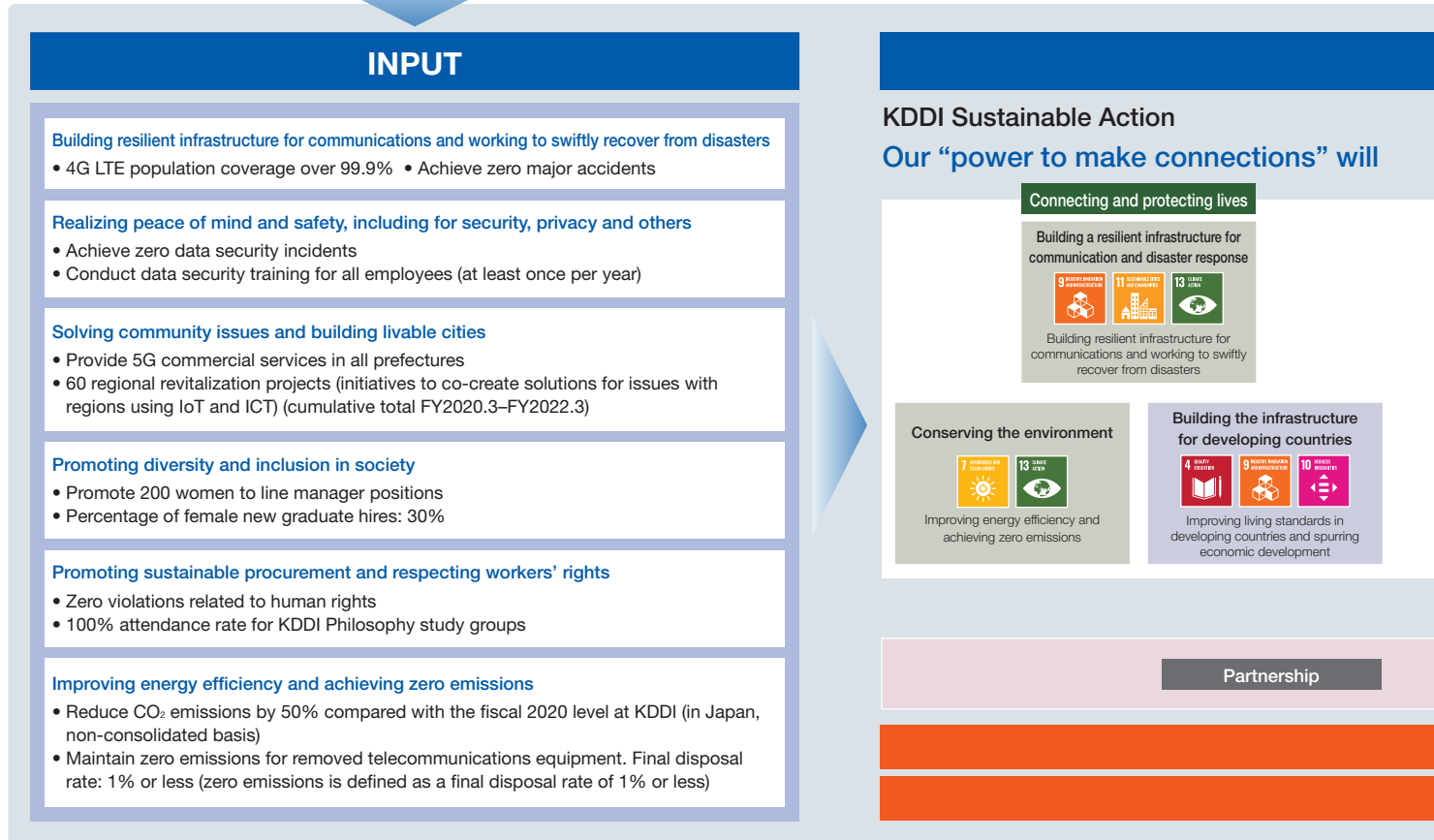
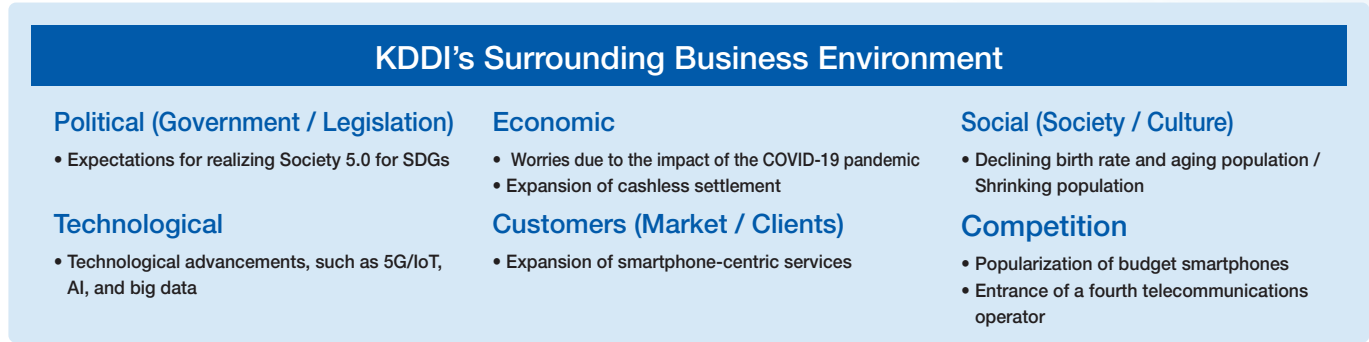


Value Creation Process

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 others, 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.



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

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

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

Connecting hearts and minds

Creating a digital society for affluence and peace of mind



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

Developing human resources for the next generation



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

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

Medium-Term Management Plan P. 7

Corporate Governance P. 54-

OUTCOME

Material Sustainability



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

Material Sustainability	Issues Main Risks and Issues	Opportunities
04 Rewarding workplaces for diverse talents	<ul style="list-style-type: none"> Promotion of diversity and inclusion Human resource development and career development 	<ul style="list-style-type: none"> Maximization of human resources value and enhancement of corporate competitiveness
05 Respect for human rights and fairness in business	<ul style="list-style-type: none"> Pursuit of sustainable procurement Respect for workers' rights 	<ul style="list-style-type: none"> Initiatives in the KDDI Supply Chain CSR Promotion Guidelines with our partners
06 An energy-efficient, circular economy	<ul style="list-style-type: none"> Energy efficiency improvement and utilization of clean energy Zero emissions and 3Rs 	<ul style="list-style-type: none"> Promotion of the shift toward renewable energy and achievement of zero CO2 emissions by 2050