a meal kit tailored to people with dietary allergies. Starting in FY2022, we began reorganizing our diverse business portfolio into three core segments. As a result, we are creating new synergies through a more fluid movement of talent and knowledge within the organization. We are also working to further promote diversity and inclusion. A more diverse workforce, broadens our values and viewpoints, which will help us create new business opportunities to serve a wider range of needs.

All our employees should be able to shine in their own unique way, and benefit from the diverse experience of others. This rich work environment provides the basis for Kyocera’s Management by All.



**The Kyocera Group 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”**

The Kyocera Group’s management approach springs from the Management Rationale propounded by our founder, Kazuo Inamori. Each employee keeps the essence of this statement in their mind as they continue to take on new challenges to provide new products and services while staying one step ahead in identifying the emerging needs of our customers and society. Kyocera’s growth and development have resulted from prolonged, tireless efforts that fostered employee fulfillment and meaningful contributions to society.



**Our Code of Conduct the “Kyocera Philosophy”**

The Kyocera Group shares the “Kyocera Philosophy” with all employees as a guideline for achieving our Management Rationale.

- The regulations and agreements which constitute the company’s standards.
- The attitude necessary for the company to achieve its goals and objectives.
- Create a wonderful corporate character.
- The right way to live and how we should behave as human beings.

With these four elements, the “Kyocera Philosophy” outlines a management approach that strives for growth and development in a manner that is fair and ethical, based on the actual experiences and “rules of thumb” from our founder, Kazuo Inamori. Our palm-sized “Kyocera Philosophy Pocketbook” has now been translated into 10 languages and distributed to employees worldwide, helping to foster a sense of unity within the Group.

This philosophy will never waver, regardless of the passage of time. At Kyocera, we regard our company philosophy with a sense of pride, and work to put its principles into practice on a daily basis.

**Two Systems to Achieve Our Rationale**

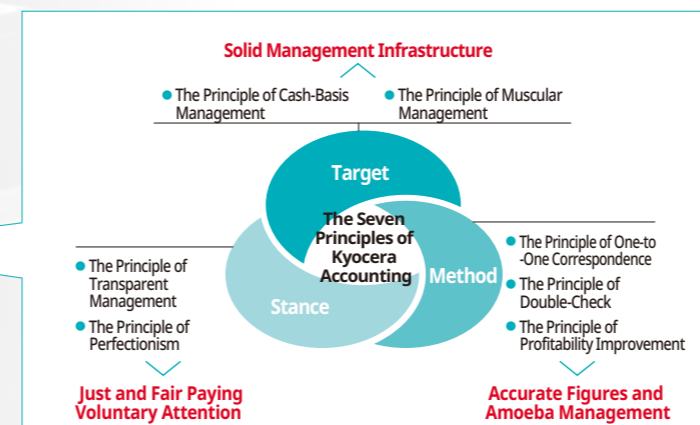
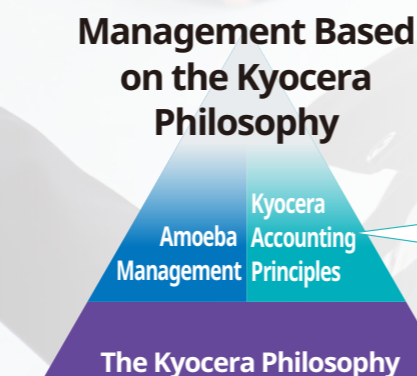
The unique Amoeba Management System employed by the

Kyocera Group organizes the company into small groups called “Amoebas” that operate with their own P&L accounting systems directly linked to their respective markets.

The profitability of an Amoeba is calculated as the added value it creates. Results are disclosed to Amoeba members transparently, so you can actually see in real time how your work is reflected in management. Amoebas that deliver good performance do not get disproportionately higher financial rewards. This is because the added value created contributes to the entire Kyocera Group. At the core of Amoeba Management is the idea to “Do Our Best for Our Colleagues,” a basic tenet of the Kyocera Philosophy. The source of our strength lies in this Management by All approach and the keen motivation employees feel.

Closely paired with Amoeba Management are the “Kyocera Management and Accounting Principles.” Accounting is integral to management, playing a role akin to a compass. The Kyocera Group values fair, transparent, above-board management. Unbound by preconceived notions, Dr. Inamori developed his Seven Accounting Principles, to help managers “What do we consider to be the right choice as a human being?” They let us accurately assess the true performance of our Amoebas and make better decisions for our business.

These two practical business management methods support the Kyocera Group’s solid financial foundation and allow us to uphold our Management Rationale.



**Achieving Growth and Development by Implementing Our Unique Amoeba Management Method**

Amoeba Management is a unique method that divides a business organization into small groups, runs them with independent accounting systems directly linked to their respective markets, develops leaders with managerial awareness within the Group, and simultaneously implements “Management by All” in which all employees participate in management.

- Developing Leaders with Managerial Awareness
- Market-oriented Divisional Accounting System
- Management by All

# Creating New Markets with Cutting-edge Technologies and Products

The history of Kyocera began with the launch of the U-shaped Kelcima, an insulating part for television electron guns, in 1959.

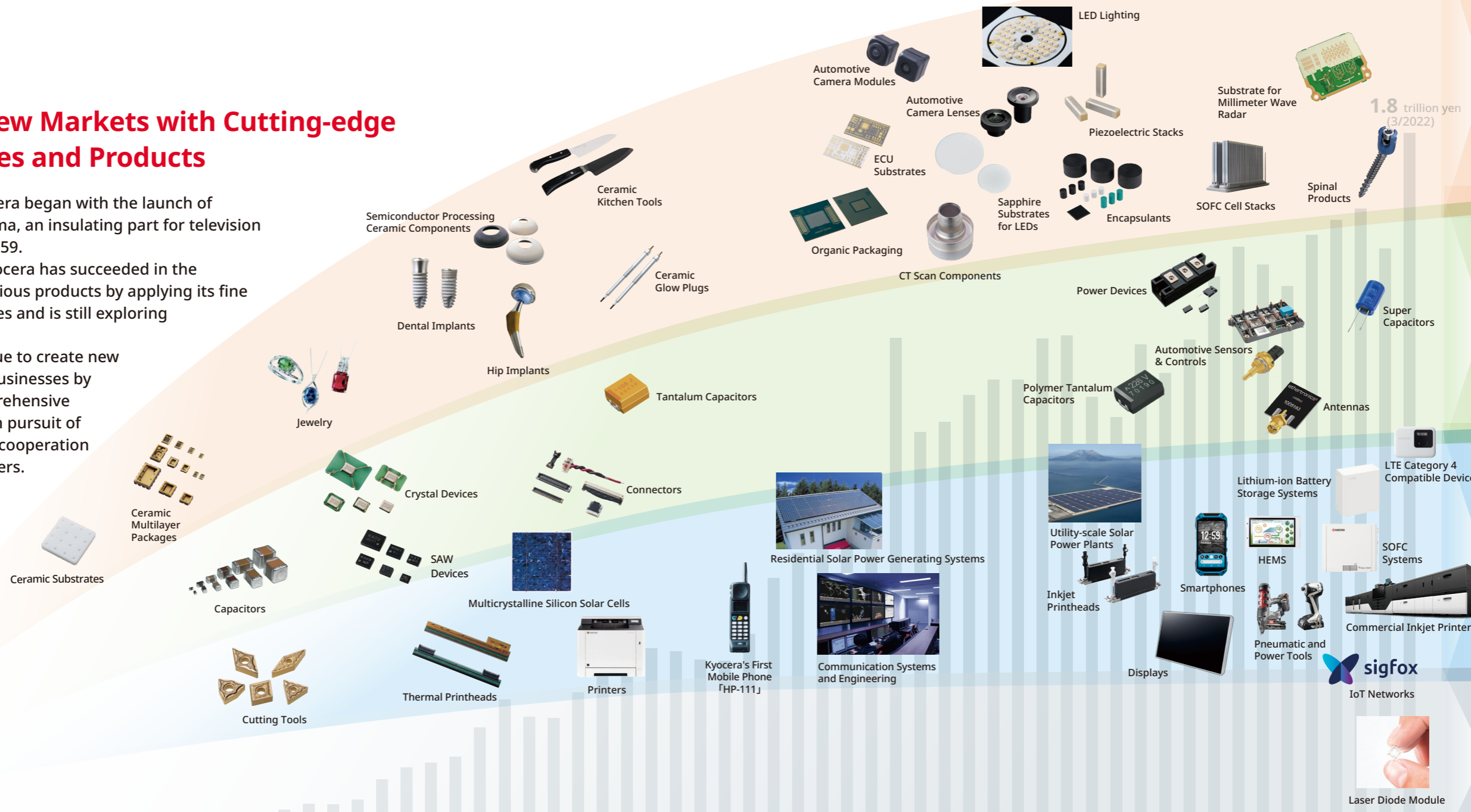
Ever since then, Kyocera has succeeded in the development of various products by applying its fine ceramic technologies and is still exploring new markets.

Kyocera will continue to create new markets and new businesses by exercising its comprehensive capabilities through pursuit of group synergy and cooperation with external partners.



U-shaped Kelcima

Sales trends



## Core Components Business

- Fine Ceramic Components
- Automotive Components
- Optical Components
- Ceramic Packages
- Organic Multilayer Substrates and Boards
- Medical Devices
- Jewelry and Applied Ceramic Related Products

## Electronic Components Business

- Electronic Components
- KYOCERA AVX Components Corporation

## Solutions Business

- Industrial Tools
- Information Equipment
- Telecommunications Equipment
- Information Systems and Telecommunications Services
- Liquid Crystal Displays
- Printing Devices
- Smart Energy Business

## New Businesses

- GaN Devices
- Robotics

1.8 trillion yen (3/2022)



Laser Diode Module

Horizontal deployment of technologies

Diversification of businesses  
Expansion of business fields through M&A

Business expansion in global market

Creation of added value  
Building new business models

1960 1970 1980 1990 2000 2010 2020

**1959**  
Kyoto Ceramic Co., Ltd. (now KYOCERA Corp.) founded



**1969**  
KYOCERA International, Inc. is established as KYOCERA's North American sales company



**1975**  
Japan Solar Energy Corp. (JSEC) is established and begins development of solar cells



**1971**  
Feldmühle KYOCERA Europa Elektronische Bauelemente GmbH is established in cooperation with Feldmühle AG in Germany

**1979**  
KYOCERA invests capital in Cybernet Electronics Corp.

**1983**  
Camera manufacturer Yashica Co., Ltd. merges with Kyocera

**1984**  
Kyocera establishes Daini-Denden Kikaku Co., Ltd.



**1989**  
Elco Corp. joins the Kyocera Group

**1990**  
AVX Corp. joins the Kyocera Group



**1995**  
Dongguan Shilong KYOCERA Optics Co., Ltd. and Shanghai KYOCERA Electronics Co., Ltd. are established in China

KYOCERA Communication Systems Co., Ltd. is established

**1999**  
Kyocera acquires the mobile phone business of Qualcomm, U.S.A.

**2000**  
Mita Corp., a copier manufacturer, joins the Kyocera Group as Kyocera Mita Corp.

**2003**  
Kinseki, Ltd., a crystal manufacturer, becomes a wholly owned subsidiary of Kyocera Corporation

KYOCERA SLC Technologies Corp. is established to manufacture organic package substrates

**2010**  
Kyocera acquires the TFT liquid crystal display business at the Yasu facility of Sony Mobile Display Corporation

**2011**  
KYOCERA Vietnam Management Company Limited is established in Vietnam

**2008**  
Kyocera acquires the mobile phone business of Sanyo Electric Co., Ltd.

**2015**  
Nihon Inter Electronics Corp., a semiconductor manufacturer, joins the Kyocera Group

**2018**  
Kyocera acquires the power tools business of Ryobi Limited and KYOCERA Industrial Tools Corp. is established

**2019**  
SouthernCarlson, Inc., a U.S.-based provider of industrial tools, supplies and service, joins the Kyocera Group

**2020**  
AVX Corporation becomes a wholly-owned subsidiary

**2021**  
U.S.-based Soraa Laser Diode, Inc., a GaN device manufacturer, joins the Kyocera Group as KYOCERA SLD Laser, Inc.