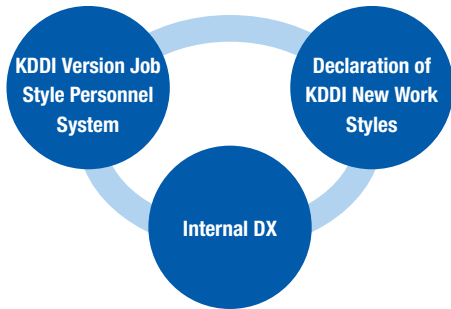


KDDI's Human Resources

Transforming into a Company that Puts Human Resources First

From fiscal 2020, under the Declaration of New Work Styles, KDDI promoted further work style reforms with the aim of transforming into a company that puts human resources first. To encourage a fundamental transformation of mindsets and behavior away from conventional work

styles and shift to highly productive work styles, we improved work environments, including by promoting DX, and formulated a new vision of work styles under KDDI Version Job Style Personnel System.



Improving Environments Supporting New Work Styles as Internal DX

Installing All Secure, Zero Trust PCs

Visualization of Work Style Data

KDDI Version Job Style Personnel System

The KDDI Version Job Style Personnel System was introduced in August 2020. The system creates and nurtures professionals by adopting job categories that clarify the scope of work duties and providing direct feedback to employees based on their accomplishments, endeavors, and abilities.

While maintaining its center in the telecommunications business,

Training Diverse Human Resources and Realizing Rewarding Work Environments

Regarding diversity and inclusion, which are indispensable to sustainable corporate growth, we declared “embracing diversity” as part of the KDDI Group Philosophy and are working to foster understanding internally.

Expanding Employment Opportunities and Advancement of Persons with Disabilities

A special KDDI subsidiary was established in 2008 to promote self-sufficiency and the flourishing of employees with disabilities. KDDI Challenged Corporation aims to expand and create work duties and occupations, such as operating cafes at three stores, to provide an environment where many types of people can work. To expand the employment of persons with mental disabilities, which was mandated in fiscal 2018, we conduct training prior to hiring in order to gain a better understanding of their particular characteristics. We continue to expand the scope of work duties and focus on developing various occupations to enable these employees to thrive and tap into their full potential in areas where they excel. Furthermore, KDDI's employment rate for persons with disabilities is 2.50%*1 (as of June 2021), surpassing the legally mandated rate of 2.30%.

*1 Including KDDI Challenged (special subsidiary) and KDDI Engineering

Declaration of KDDI New Work Styles

Let's Design Each Person's Work

We design work in line with employee life stages and values, connect their endeavors to personal growth, self-actualization, and the growth of the organization, and aim to become an attractive KDDI where employees are proud to work.

KDDI where employees are proud to work

Personal growth and self-actualization	Self endeavors	Growth of the organization	
Employee change		Company change	
Workstyles	Mind set	Work environment	Rules and systems
Create new value through inter-organizational collaboration	A mind set where employees learn on their own, share their knowledge, and directly connect that to organizational achievement	Upgrade the environment using advanced technologies to enable employees to choose their times and places	A system that supports new workstyles and evaluates accomplishments and endeavors
We accept diverse human resources, foster mutual trust and admiration, and make employee strengths the organization's strengths.			

KDDI is expanding its new business fields, which also expands the fields in which employees can be active. All employees leverage the experience they cultivated in the existing telecommunications business and aim to actively acquire skills that can be used in new fields and become professionals who can be useful externally.

Promoting the Active Role of Senior Workers

KDDI has adopted systems that help its employees aged 50 years or older to play an active role in the workplace. We have established a post-retirement re-employment program for employees who have reached the mandatory retirement age of 60 and satisfy certain requirements, encouraging them to work as non-regular employees until age 65 at the latest. This system employs open recruiting, allowing the employees to select their desired job type and activity while creating a mechanism for former full-time employees to make full use of their skills and experience in various workplaces.

For employees nearing retirement age, we also hold seminars that inspire them to think about their life and work styles after 60. To create an environment to help senior employees further broaden their field of activities, since fiscal 2019 we have offered internal open recruiting opportunities and supported career development for employees aged 50 years or older.

Professional Advancement of Women

We strive to establish an environment and create a climate where diverse human resources can use their individual strengths to perform to the best of their abilities. We are focusing on cultivating female leaders, raising awareness while changing the behavior of management and improving the working environment, so that women can become ambi-

tious to build their own career and continue to work even while going through major life events, like giving birth and raising children.

In addition, KDDI has set the following targets related to the professional advancement of women up to fiscal 2022 for the introduction, implementation, and entrenchment of the new personnel system.

Targets

- 1 Percentage of women in upper management candidate training: at least 20%
- 2 Promoting women to core management positions: at least 200
- 3 Percentage of newly hired female graduates: at least 30%

Actions

- Train upper management candidates
KDDI has set a target of at least 20% of women participating in the management team training program and is expanding opportunities for training that lead to hiring in higher positions.
- Cultivate leaders consistently through the Female Line Manager Program
- Hold seminars for female students

By achieving our targets related to higher positions, core management positions, and hiring, we will continue supporting the formation of a pipeline for the professional advancement of women.

Cultivating and Promoting Female Leaders

Under the new personnel system introduced in fiscal 2020, KDDI defined “core management positions” as leaders of organizations who are authorized to conduct personnel evaluations and experts in specialized fields. We set a numerical target of promoting 200 women to core management positions up to March 31, 2022. Progress on this front is reported every six months to a meeting attended by managers. We are also striving to expand our female managers training program, which will lead to more female leaders.

At the same time, KDDI is collaborating with its Group companies on promoting the professional advancement of women in line with Japan’s Women’s Advancement Act, and we are working on further promotion across the entire Group.

(Persons)

Executives / directors	Executive officers	2
	Outside directors	1
Core managers and other managers		370
	Core managers only	175
Line managers of 19 major subsidiaries in Japan		281

(as of April 1, 2021)

Cultivating Women (outside the company): Cross-Industry Forums

We encourage female employees to get motivated, raise their self-awareness and viewpoints as a leader, and further enhance their leader qualities through participation in various opportunities for personal exchanges. The opportunities include the “Eijo College” that aims to create a management model for female sales representatives, “J-Win” for development of female leaders, “the International Conference for Women in Business” where approximately 800 women gather from Japan and abroad to achieve self-growth, and “the Lead the Jibun Camp” designed for a person to lay the foundation as an innovative leader.

Cultivating Women (inside the company): Female Line Manager Program

Between fiscal 2016 and fiscal 2020, we conducted the Female Line Manager Program, which aims to establish a career path that leads officers and line managers to target female employees, currently just below section manager, as candidates for general manager positions.

Selected managerial candidates had the opportunity to participate in “Mind Up Seminars,” where they learned the skills necessary for leadership and adjusted their mindsets. In addition, we helped them develop leadership skills and grow further as leaders by promoting dialogue with female executive role models within the Company. We are continuously providing e-learning for all line managers, including male managers, to raise awareness of the necessity and method for cultivating female managers as we work to reform mindsets within the Company.

From fiscal 2021 on, we will continue focusing on promoting KDDI Version Job Style Personnel System, which is now in full force.

We will also continue implementing systems focused on each employee’s ambitions and individuality to ensure life events do not cause work disruptions.

Relationship with Enhancing Corporate Value (example of analysis results)

If we increase the ratio of female employees by 10% (such as from 20% to 22%), PBR 13 years later will increase 3.4%.

Note: Analyzed by ABeam Consulting ESG Platform based on the model developed by Mr. Ryohei Yanagi under the “CFO Policy” (Chuokeizai-sha Holdings, Inc. 2020) (January 2021)