

KDDI Value Creation Model

Reinvestment of capital, optimal allocation of management resources, and circulation to our corporate brand value

INPUT

Major Capitals in the KDDI Group's Business Activities

- Human Capital**
 - Professional human resources for telecommunications x non-telecommunications (LX/DX)
 - Career development for professional human resources
- Social and Relationship Capital**
 - A strong customer base and customer contact
 - Brand strength
 - Partnerships for co-creation
- Manufactured Capital**
 - High-quality telecommunications infrastructure
 - Disaster response
 - 5G area development with an emphasis on places frequented by customers
- Intellectual Capital**
 - Technological innovation by research institute
- Natural Capital**
 - Electricity use
- Financial Capital**
 - Stable financial base

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



Satellite Growth Strategy
 5G-driven evolution of the telecommunications business and expansion of focus areas with telecommunications at the core [→P15, 35](#)

OUTPUT

Impact of Business Activities on Financial and Non-Financial Capital

- Human Capital**
Leveraging the power of diverse professionals and enhancing engagement
 Percentage of professional human resources ratio in specialized fields 30% (FY25.3 Targets)
 Percentage of females in managerial positions (KDDI non-consolidated) 15% or over (FY25.3 Targets)
- Social and Relationship Capital**
Strengthen relationships and co-creation activities with our customers and partners
 Number of startups supported approx. 300 (FY22.3)
 Attain first place in the ranking of innovative large companies chosen by startups for the fifth consecutive year
 Strengthen cyber security and respect human rights in the supply chain
Provide safe and secure telecommunications and services
 + Security measures initiatives, smartphone classes, etc. to eliminate the divide, and research to improve smartphone dependence
 - Increase in cybercrime and smartphone addicts, and the widening of the divide
- Manufactured Capital**
Technological innovation in infrastructure
 + Building infrastructure that will serve as the foundation for new social infrastructures
 + Providing a reliable and resilient network based on new technology
 - Interruption of communications due to disasters or equipment failure or for operational reasons [→P17](#)
- Intellectual Capital**
Strengthen intellectual property [→P97](#)
 Number of patents owned in areas related to 5G, beyond 5G and satellite year on year grew 20% (FY23.3-FY25.3 targets)
- Natural Capital**
Environmental impact of business activities and efforts to reduce the impact [→P67](#)
 + Utilization of energy conservation and renewable energy
 - Environmental impact of CO₂ emissions
- Financial Capital**
Generate cash flow for both investment in growth and shareholder returns

○ OUTPUT that leads to a negative impact

OUTCOME

Provide Value That Contributes to the Social Impact and Related Sustainability Goals

- Advancement of Professional Human Resources and Engagement Improvement** [→P77](#)
KDDI DX University
 DX basic skill acquisition all employees over **11,000** (non-consolidated, FY25.3 targets)
- Molding Future Society** [→P51](#)
 Number of Business creations, R&D, AI, and initiatives of advanced security technology based on satellite growth strategy **75** (cumulative total of FY23.3-FY25.3 targets)
- Realization of Sustainable Industrial/Infrastructure Environment** [→P55](#)
 Contributing to the 5G population coverage government target of **95%** (FY24.3)
 IoT Connections **44 million** (FY25.3 targets)
- Carbon Neutral** [→P67](#)
 Fiscal **2026** (data centers) Fiscal **2030** (KDDI non-consolidated) Fiscal **2050** (KDDI Group)
- Regional Co-Creation and Eliminate the Divide** [→P59](#)
 Number of people supported by our local divide mitigation projects: **15 million** (cumulative total of FY23.3-FY25.3 targets)
 Transaction Volume of Settlement/Loan by eliminating financial divides: **16.3 trillion yen** (FY25.3 targets)
- Eliminating Regional and Economic Disparities Globally** [→P63](#)
- Respect for Human Rights** [→P73](#)
 Respect for human rights in all business activities

25 Sustainability Goals [→P47](#)

Relationship Between New Materiality and KDDI Sustainable Action [→P49](#)

