Tomorrow, Together

KDDI

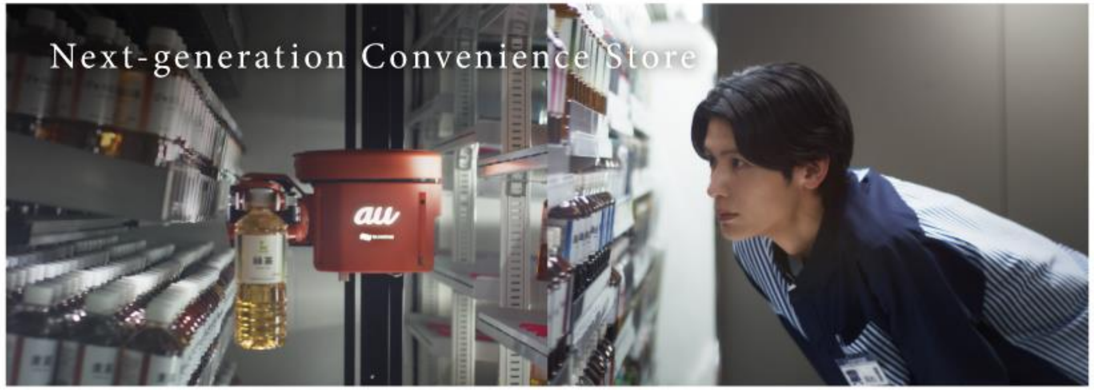
KDDI Corporation Overview

September 2025

KDDI Corporation

The creation of a society in which anyone can make their dreams a reality, by enhancing the power to connect.

KDDI VISION 2030



KDDI Overview

Company name	KDDI CORPORATION
Date of establishment	June 1, 1984
Capital	141,852 mil. yen
Total employees	64,636
TSE Code	(Tokyo Stock Exchange, Prime) 9433
Number of shares outstanding	4,383,692,832*
Number of Shareholders	535,327

Breakdown of Shareholding by Investor Type

Financial Institutions	Securities Firms	Foreign Companies, etc.	Individuals and Others (incl. treasury stocks)	Other Companies	
25.34	4.18	27.07	15.46	27.95	(%)

President, Representative Director, CEO

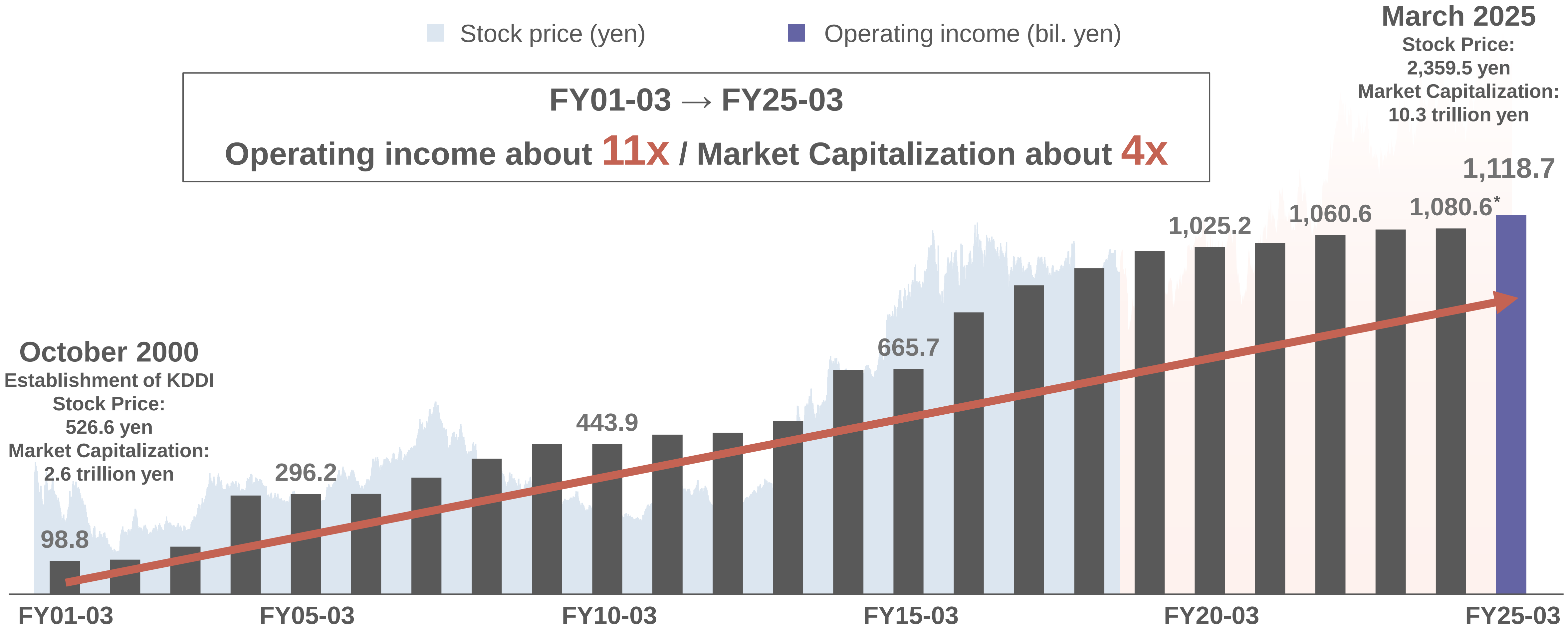
Hiromichi Matsuda

Stock Price	2,359.5 yen
Market Capitalization	10.34 tri. yen
Ratio of Equity Attributable to Owners of the Parent	30.4%
ROE (Return On Equity)	13.2%
PBR (Price Book-value Ratio)	1.83x
PER (Price Earnings Ratio)	13.93x
Rating (R&I)	AA

Note) As of March 31, 2025. Consolidated base * Reflecting the stock split (2-for-1) on April 1, 2025

Performance/Stock Price Trajectory

Achieving sustainable growth while steadily growing corporate value



Note) Reflecting the stock split (2-for-1). Operating income is based on IFRS from the FY15-03 period onwards, and on J-GAAP prior to that * FY24-03 excludes temporary impacts

Business Overview

Wide range of businesses that support our customers' lifestyles and businesses

Personal services segment (for individuals)

Telecommunication

Mobile

おもしろいほうの未来へ。 au

シンプルを、みんなに。 UQ mobile

君にピッタリの自由へ、一緒に。 povo

FTTH / CATV

au ひかり

J:COM

BIGLOBE

Financial Business

au じぶん銀行

au PAY

Energy Business

au でんき

Lawson

LAWSON

Business services segment (for corporate)

Base (Telecom)

mobile

network

Growth

IoT

Data Center

Digital BPO

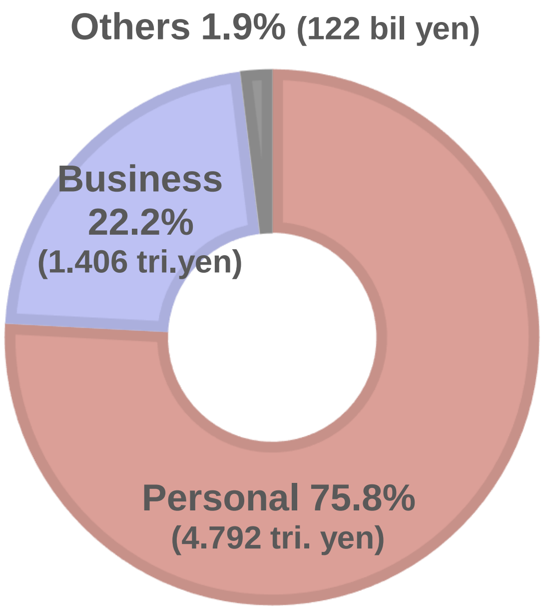
Security

New DX

Revenue structure (FY25-03)

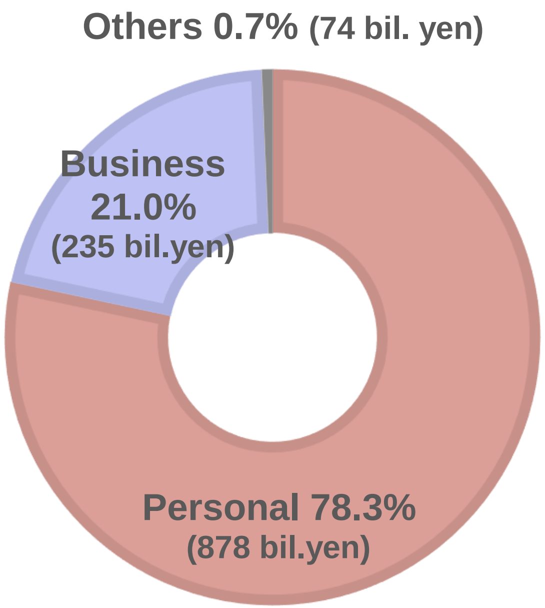
Operating revenue*

Consolidated: 5.918 trillion yen



Operating income*

Consolidated: 1.119 trillion yen



* Consolidated figures represent the total operating revenue and operating income from outside the group. Segment operating revenue and operating income figures include inter-segment sales

KDDI in Numbers

Build a solid customer base and touchpoints through a wide range of services

Customer Touchpoints	Communication lines	Services
au Shop[*1] about 2,100	Smartphone subscriptions about 33 million	Ponta Pass about 15 million
Corporate customers about 400 thousand	IoT connections about 51 million	Settlement (Credit card, au PAY) about 48 million
LAWSON [*2] about 14,700	FTTH/CATV [*3] about 11.0 million	Electricity about 3.5 million

Note) Figures are as of March 2025. LAWSON figure is rounded to three significant digits; all other figures are rounded to two significant digits. *1 Combined total of au Shops, au Style and UQ Spots
*2 Total number of domestic stores *3 Combined total of FTTH lines and J:COM's total service subscriptions

Mid-Term Management Strategy

(Sustainability Management)

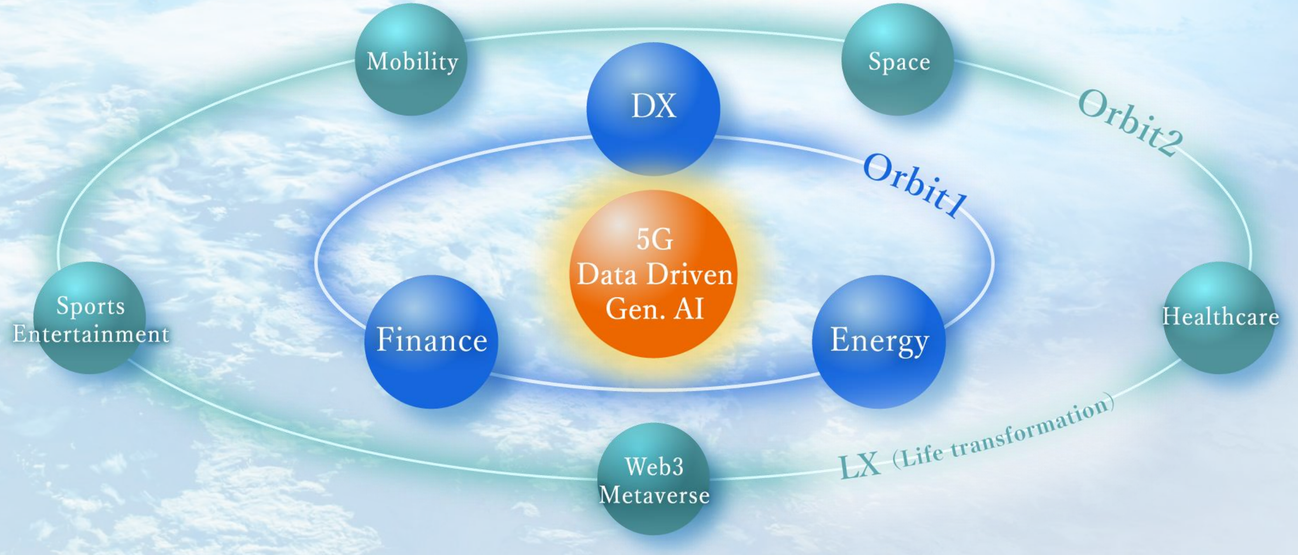
Aim for the sustainable growth of society and advance corporate value by promoting satellite growth strategy and strengthening Management base

Sustainability Management

Business strategy

(Satellite Growth Strategy)

Establish underlying communication network as strong competitive foundation and enhance growth domains Orbit1 and Orbit2 through Digital Data × AI



Mid-term EPS Target

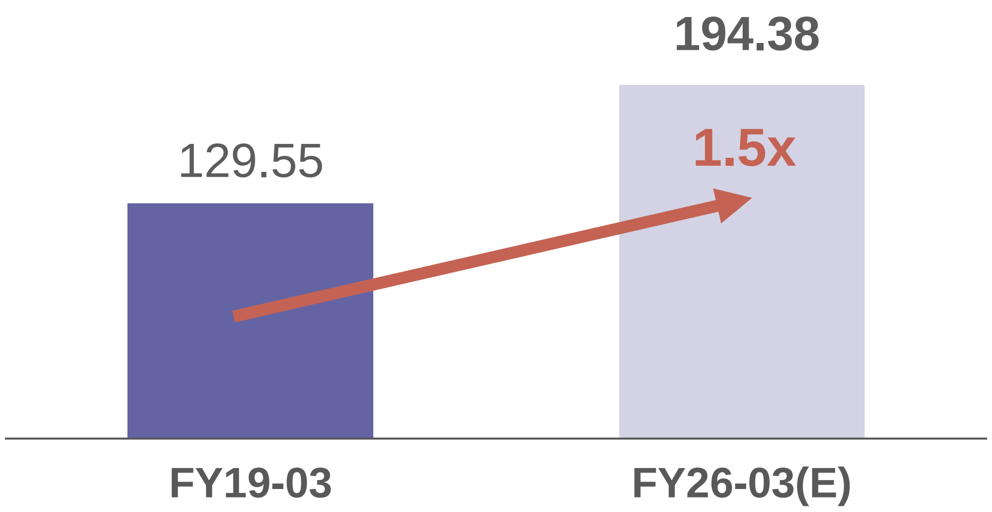
Final year of current mid-term plan. Balancing business growth and shareholder returns towards the EPS target

Mid-term EPS target

FY26-03 EPS: 194.38 yen(E)

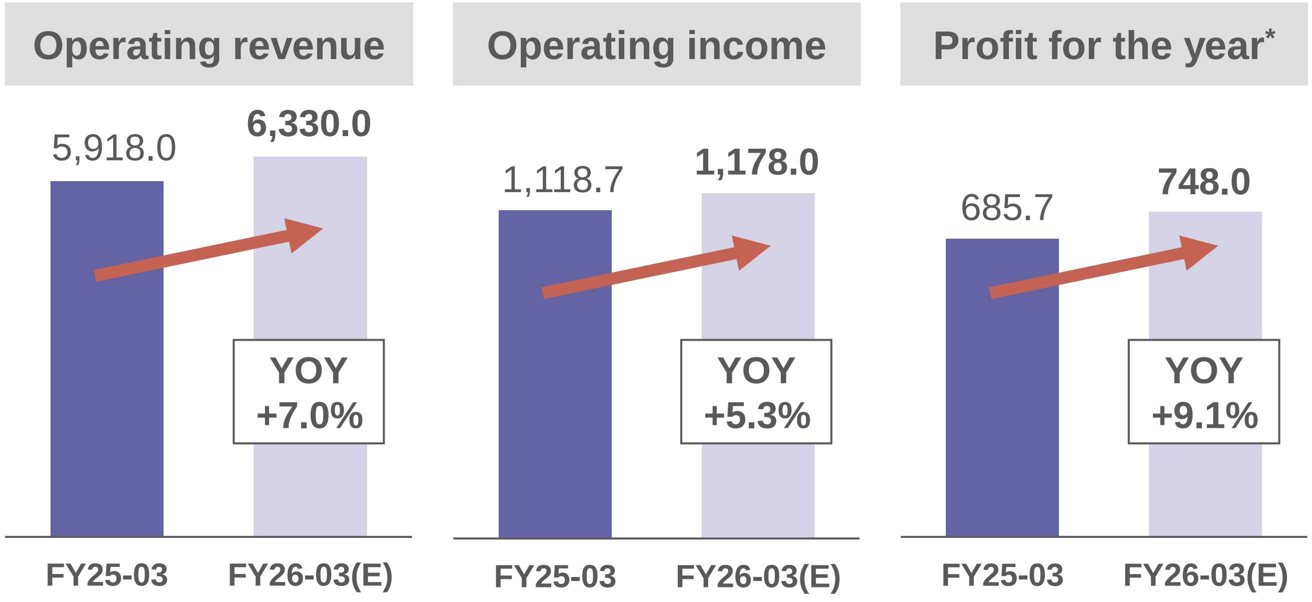
FY19-03 to FY26-03
EPS Growth: CAGR 6.0%

(Unit : yen)



FY26-03 Forecast

(Unit : billions of yen)



FY26-03 Shareholder Returns

Acquisition of treasury stock totaling 400 billion yen (upper limit)
Of this amount, a tender offer for 350 billion yen (upper limit) was approved

Note) Reflecting the stock split (2-for-1) on April 1, 2025 * Profit for the period attributable to owners of the parent

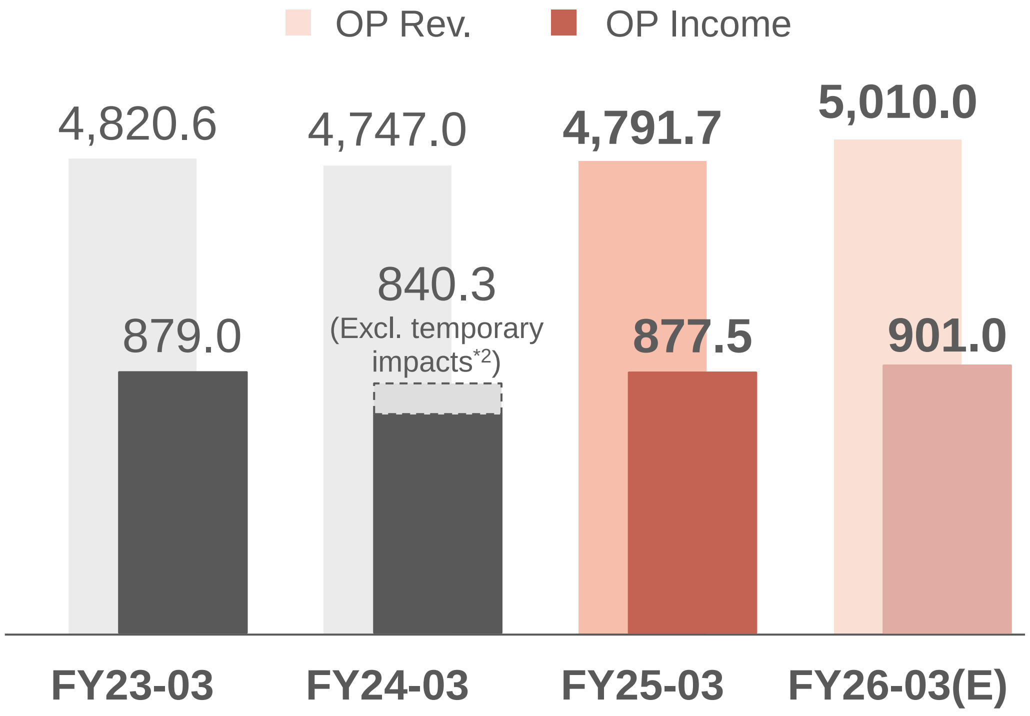
5G DataDriven Gen. AI

Personal Services Segment

Aiming for revenue exceeding 5 trillion yen in FY26-03, with a focus on the core mobile business

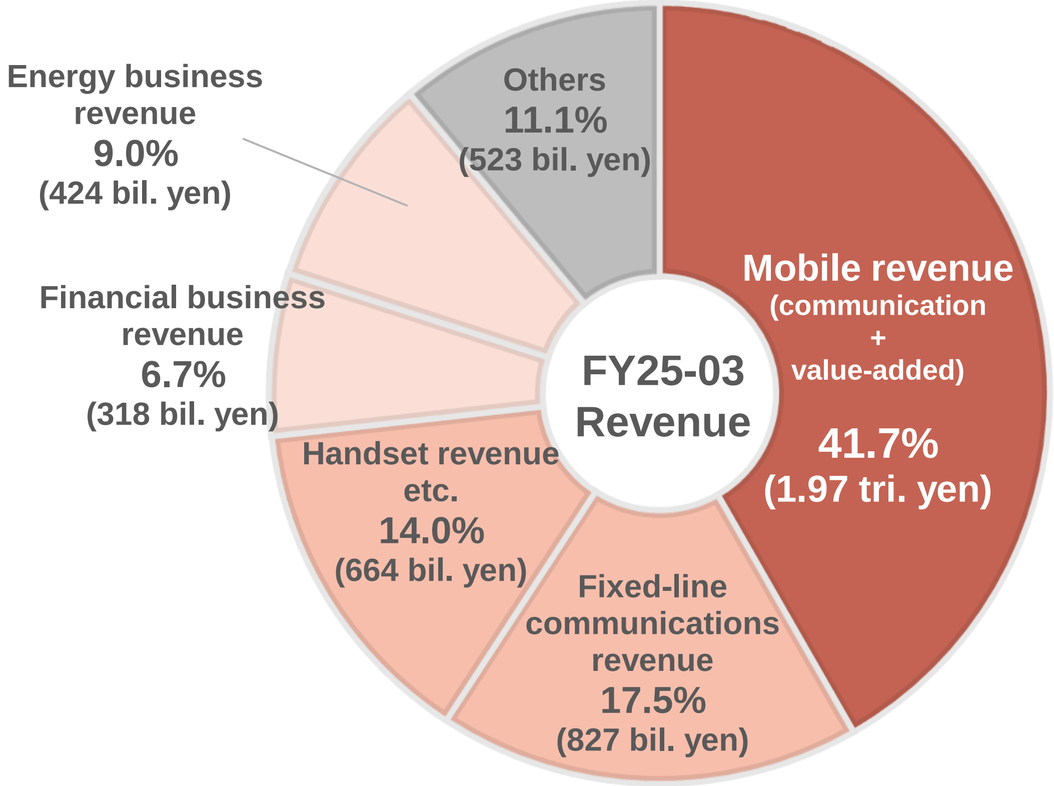
Operating revenue / Operating income*1

(Unit : billions of yen)



Revenue Structure*3

(Revenue from external customers)



*1 For FY25-03 and FY26-03, the figures are after the segment changes for FY26-03. For FY24-03, the figures are after the segment changes for FY25-03. For FY23-03, the figures are after the segment changes for FY24-03 *2 Temporary impacts such as provision for lease receivables in Myanmar telecom business and impairment and provision for removal of low-utilized telecom equipment
*3 The figures are after the segment changes for FY26-03

5G
DataDriven
Gen. AI

Growth Strategy of Personal Services Segment

Promote initiatives aimed at expanding the customer base and creating value-added

Growth Strategy

Maximizing mobile revenues

Value-added creation

Value-added

Presenting benefits to customers
Data-driven and AI acceleration

Communication

Partners
LAWSON
au PAY stores
and more

Customer contact points and IDs

Multi-Brands Strategy

おもしろいほうの未来へ。
au
Reliable and stress-free Unlimited data plan
A set with communications and value-added services
New network value

シンプルを、みんなに。
UQ mobile
Simple and affordable

君にピッタリの自由へ、一緒に。
povo
New experience value with partners: Free toppings

ずっと、もっと、つなぐぞ。au

au is Experiential quality*1 World's No.1 Rated*2

2025年2月
Opensignal社
「信頼性エクスペリエンス」部門
世界評価
1位

*1 The 'Connected Experience' refers to providing customers with a more comfortable and stable support when connecting to the network through the au line, based on evaluations of 'consistent quality' and 'reliability experience' by Opensignal. For more details, please visit the Opensignal website. Comparison with 142 MNOs, 41 countries, data provision from Jul. 1, 2024 to Dec. 27 © Opensignal Limited. powered by KDDI's network
*2 The award recipient is the au brand. Excluding communication restrictions due to your contract plan, such as when data limits are exceeded, each brand has the same communication specifications as au

5G
DataDriven
Gen. AI

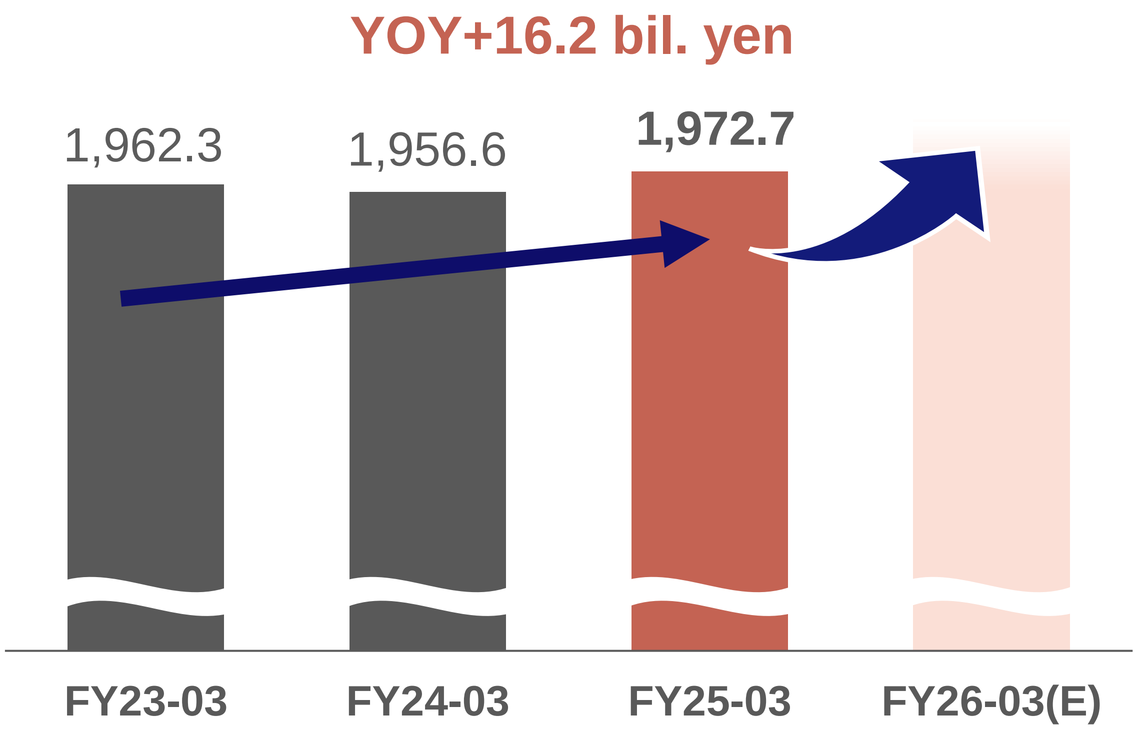
Mobile Revenue

(Personal Services segment basis)

Achieve steady growth by promoting initiatives in communication + value-added

Mobile revenue*

(Unit : billions of yen)



Enhance the competitiveness of multi-brands through unique value propositions offered by KDDI

- Revise the multi-brands strategy through the service revision
- Aim to balance transition among brands by enhancing au's attractiveness

おもしろいほうの未来へ。 au
シンプルを、みんなに。 UQ mobile

- Enhance attractiveness of Ponta Pass and accelerate collaboration with Lawson

* Sum of communications revenues (data-related, basic charges/voice-related, various discount amounts), product support services etc. and content etc.. Financial and energy business revenues are not included. From FY26-03, the mobile KPI and the definition of mobile revenues have been changed

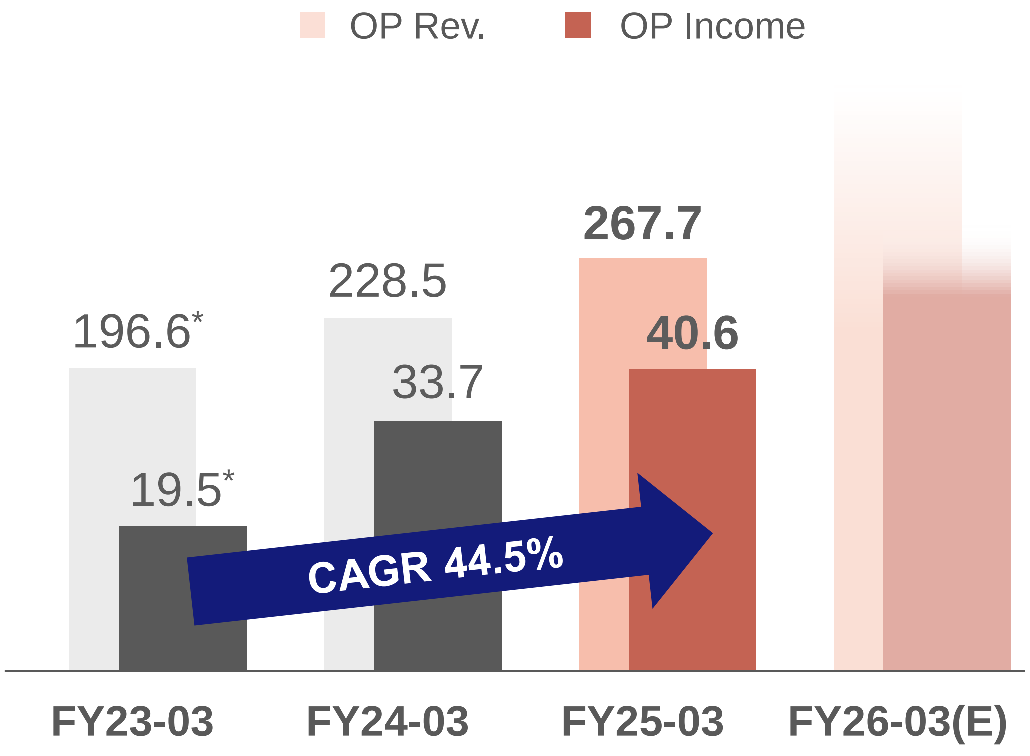
Financial

KDDI Group's Financial Services

Providing comprehensive financial services, with business operations also growing steadily

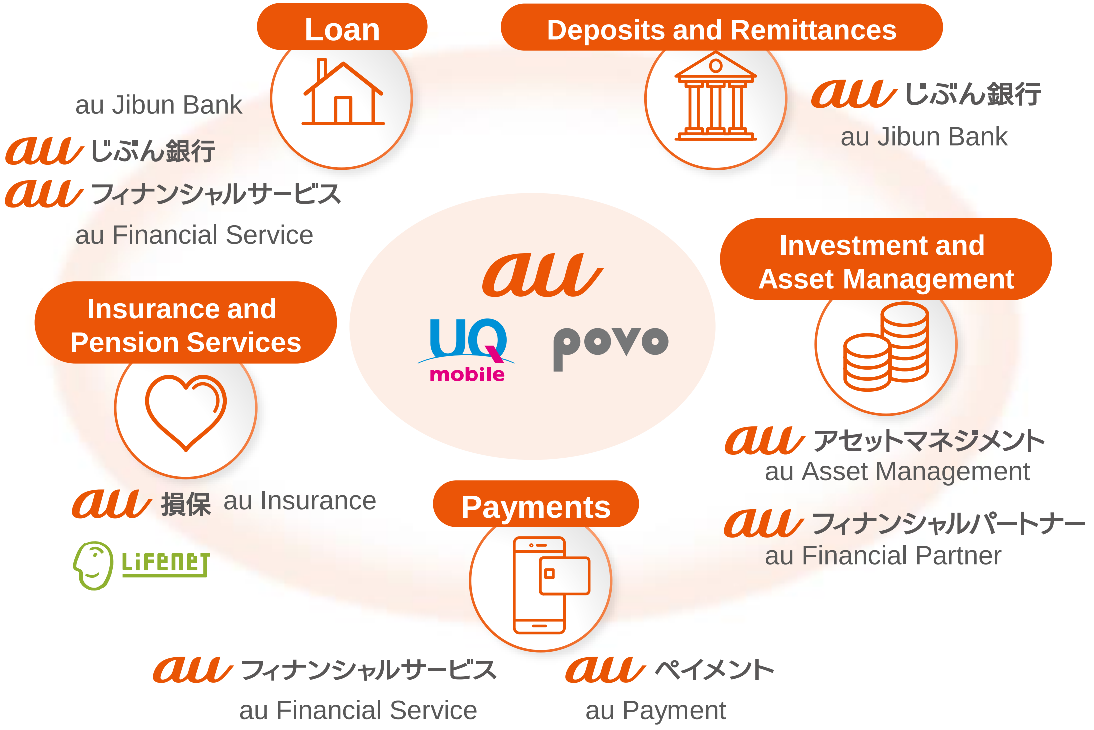
Operating revenue / Operating income

(Unit: billions of yen)



* FY23-03 excludes the impact of accounting treatment changes

Provided services



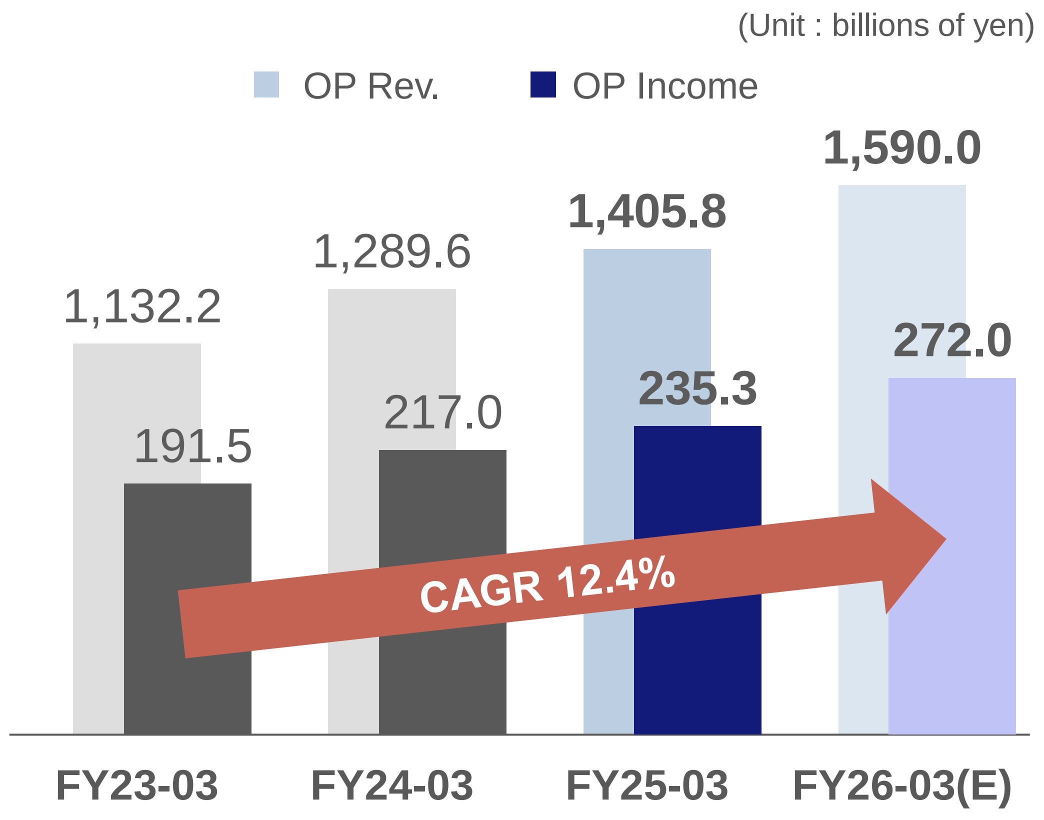
Transaction Volume of Settlement/Loan (FY25-03)
21.4 tri. yen(YOY+3.4 tri. yen)

DX

Business Services segment (Corporate Business)

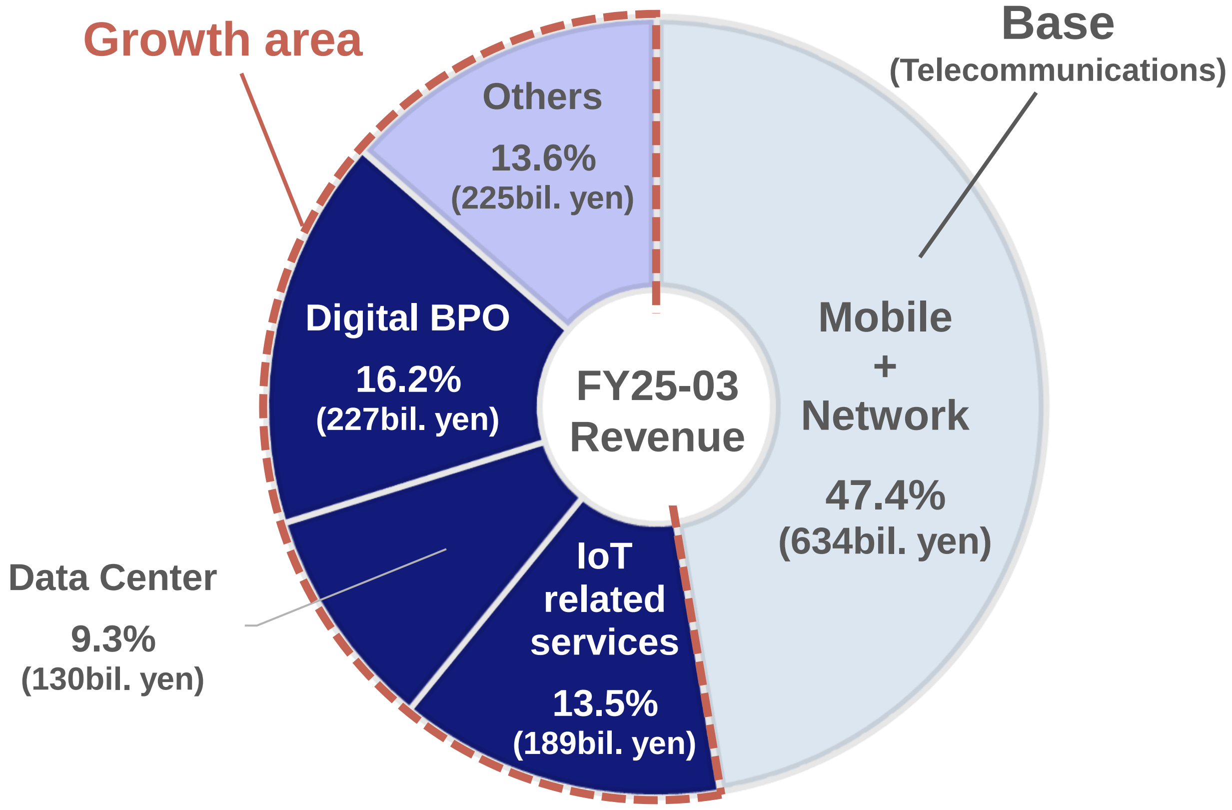
Achieve double-digit growth by capturing customers' digital transformation needs based on communication

Operating revenue / Operating income*1



Revenue Structure*2

(Revenue from external customers)



*1 The figures for FY25-03 and FY26-03 have been restated to reflect the segment changes implemented in FY26-03. The figures for FY24-03 have been restated to reflect the segment changes implemented in FY25-03, and the figures for FY23-03 have been restated to reflect the segment changes implemented in FY24-03 *2 The figures are after the segment changes for FY26-03

Growth Strategy of Business Services segment

Shifting resources to growth area based on a robust communications infrastructure, aiming for high growth

Growth Strategy

Expansion of value proposition in growth area

Business domain

High-growth digital infrastructure areas in the IT market

Growth (Value-added)

- IoT
- Data Center
- Digital BPO
- Security
- Facility Solution
- New DX Business

Resource shift

LTV improvement for Base

Base (Telecommunications)

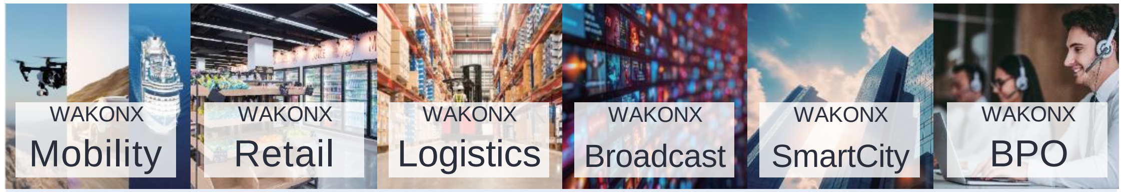
Profitable telecom market

Customer contact points and IDs

WAKONX

Business platform for the AI era

Industrial DX Solutions



Leveraging communication and AI infrastructure by adding operational and security values for use in various industries

24/7 Operation + **Security**

Communication & AI infrastructure

DX

Growth Areas (IoT / DC)

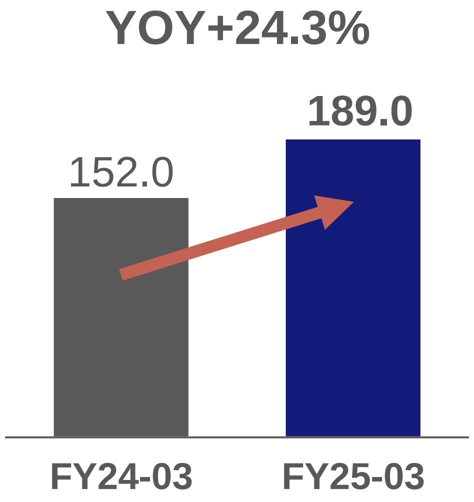
Steady expansion, primarily centered on our strengths in connected cars and connectivity DC

IoT related services

Steady expansion centered on connected cars, as well as in areas such as PCs and infrastructure

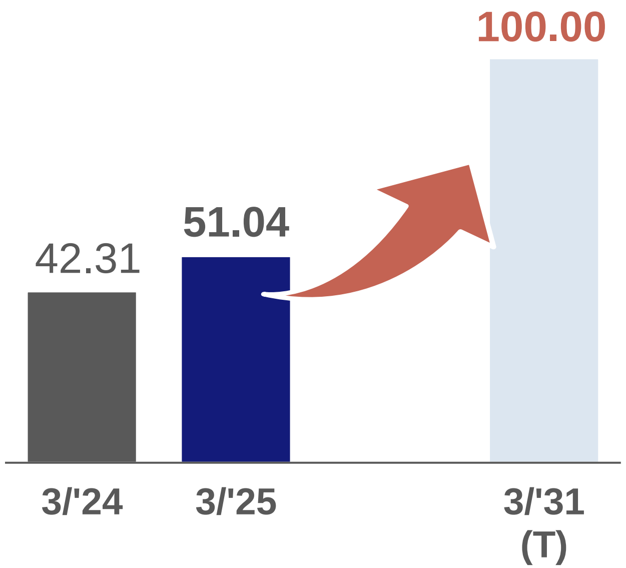
OP revenue

(Unit : billions of yen)



Accumulated connections*1

(Unit : million)

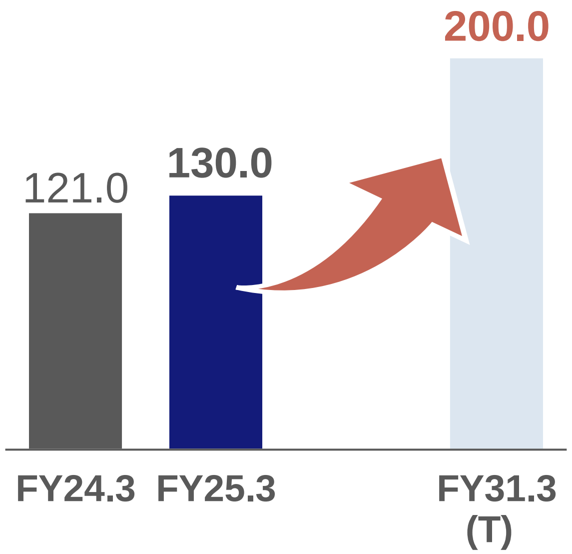


Data Center

Connectivity DCs are expanding steadily in each region
Business in Thailand established No.1 domestic foundation within two years from launch

OP revenue

(Unit : billions of yen)



Connectivity achievement*2

World No.1

France No.1

Canada No.1

Thailand No.1

*1 The figures have been restated to reflect the segment changes implemented in FY26-03 (added some module services) *2 From Peering DB, as of May 7, 2025

AI Data Center

Invest 100 billion yen by FY28-03

Skai AI Data Center
Full-scale operation in FY26-03

AI Service

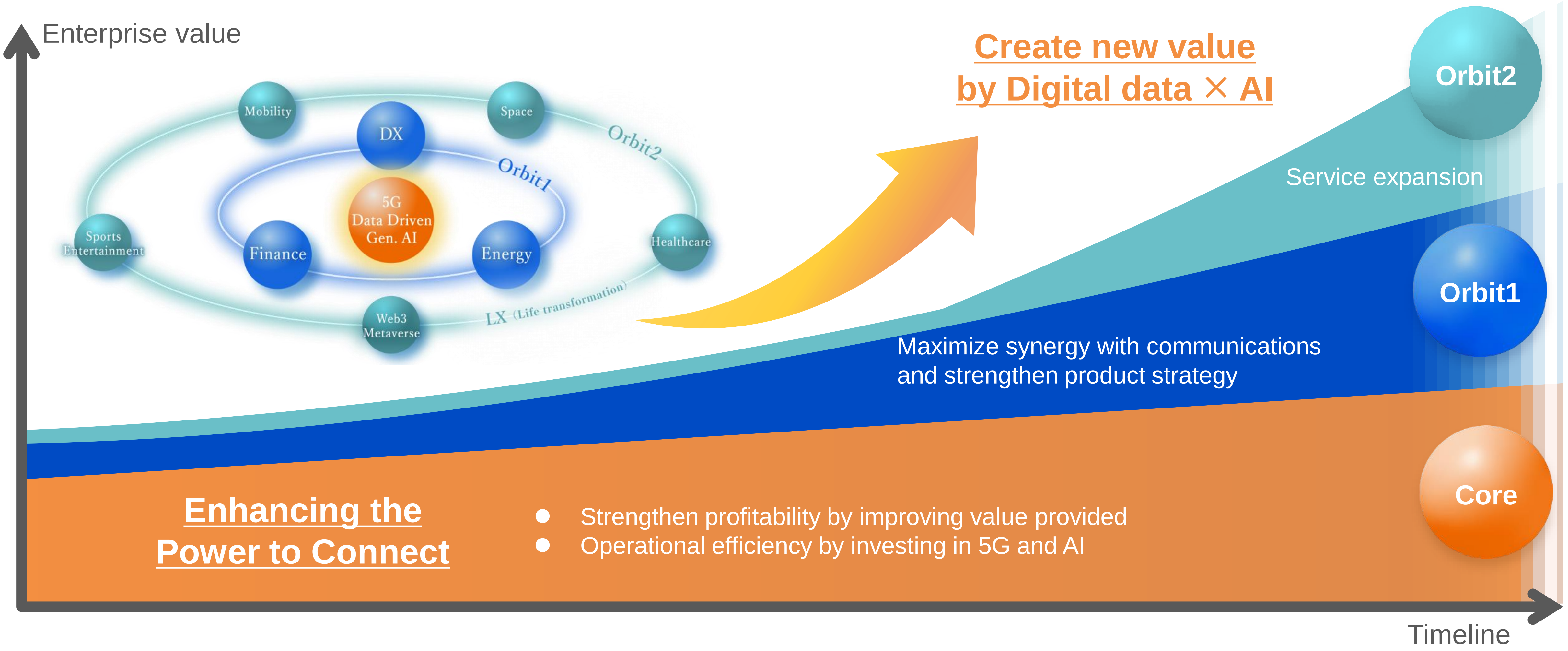
KDDI Google Cloud

Gemini

Schedule to implement in FY26-03

Maximize the Enterprise Value

Aim for business growth and enterprise value maximization through promoting Satellite Growth Strategy



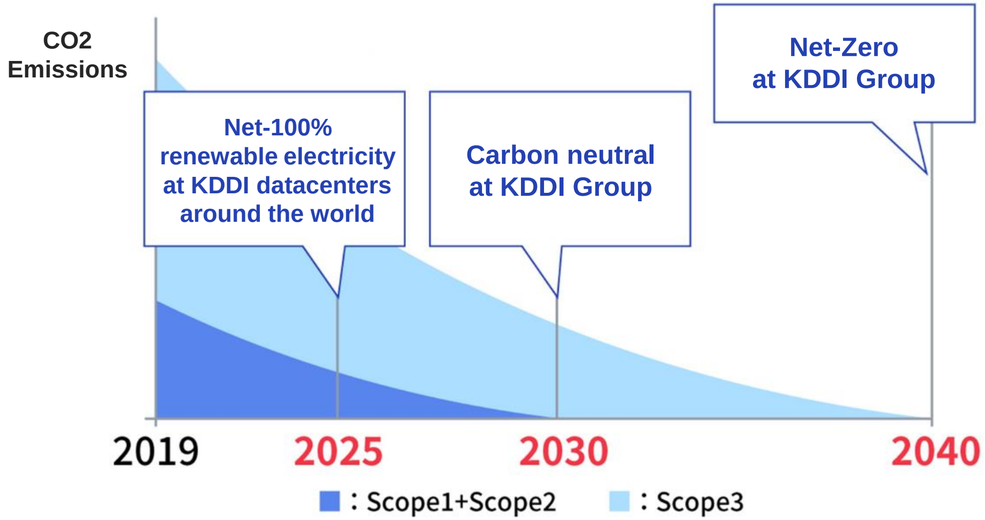
Promoting Sustainability Management

Contribute to the sustainable growth in society and corporate value through Sustainability Management

Carbon Neutral

Targets

- FY2030 Carbon neutral at KDDI Group (Scope1 + Scope2)
- FY2040 Net-Zero at KDDI Group (including Scope3)



Human Resources First

KDDI Version Job Style Personnel System

HR development based on 30 expertise areas

- Professional human resources ratio*1 increased up to about **40**%
- Young employees in managerial positions*2 about **3**x in 3 years
- Number of career hires*3 about **9**x in 10 years

Deepening DE&I

Strengthen to eliminate the gender gap

- Ratio of females in managerial positions*4 achieve over **15**% in FY2025

*1 As of FY25-03 *2 Under 40-years-old. Comparison between FY22-03 and FY24-03 *3 Comparison between the 3-year period from FY13-03 to FY15-03 and the 3-year period from FY23-03 to FY25-03
*4 Excluding departments in which over 80% of employees choose careers in the STEM field with low female representation

Third-Party Evaluation

Achieved high evaluation in domestic and international ESG ratings

International

Certified CDP A List Rating for Climate Change Response for the 3rd Consecutive Year

Climate CDP A List 2024

Selected as a constituent stock of all ESG indices* adopted by GPIF for the 9th consecutive year

総合型指数	
FTSE Blossom Japan Index	
FTSE Blossom Japan Sector Relative Index	
MSCI 日本株ESGセレクト・リーダーズ指数	
テーマ指数	
E(環境)	S&P/JPX カーボン・エフィシェント指数
S(社会)	MSCI 日本株女性活躍指数（WIN）
S(社会)	Morningstar 日本株式ジェンダー・ダイバーシティ・ティルト指数（除くREIT）

Japan

Selected as “SX Brands 2025” by METI and TSE for the 2nd Consecutive Year

SX銘柄2025 Sustainability Transformation

Nikkei Sustainable Survey

<u>SDGs Management</u>

Certified as 5 star

NIKKEI SDGs 経営調査 2024 ★★★★★

<u>Smart Work</u>

Certified as 4.5 star

NIKKEI Smart Work 2025 Best 50

* ESG index for Japanese domestic stocks

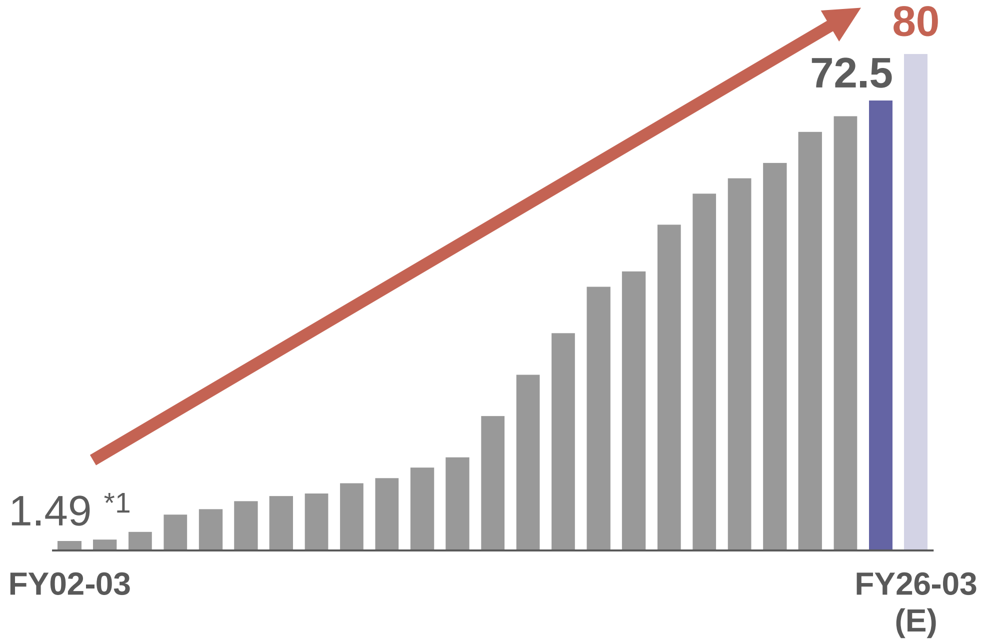
Track record of shareholder returns

Achieved 23 consecutive years of dividend increases and delivered high investment returns

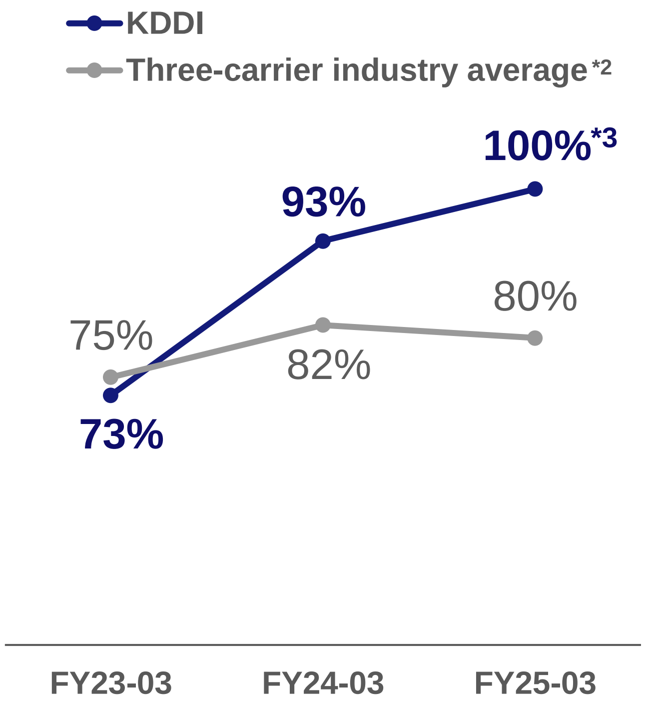
Dividend Growth

(Unit : yen)

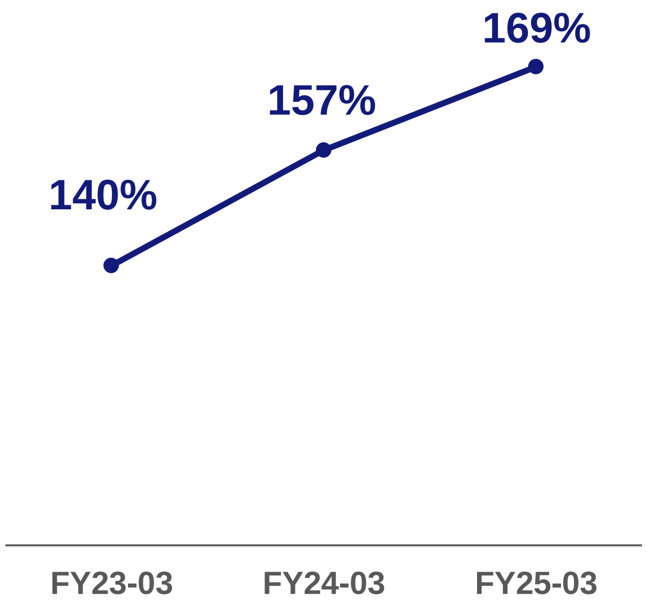
Aiming for 24 consecutive years of dividend growth in FY26-03



Total Payout Ratio



Total Shareholder Return*4



*1 Amount adjusted for stock split *2 Based on the financial summary reports (Net income and total dividends) and the company's website data (share buybacks) of KDDI, NTT, and SoftBank, we calculated the total payout ratio and derived the average across the three companies. NTT: https://group.ntt/en/ir/shares/dividend.html, Softbank: https://www.softbank.jp/en/corp/ir/stock/performance/
*3 Excluding impact of introduction of Special Defense Corporation Tax as a subsequent event *4 Based on each company's securities report for FY25-03 (Calculated with FY20-03 as 100%)

Initiatives to increase individual shareholders

Implementing initiatives to gain support from a wide range of generations

Stock Split

Effective date: April 1, 2025

2-for-1 stock split

Reduction of the investment unit size*1

470 thousand yen

↓

240 thousand yen

Shareholder Benefits

Number of shares held	Holding period	Price
100 shares or more*2	Over 1 year and under 5 years	Worth 2,000 yen
	5 years and above	Worth 3,000 yen

■ **Reward gift** (Choose one from the following)

- Ponta point
- Lawson/Seijo Ishii Product Assortment Set*3
- Donation (Kibou no Kakehashi)*4

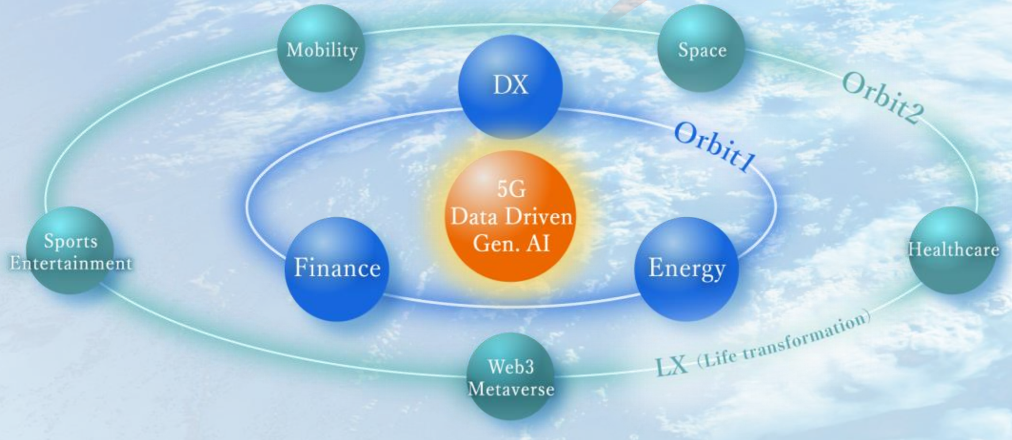
*1 Calculated based on the closing price as of March 31, 2025 *2 Since the shareholder benefits for FY 2025 are based on the record date of March 31, 2025, the eligibility remains “100 shares or more" as before. From FY 2026 onward, the minimum requirement will be increased to “200 shares or more” *3 Select one from the following: Lawson confectionery assortment, Lawson sparkling liquor assortment, Seijo Ishii retort food assortment, or Seijo Ishii imported wine (approximate: 3,000 yen) *4 We will make a donation of the equivalent value of shareholder benefits through 'Kibou no Kakehashi,' a social contribution site operated by our company. Details about 'Kibou no Kakehashi': https://kakehashi.kddi.com/

Our Aspiration

Advance Satellite Growth Strategy

Accelerate transformation through integration of 5G, Digital data and AI

Next growth



Current Mid-term Management Strategy

Our Commitment for the Next Growth

Creating new value with
Digital data x AI

Enhancing the
Power to Connect

Enhance the portfolio
by applying to
each business domain

Orbit1

Orbit2

Establish underlying
communication network as KDDI's
strong competitive foundation

Core

"Upgrade the Power to Connect to a new stage"

Creating new value with Digital data x AI

Orbit1

Orbit2

Enhancing the Power to Connect

Core

5G Network

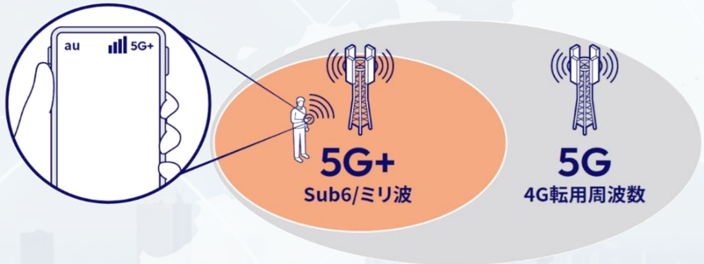
Maintain KDDI's superiority and develop high-quality 5G network and coverage area

Largest number in Japan[*1]

Over 50,000 Sub6 / Millimeter-wave base stations

First in Japan

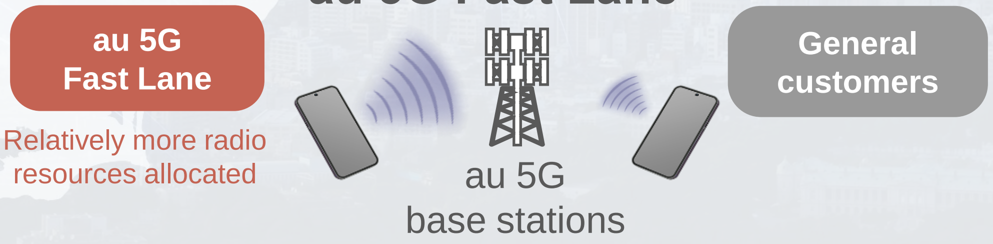
Visualize smooth 5G communications[*2]



New value

Provide more comfortable connection even during congestion[*3]

“au 5G Fast Lane”



*1 Comparison of 4 MNOs in Japan. The browsable license number by Ministry of Internal Affairs and Communications radiocommunication search as of April 18, 2025. *2 Starting from April 3, 2025, support will begin with “Xiaomi 14T”. Subsequent models will be supported sequentially as preparations are completed. First in Japan according to our research *3 An eligible plan with a 5G SA contract and an au 5G SA-compatible smartphone is required. Depending on the environment, the effects of au 5G Fast Lane may be difficult to experience

Accelerate Communication Capabilities

Promote as a value for further competitive superiority and brand differentiation

Launch direct satellite-to-smartphone communication service covering all of Japan

Connecting the Unconnected *1

wherever you see the sky

au Starlink Direct

Expands to 73 models over 9 million compatible smartphones*2

Connections Over 2.2 million achieved *3

Service Area: Outside of au 5G/4G LTE coverage areas within Japan (including territorial waters) *1 Text message sending and receiving is available on the iOS Message app/Google Message app with compatible devices (most devices allow for attachment of photos, videos, and electronic files). Data communication for certain apps (such as YAMAP and others) is available on compatible devices. Voice calls are not supported (as of September 2025) *2 As of September 2025 *3 Number of connected users (unique users) from April 10 to September 17, 2025

Note) When capturing satellite signals, voicemail service EX, incoming call forwarding service, or number sharing (smartwatch) for incoming calls are not available. Please be aware that it may take time to capturing satellite signals or there may be temporary service interruptions. Depending on the environment and usage conditions, connectivity may be limited. Additionally, in some areas, connection may not be available.

Advance Multi-Brands Strategy

In addition to common high-quality network, au differentiates new network value

Creating new value with Digital data x AI

Orbit1

Orbit2

Enhancing the Power to Connect

Core

Opportunity to Accelerate DX Penetration

Provide suitable value by connecting Digital data and AI across all industries through communications

おもしろいほうの未来へ。 au

シンプルを、みんなに。 UQ mobile

君にピッタリの自由へ、一緒に。 povo

AI

WAKONX

toC — Daily life support — **Hyper-personalization** — Transformation of the operating models — toB

Data

High quality/Ultra-high speed network

Channels

- au shop*1
  About 2,100 locations
- LAWSON*2
  About 14,700 locations
- Corporate customer
  About 0.4 mil. companies

Communication connections

- IoT
  About 51 mil. connections
- Smartphone
  About 33 mil. subscriptions
- FTTH / CATV*3
  About 11 mil. connections

Services

- Ponta Pass
  About 15 mil. members
- Denki
  About 3.5 mil. contracts
- Settlement (credit cards / au PAY)
  About 48 mil. users

Note) Figures are as of March 2025. Lawson figures are rounded to three significant digits; all other figures are rounded to two significant digits. *1 Combined total of au Shops, au Style and UQ Spots
*2 Total number of domestic stores *3 Combined total of FTTH lines and J:COM's total service subscriptions

Launch of Real x Tech LAWSON

Actively embrace advanced technology, and accumulate best practices and expertise

Over 100[*1]

in the first month

Well received for its convenience in short breaks

Personalized recommendations

To those stay longer in drink and desserts area

No wait at the register
Average dwell time
about 2min.[*2]

Average 1,000 people use per a day

Improving team productivity

Deliver products during meetings
Snacks and light meals etc.

*1 Results from June 23 to July 23,2025 *2 Results from July 1 to July 8, 2025

"We aspire to be a company that inspires passionate challenges"

1
Connecting with partners to create the future

2
Spreading the power to connect across the world

3
Connecting with customer's present, customer's future

Tomorrow, Together

KDDI

Disclaimer