

## Value Creation Process

### KDDI's Surrounding Business Environment

#### Political (Government / Legislation)

- Expectations for realizing Society 5.0 for SDGs

#### Economic

- Worries due to the impact of COVID-19
- Expansion of cashless settlement

#### Social (Society / Culture)

- Declining birth rate and aging population / Shrinking population

#### Technological

- Technological advancements, such as 5G/IoT, AI, and big data

#### Customers (Market / Clients)

- Expansion of smartphone-centric services

#### Competition

- Popularization of budget smartphones
- Entrance of a fourth telecommunications operator

### INPUT

#### Building resilient infrastructure for communications and working to swiftly recover from disasters

- 4G LTE population coverage over 99.9% (FY2022.3)
- Take measures to make routes more resilient
- Achieve zero major accidents

#### Realizing peace of mind and safety, including for security and privacy

- Achieve zero data security incidents
- Conduct data security training for all employees (at least once per year)

#### Solving community issues and building livable cities

- Provide 5G commercial services in all prefectures (FY2022.3)
- 60 regional revitalization projects (initiatives to co-create solutions for issues with regions using IoT and ICT) (cumulative total FY2020.3–FY2022.3)

#### Promoting diversity and inclusion in society

- Promote 200 women to line manager positions (FY2021.3 target)
- Percentage of female new graduate hires: 30% (FY2021.3 target)

#### Promoting sustainable procurement and respecting workers' rights

- Zero violations related to human rights
- 100% attendance rate for KDDI Philosophy study groups

#### Improving energy efficiency and achieving zero emissions

- Reduce CO<sub>2</sub> emissions by 7% compared with the fiscal 2013 level at KDDI (in Japan, non-consolidated basis)

### KDDI Sustainable Action

#### Connecting and protecting lives

##### Building a resilient infrastructure for communication and disaster response



Building resilient infrastructure for communications and working to swiftly recover from disasters

#### Conserving the environment



Improving energy efficiency and achieving zero emissions

#### Building the infrastructure for developing countries



Improving living standards in developing countries and spurring economic development

Partnership

Medium-Term  
Corporate

### Main Risks, Issues, and Opportunities

	Material Sustainability Issues	Main Risks and Issues	Opportunities
01	Safer and more resilient connected world	<ul style="list-style-type: none"> <li>Resilience to extreme weather events</li> <li>Risk management</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of lifelines and building of the foundations for a safe and secure information society</li> <li>Telecommunications services that are resilient to natural disasters</li> </ul>
02	Cyber security and privacy protection	<ul style="list-style-type: none"> <li>Utilization of information assets and tightening of security</li> <li>Data privacy</li> </ul>	<ul style="list-style-type: none"> <li>Protection of telecommunications privacy and customer information</li> <li>Sophisticated cyber security</li> </ul>
03	Fulfilled life brought through ICTs	<ul style="list-style-type: none"> <li>Contribution to economic growth through robust information communication infrastructure</li> <li>Improvement of access to education, medicine and other public services through ICTs</li> </ul>	<ul style="list-style-type: none"> <li>Solutions to social issues through the "integration of telecommunications and life design" in the 5G/IoT era</li> </ul>

KDDI formulated KDDI Sustainable Action—KDDI’s initiatives for the SDGs aimed at 2030 with a determination to continue working to solve various social issues through business going forward. By connecting and protecting lives, connecting day-to-day lives, and connecting hearts and minds while using 5G, IoT and other technologies, the Company will continue aiming to help solve social issues through business with its partners, achieve sustainable growth with society, and further enhance corporate value.

### Company Vision

1.

The company the customer can feel closest to



2.

A company that continues to produce excitement



3.

Contributing to the sustainable growth of society






### OUTPUT

Our “power to make connections” will help create a brighter future for all


Connecting day-to-day lives

Sustainable development for cities and communities

Solving community issues and building livable cities



Developing human resources for the next generation



Upgrading educational environments with ICT and developing human resources to support the future



Connecting hearts and minds

Creating a digital society for affluence and peace of mind



Realizing peace of mind and safety, including for security and privacy

Promotion of diversity and inclusion

Promoting diversity and inclusion in society

Fostering health and a purpose in life





Supporting healthy and full lives using ICT


Helping solve social issues through partnership

### OUTCOME


Material Sustainability Issues




01 Safer and more resilient connected world




02 Cyber security and privacy protection




03 Fulfilled life brought through ICTs



04 Rewarding workplaces for diverse talents



05 Respect for human rights and fairness in business



06 An energy-efficient, circular economy

Management Plan

P. 11

Governance

P. 34-

Material Sustainability Issues		Main Risks and Issues	Opportunities
04	Rewarding workplaces for diverse talents	<ul style="list-style-type: none"> <li>Promotion of diversity and inclusion</li> <li>Human resource development and career development</li> </ul>	<ul style="list-style-type: none"> <li>Maximization of human resources value and enhancement of corporate competitiveness</li> </ul>
05	Respect for human rights and fairness in business	<ul style="list-style-type: none"> <li>Pursuit of sustainable procurement</li> <li>Respect for workers' rights</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives in the KDDI Supply Chain CSR Promotion Guidelines with our partners</li> </ul>
06	An energy-efficient, circular economy	<ul style="list-style-type: none"> <li>Energy efficiency improvement and utilization of clean energy</li> <li>Zero emissions and 3Rs</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of the shift toward renewable energy and achievement of zero CO<sub>2</sub> emissions by 2050</li> </ul>