

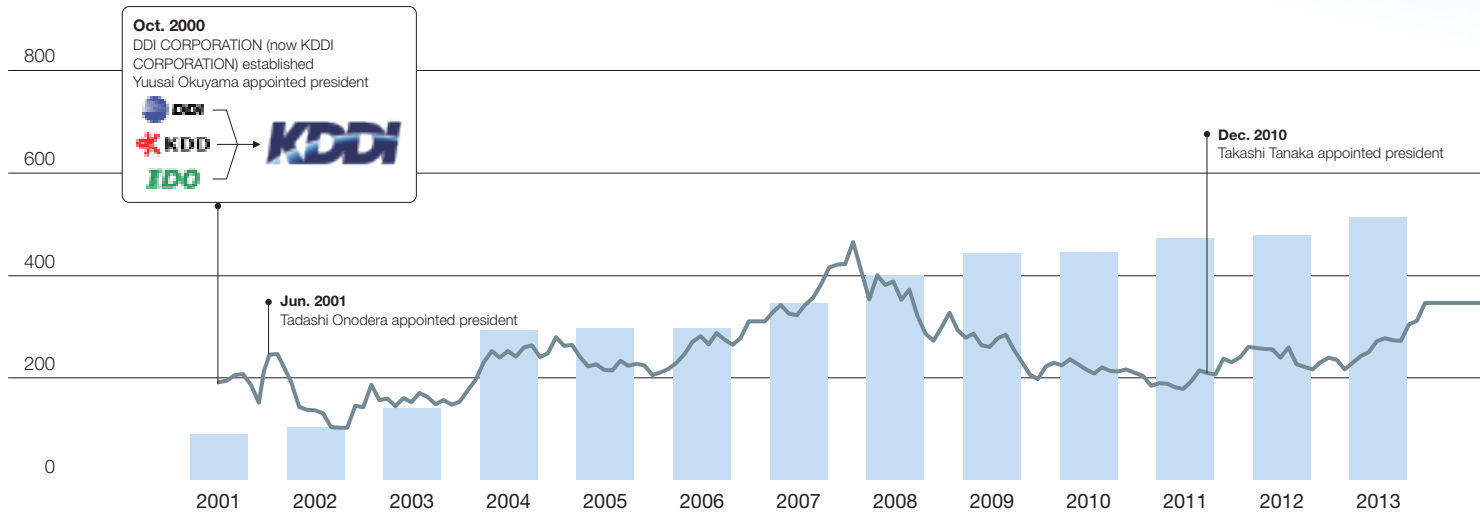


The Path of Value Creation



(Billions of yen) ■ Operating income*¹ (left axis) — Market capitalization*² (right axis)
1,200

1,000



Oct. 2000
DDI CORPORATION (now KDDI CORPORATION) established
Yuusai Okuyama appointed president

Jun. 2001
Tadashi Onodera appointed president

Dec. 2010
Takashi Tanaka appointed president

Personal Services Segment	Telecommunications Business, etc.	<p>Apr. 2002 Third-generation mobile phone service begins</p> <p>Oct. 2003 Launch of "KDDI Hikari Plus" optical fiber service (FTTH)</p> <p>Nov. 2003 CDMA 1X WIN service commences Industry's first flat-rate packet service introduced</p>	<p>Jan. 2007 Integrates FTTH business with Tokyo Electric Power Company, Incorporated</p>	<p>Apr. 2008 Consolidation of Chubu Telecommunications Co., Inc. (ctc)</p> <p>Feb. 2009 UQ Communications Inc. launches "UQ WiMAX" commercial service</p>	<p>Oct. 2011 KDDI launches its first iPhone</p>	<p>Mar. 2012 "au Smart Value" starts service</p> <p>Sep. 2012 "au 4G LTE" starts service</p>	<p>Apr. 2013 JCOM Co., Ltd. is consolidated</p>
	Life Design Domain			<p>FY2004.3–FY2008.3 au spent five consecutive years at No. 1 for net additions in market share**</p>	<p>Jul. 2008 "Jibun Bank" begins service</p>	<p>May 2011 "au Insurance" begins service</p>	<p>Mar. 2012 "au Smart Pass" is launched</p>
Business Services Segment and Others		<p>1989 Started "TELEHOUSE" data center business</p>	<p>Jan. 2006 KDDI merges with POWEREDCOM</p>		<p>Feb. 2011 KDDI Matomete Office Corporation is established</p>		<p>Apr. 2013 KDDI Matomete Office expands nationwide</p>
Telecommunication Sector		<p>Oct. 2006 Mobile number portability (MNP) is launched</p>		<p>Mar. 2008 EMOBILE Ltd. begins voice service nationwide</p> <p>Jul. 2008 SoftBank Corporation launches Japan's first sales of the iPhone</p> <p>Mar. 2008–Oct. 2010 EMOBILE Ltd. signs a roaming agreement with NTT Docomo Inc.</p>			<p>Sep. 2013 NTT Docomo Inc. launches its first sales of the iPhone</p>

Note: Company and service names are as of July 2021.

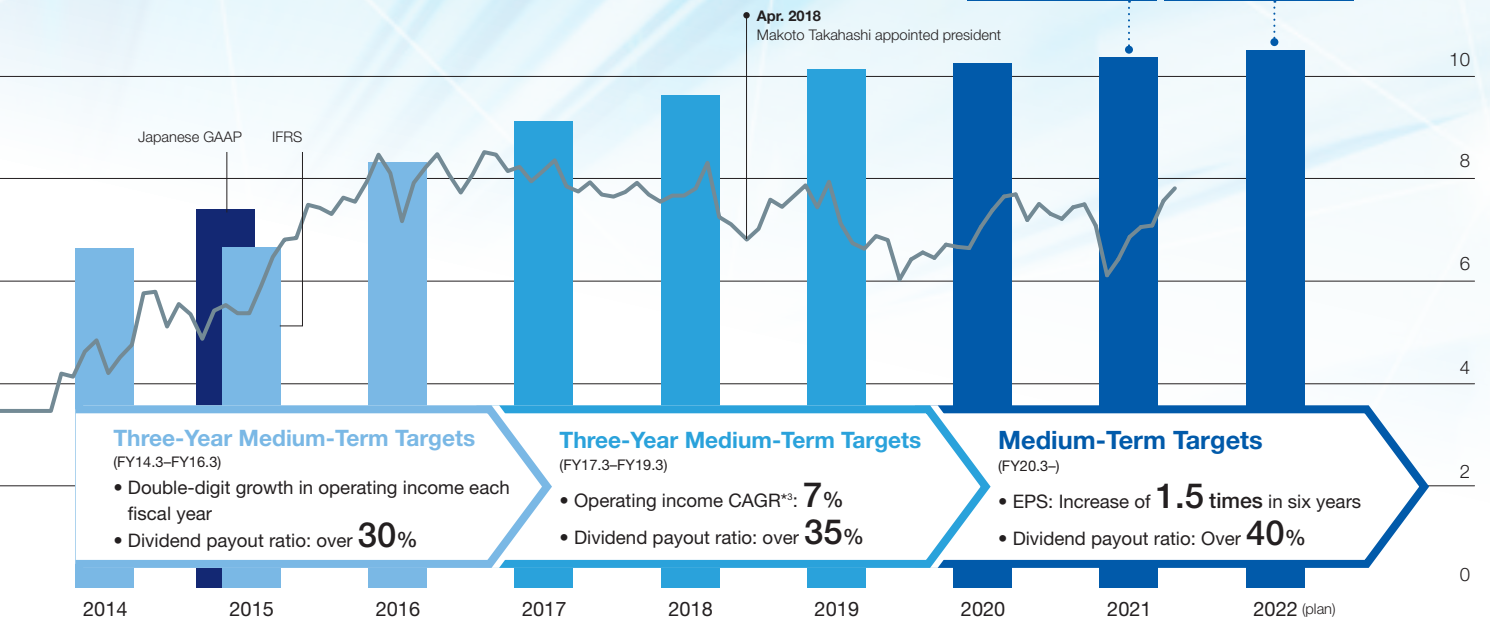
4G

The rising popularity of smartphones and the integration of telecommunications and life design

5G

Improve customer value using high-speed high-volume transfer for enhanced experience

Fiscal year ended March 31, 2021 Operating income	Fiscal year ending March 31, 2022 Operating income target	(Trillions of yen)
¥1,037.4 billion	¥1.05 trillion	12



Mar. 2014
Achieved an actual population coverage ratio of 99% for 800MHz "4G LTE"

Jul. 2014
Signed a joint business agreement with MPT*5 and Sumitomo Corporation on the launch of the Myanmar telecommunications business

Oct. 2015
UQ Communications' service "UQ mobile" starts*6

Mar. 2016
MobiCom Corporation LLC becomes a consolidated subsidiary

Jan. 2017
BIGLOBE Inc. becomes a consolidated subsidiary

Jul. 2017
"au Pitatto Plan" and "au Flat Plan" start service (industry's first unbundled plans)

Jul. 2019
"au Data MAX Plan," the first unlimited data plan in Japan, is launched

Mar. 2020
"Data MAX 5G Netflix Pack" is launched with the start of 5G

Jun. 2020
"Data MAX 5G ALL STAR Pack" is launched

Oct. 2020
UQ mobile's business is integrated

Feb.-Mar. 2021
au "Unlimited Data MAX 4G/5G", UQ mobile's "new carry over plan", and the new brand "povo" are launched

May 2021
5G enabled around all Yamamoto Line stations

Jun. 2021
UQ mobile's "Discount with Denki" is launched

May 2014
"au PAY Card" is launched



Aug. 2015
"au WALLET Market" is launched

Mar. 2016
Jupiter Shop Channel Co., Ltd. is consolidated

Apr. 2016
"au Denki" is launched
"au Insurance & Loans" is launched

Aug. 2016
A capital and operational alliance is formed with ENERES Co., Ltd.*7

Jan. 2017
"au PAY Market" is launched

Jan. 2018
AEON Holdings Corporation of Japan becomes a consolidated subsidiary

Feb. 2019
Initiated the "Smart Money Concept"

Apr. 2019
"au PAY" is launched
au Jibun Bank is consolidated

Jun. 2019
au Kabucom Securities Co., Ltd. becomes an affiliate

Apr. 2020
"TELASA" service is launched

May 2020
"au WALLET Points" and "Ponta Points" are integrated

Feb. 2021
Gold card privilege enhancement

Mar. 2021
"au" preferential interest discount is introduced

Jun. 2021
A capital alliance with menu, inc. is begun

Feb. 2017
Iret Inc. becomes a consolidated subsidiary
ARISE analytics Inc. is founded with Accenture Japan Ltd.

Aug. 2017
SORACOM, INC. becomes a consolidated subsidiary

Dec. 2017
KDDI Digital Design Inc. is founded with Nomura Research Institute, Ltd.

Feb. 2018
KDDI Digital Security Inc. is founded with LAC Co., Ltd.

Sep. 2018
"KDDI DIGITAL GATE" opens

Jan. 2019
Scrum Inc. Japan is founded with Scrum Inc.

Mar. 2019
KDDI IoT World Architecture begins accepting applications

Aug. 2020
"KDDI Accelerate 5.0" is formulated

Oct. 2020
The "KDDI 5G Business Co-Creation Alliance" is founded

Dec. 2020
The business alliance of the Flexible Life Design Project with East Japan Railway Company is launched
The "KDDI research atelier" is opened

May. 2021
The joint venture "DXGoGo Corporation" is founded with OPTIM Corporation

Dec. 2017
Rakuten, Inc. signals it will enter the telecommunications business

Sep. 2018
SoftBank Corporation begins offering "Ultra Giga Monster+" and "Mini Monster" (unbundled plans)

Jun. 2019
NTT Docomo Inc. begins offering "Giga Ho" and "Giga Light" (unbundled plans)

Oct. 2019
The amended Telecommunication Business Act enters into force

Apr. 2020
Rakuten Mobile, Inc. enters the telecommunications business as an MNO*8

Sep. 2020
Nippon Telegraph and Telephone Corporation announces that NTT Docomo Inc. is made a wholly owned subsidiary

Mar. 2021
NTT Docomo Inc. begins offering the new "ahamo" pricing plan, SoftBank Corp. begins offering the new "LINEMO" pricing plan

*1 Results for fiscal years ended March 31. Figures up to the fiscal year ended March 31, 2014 are based on Japanese GAAP and figures for the fiscal year ended March 31, 2015 onward are based on IFRS (International Financial Reporting Standards).

*2 On a closing price basis for the end of October 2000 to the end of March 2020 (monthly)

*3 CAGR: Compound Average Growth Rate

*4 Share among NTT DOCOMO, INC. (NTT DOCOMO), SoftBank Corp. (SoftBank), and KDDI + Okinawa Cellular Telephone Company (au)

*5 MPT: Myanmar Posts & Telecommunications

*6 Slated to be integrated with KDDI in October 2020

*7 Made a consolidated subsidiary in December 2018

*8 MNO: Mobile Network Operator