

Tomorrow, Together



Corporate Profile

2024-2025
KDDI

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

 KDDI VISION 2030



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

KDDI VISION 2030

Peoples' values vary.
Society offers more choices.

Beyond these huge changes,
we want to create a new world,
where people accept one another,
and where each of us can make
our dreams a reality.

For that to happen, we must overcome
some hurdles such as:

- Outdated conventional thinking.
- Preconceptions.

If there are boundaries that keep us apart,
let us eliminate them and connect.

With communication increasingly
integrated into our lives, our capabilities
should dramatically increase.

We have the technology.
We have the mindset.
We have the partners.

Together, we can surely make it happen,
while enhancing the power to
connect in line with the times.
Let's enjoy the thrill of creating things.
Let's go forward together,
towards a more interesting future.



President, Representative Director, CEO
Hiromichi Matsuda

Chairman, Representative Director
Makoto Takahashi

Greeting

We aspire to be a company that inspires passionate challenges.

We at the KDDI Group are committed to realizing our vision for the future society through the “KDDI VISION 2030.” This vision aims to enhance “the power to connect” to create a society in which anyone can make their dreams a reality.

“Enhancing the power to connect” is a crucial theme for us.

Through the provision of communications and diverse services, we aim to warmly connect people’s “Lives,” “Day-to-Day Lives,” and “Hearts and Minds.” “Enhancing the power to connect” is at the core of our mission.

We are now in an era where communications and AI are seamlessly integrated into every aspect of daily life, creating new value.

By leveraging AI and digital data to elevate “the power to

connect” to a new dimension, we can incorporate new digital trends into all our businesses and continuously propose new value to our customers and partners.

Upon assuming the role of President, I proclaimed our vision as “a company that inspires passionate challenges.”

KDDI has a pioneering history that has been cultivated since the dawn of international communications, and a spirit of endeavor to support our customers and deliver inspiration that exceed their expectations through our challenges to major competitors in the domestic market.

In addition to fostering a culture of “challenge” within the company, we aspire to actively support those who are “passionately challenging” for the future of Japan. Based on this vision, I am outlining three prospects for the future.

“Connecting with partners to create the future”

Our Challenge: We harness unique talents, embrace passion, and dare to create the future, together with diverse partners.

“Spreading the power to connect across the world”

Our Challenge: We embrace the global journey that awaits, reigniting efforts to spread proven successes and turning local triumphs into global victories.

“Connecting with customer’s present, customer’s future”

Our Challenge: We connect deeply with customers, moment by moment, building lasting relationships. Beyond daily life, we accompany their lifetime journey, crafting a better future together.

Through these three actions, we aim to harness the passionate strength of all employees as a driving force for challenge, working together with diverse partners to forge a path into the future.

We have the “KDDI Group Philosophy,” a universal set of values held by each and every employee. Since its founding, KDDI has fostered a culture that values a spirit of endeavor, and we aim to further cultivate an environment that celebrates this spirit. “We set specific goals with a pure and aspirational mind. Once our targets are set, we will drive ourselves to keep going with a strong commitment until we achieve success. Then we will share the fruits of our accomplishments.” — this series of cycles defines our “professional mindset.”

We will carry forward our values, culture, and corporate spirit, including the Philosophy, into the future. Furthermore, we will proactively embrace new digital trends centered around AI, enjoy change, and challenge ourselves to drive transformation. We aim for all employees to wholeheartedly engage in the enhancement of “the power to connect” with passion.

We invite you to look forward to KDDI as we continue to build upon our legacy while embracing transformation and upgrades.

KDDI CORPORATION

President,

Representative Director, CEO

Hiromichi Matsuda

Mid-Term Management Strategy

FY2022–FY2025

KDDI VISION 2030 is a reflection of the form that the KDDI Group aims to reach by 2030. It is our mission, the very meaning of our existence as a telecommunications operator that provides social infrastructure. The Mid-term Management Strategy (FY2022–FY2025) to bring KDDI VISION 2030 into reality is based on “sustainability management” that aims to achieve the sustainable growth of society and the enhancement of corporate value. We will respond to the rapid changes in the environment surrounding society as a whole and contribute to the development of a truly connected society, as demonstrated by the KDDI Group Mission Statement.

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

“KDDI VISION 2030: The creation of a society in which anyone can make their dreams a reality, by enhancing the power to connect.” clarifies the social reason for the KDDI Group’s existence in the 5G era, when telecommunications are integrated into every scene in society and increasing in importance as social infrastructure.

To enable anyone to realize their dreams in a society that respects diversifying value systems, the KDDI Group makes full use of its assets, including its businesses and technology, to continue growth with all its customers and partners as a company that continues to produce excitement.



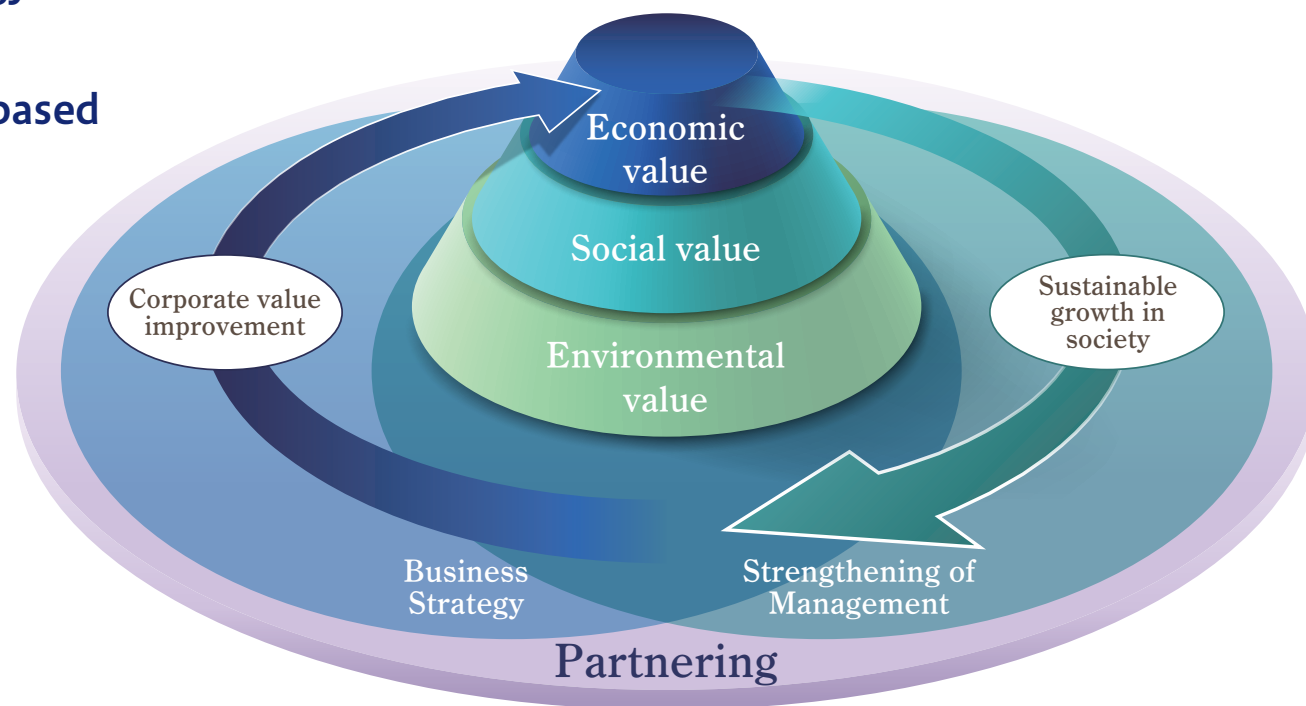


Working on our business strategy (Satellite Growth Strategy) and strengthening of management based on sustainability management

Balancing sustainable growth in society and improved corporate value

The Mid-Term Management Strategy promotes our Satellite Growth Strategy business strategy and the strengthening of the management that supports it, based on sustainability management.

Sustainability management aims to enhance corporate value and achieve sustainable growth in society by improving social and environmental value as well as economic value. It aims for a virtuous cycle in which growth in society is leveraged for the KDDI Group's next business strategy and then returned to society again.



Satellite Growth Strategy

We will focus on our core business areas that combine 5G, data driven, and generative AI, working on the business fields in Orbit 1 that drive our growth, and the business fields in Orbit 2 where we are striving to achieve new growth, promoting the further expansion of our business. Overall, we are pursuing future-oriented initiatives with the themes of “To Global,” “With Life,” and “For Future.”

Core Businesses

5G

KDDI has been working to build 5G coverage along our customers' lifestyle movement lines, starting with railway and commercial areas. The number of 5G base stations has also significantly increased, providing high-capacity, high-speed, high-quality telecommunications not only for lifestyle movement lines on ordinary days but also at destinations, thus delivering it to more customers. From now on, with the slogan Zutto, Motto, Tsunagu Zo, au (Connecting more and always with au), we will continue to expand coverage and improve daily telecommunications quality, promote innovations that customers can feel in everyday life, and aim to realize a safe, secure, and prosperous society.

Data Driven

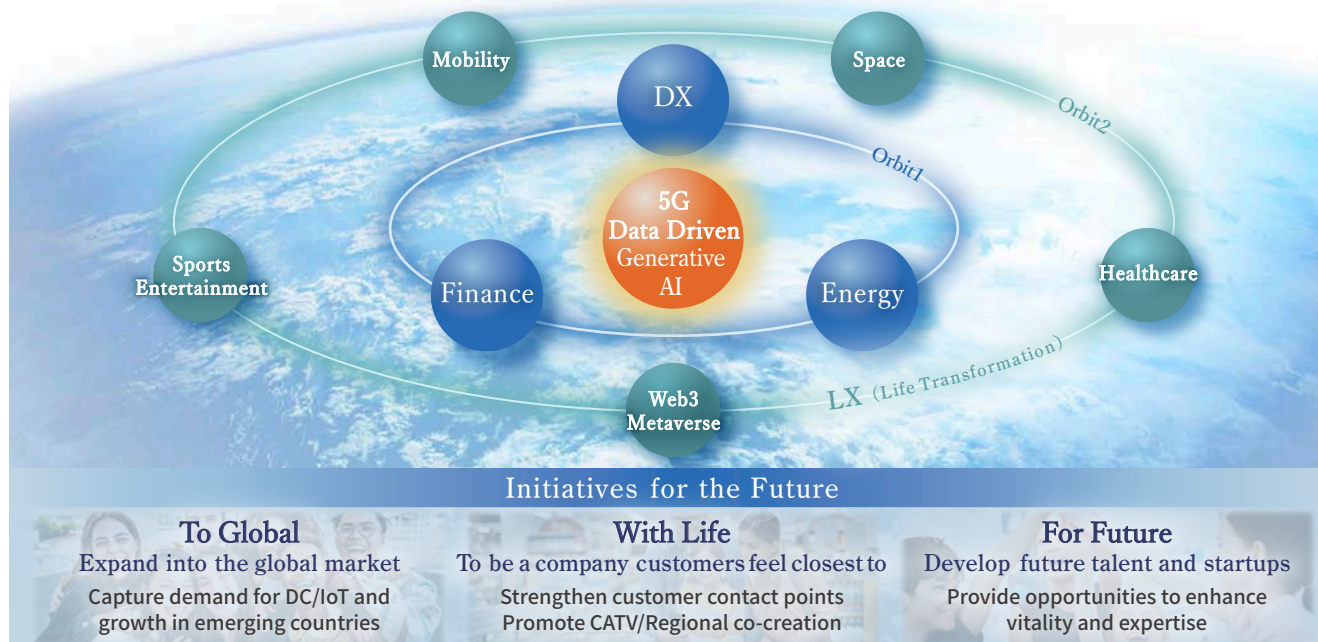
KDDI is taking full-scale measures to implement its new vision for data utilization: the Data Collaboration Concept. We aim to provide three kinds of value: connecting with data, circulating data, and creating with data. We provide a system for sharing and analyzing data not only within the KDDI Group but also between different enterprises while protecting personal and confidential information. Through promoting collaborations by sharing data in different industries and business fields, KDDI provides new value to society and enterprises.

Generative AI

With the rapid advancement of AI technology, the construction of large-scale, high-performance AI infrastructure has become an urgent priority.

KDDI has acquired part of the land and buildings at the Sharp Sakai factory, with the goal of launching operations in FY2025 as the Osaka Sakai Data Center, an AI data center. It will be utilized not only for the development of our own generative AI and AI-related businesses, but also offered to companies and other organizations.

As we move towards an era where AI is integrated in everything, KDDI will leverage its telecommunications infrastructure along with the specialized expertise of its partners to contribute to the accelerated social implementation of generative AI.



Business Fields That Drive Growth

We have defined the three areas of digital transformation (DX), finance, and energy as Orbit 1, which will drive future growth. We will accelerate growth by providing new value through collaboration with partner companies and maximizing synergies with telecommunications businesses, based on customer contact points in telecommunications.



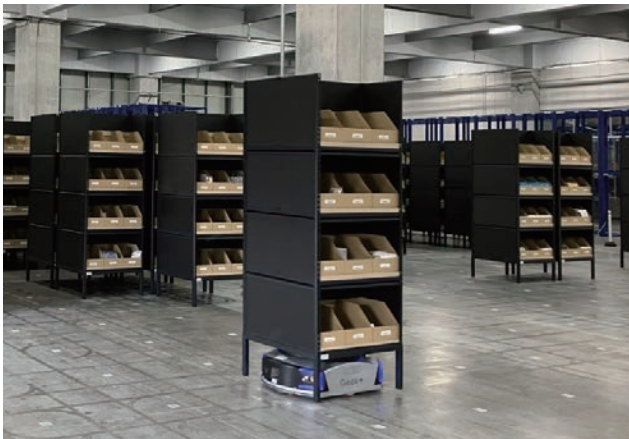
Orbit1

Digital transformation (DX)

Under the corporate business brand KDDI BUSINESS, KDDI established the new business platform WAKONX (WAKON-CROSS) for the era of AI integration in May 2024. WAKONX builds industry-specific platforms in mobility, retail, logistics, and more through co-creation with partner companies, and provides them as solutions. For example, in the logistics industry, which is facing issues such as the staff shortage known as the “2024 problem,” we aim to optimize logistics across vendors and regions based on demand forecasts for the entire supply chain.

KDDI will support the growth of our corporate customers’ businesses and social issue solutions through WAKONX.

WAKONX



▲KDDI Logistics Center DX. A wireless robot carries smartphones

Finance

Through smartphones, which have become an indispensable part of daily life, and with au Financial Holdings Corporation at the core, the KDDI Group provides a one-stop service for activities related to our customers’ finances, such as banking, payments, asset management, securities, and insurance.

Our bundled rate plans, which are an industry first in combining telecommunications with financial benefits, along with the ongoing Mane-Katsu (Money Activity) seminar at au Style, where customers can learn how to earn points and gain basic investment knowledge, have also been very well received.

In the future, as the company the customer can feel closest to, KDDI will support a prosperous everyday life for our customers and create new experience value.

Capturing customer needs and maximizing the promise of value



▲Scene of a Mane-Katsu (Money Activity) seminar held on May 18, 2024

Energy

KDDI’s home electricity service “au Denki” has been expanding customer contact points by maximizing synergies with telecommunications since its launch.

In December 2023, au Renewable Energy, Inc. established a solar power plant in Kumagaya City, Saitama Prefecture, and began supplying electricity to au base stations in the Kanto area. To supply power to KDDI facilities, which consume 2.2 billion kWh annually, we will continue to promote the establishment of solar power plants and accelerate our efforts towards achieving carbon neutrality.



▲au Renewable Energy's first solar power plant

Business Fields Aiming for New Growth

In response to the perspectives of responding to a mobility-centered IoT society, responding to new technologies, and responding to the diversification of consumption, KDDI has defined the five areas of mobility, space, healthcare, Web3 and metaverse, and sports and entertainment as Orbit 2. While leveraging our strengths in telecommunications and data/AI, we aim for further business expansion through partnering to innovate customers' lifestyles.

Orbit2

▮ Mobility

KDDI has contributed to the development of connected cars since the emergence of telematics in the late 1990s. Today, we are promoting the global expansion of connected cars through connected services in collaboration with major Japanese automobile manufacturers.

In addition, after successfully conducting Japan's first 5G autonomous driving demonstration experiment in 2019, KDDI has participated in various demonstration experiments and supported its evolution.

Regarding the utilization of drones, which are essential for the future mobility society, we have formed a capital partnership with Skydio, Inc., a leading drone manufacturer in the U.S., to strengthen inspection, surveillance, and disaster relief solutions using AI drones, and pursue solutions to Japan's social issues such as the declining labor force and aging of infrastructure.

We aim to realize a safe and secure mobility society through collaboration with partner companies and the use of AI.



▲A drone active in bridge inspection

▮ Web3 and Metaverse

In the Web3 domain, we are expanding new use cases such as NFTs linked to real-world assets and digital certificates, while leveraging user-friendly interfaces and security technologies that make crypto-asset wallets easy to use even to beginners. In the metaverse, we have been offering a virtual space open to all, Virtual Future City, as a venue linked to the Osaka-Kansai Expo, which has been held since April 2025. Moreover, the spatial design technologies and expressive expertise KDDI has cultivated in the metaverse are now being applied beyond entertainment to industrial use as digital twins in sectors such as manufacturing and construction. By faithfully recreating reality in detailed 3D spaces, these tools allow inspections, facility tours, and management tasks to be carried out without the need to visit sites in person.

Amid population decline and a shrinking workforce, KDDI aims to support industrial efficiency and contribute to the realization of a sustainable society through the use of digital twin technology.



▲At Lawson, we aim to create stores that are easier to shop in by recreating and analyzing foot traffic and other data obtained in physical stores within a digital space.

▮ Space

Since the successful Japan-U.S. television space relay experiment in 1963, our company has contributed to the development of international telecommunications and mobile telecommunications as a pioneer of satellite telecommunications in Japan for over 60 years.

Since 2022, KDDI has been using Starlink, developed by the U.S. company SpaceX, as a backhaul connection for the au telecommunications network, working to provide high-speed communication in mountainous and island areas where it is difficult to maintain fiber optic connections. In April 2025, we launched au Starlink Direct, Japan's first service enabling direct communication between Starlink satellites and smartphones.

In addition, KDDI has started initiatives that aim to transform life on Earth and solve social issues from space. Through the space co-creation program MUGENLABO UNIVERSE, which launched in May 2024, we aim to promote business collaboration in space among startups, large companies, and experts, as well as to solve social issues on Earth using space technology.

▮ Healthcare

KDDI provides the total healthcare app au Wellness, which supports daily health management as well as online diagnosis and guidance for taking medicine. In addition, in collaboration with partners and by utilizing data, we are working on improving health awareness and on the prevention and early detection of lifestyle-related diseases.

KDDI is also promoting DX in medical institutions and the nursing care industry. We support business reform in medical institutions by providing a high-security DX platform and hospital services such as attendance management in collaboration with partners from implementation to daily operational support. Additionally, we are participating in demonstrations of nursing services using robots equipped with dialogue AI to address the social issue of the shortage of nursing personnel.

We will contribute to achieving a society where everyone can live a safe and healthy life in the era when people are expected to live for 100 years.

▮ Sports and Entertainment

KDDI is expanding the power of sports through the power of telecommunications and working towards the development of sports culture.

We support student sports through the student sports support community ANYTEAM and SPORTS BULL sports media. Virtual High School Baseball, which was launched on SPORTS BULL in 2018, livestreamed a total of 3,482 matches during the 105th National High School Baseball Championship in 2023. This was recognized by Guinness World Records™ as the "most games of a single sport championship live streamed on a platform," and a certificate was awarded in June 2024. KDDI is also working on creating new sports and entertainment experiences where fans and supporters can use AR technology to enjoy supporting their teams.

In addition, in the entertainment business such as music/video streaming services, we will focus on real events by taking on the electronic ticket sales platform business LivePocket.



▲Ceremony for presenting the official certificate

Initiatives for the Future

Through promoting the Satellite Growth Strategy, KDDI will implement initiatives that provide diverse accessible services in Japan and globally toward the future and lead to the sustainable growth of society. As we envision in KDDI VISION 2030, KDDI focuses on “the creation of a society in which anyone can make their dreams a reality” through such efforts.



● To Global (Expand into the global market)

KDDI aims to establish global business and solve social issues through the consumer businesses in countries where we are already advancing, such as Mongolia and Myanmar, as well as through co-creation of businesses with global partners.

In the data center business, it is expected that traffic will increase significantly due to the use of generative AI, so KDDI will support infrastructure through extending data centers into new urban areas and expanding existing centers.

Expanding to over 70 cities and over 110 locations worldwide

List of locations

Europe / Middle East / Africa

- KDDI EUROPE Ltd.
- KDDI EUROPE Ltd. Belgium Branch
- KDDI EUROPE Ltd. Amsterdam Branch
- KDDI EUROPE Ltd. Istanbul Branch
- KDDI DEUTSCHLAND GmbH
- KDDI FRANCE S.A.S.
- TELEHOUSE International Corp. of Europe Ltd.
- TELEHOUSE International Corp. of Europe Ltd. Paris Branch
- TELEHOUSE Deutschland GmbH
- TELEHOUSE Istanbul
- KDDI Middle East

America

- KDDI America, Inc.
- KDDI Spherience, LLC
- KDDI DO BRASIL SOLUCOES EM TECNOLOGIA LTDA
- UBIK do Brasil Soluções em Tecnologia Ltda.
- TELEHOUSE International Corp. of America
- TELEHOUSE Canada

Asia / Oceania

- KDDI CHINA CORPORATION
- KDDI SHANGHAI CORPORATION
- Shanghai KDDI Communications Engineering Co., Ltd.
- KDDI GUANGZHOU CORPORATION
- KDDI HONG KONG LIMITED
- KDDI TAIWAN Corporation
- KDDI Korea Corporation
- TELEHOUSE BEIJING BDA Co., Ltd.
- TELEHOUSE BEIJING BEZ
- TELEHOUSE SHANGHAI Zhangjiang
- TELEHOUSE SHANGHAI Jinqiao
- TELEHOUSE HONG KONG CCC
- KDDI Shanghai Representative Office
- KKCompany Technologies
- KDDI Asia Pacific Pte Ltd
- KDDI Asia Pacific Phnom Penh Branch
- KDDI Asia Pacific Dhaka Branch
- KDDI Asia Pacific Dubai Branch
- KDDI THAILAND Ltd.
- KDDI MALAYSIA Sdn. Bhd
- KDDI India Private Limited
- KDDI PHILIPPINES Corporation
- KDDI Vietnam Corporation
- KDDI AUSTRALIA Pty Ltd.
- PT. KDDI INDONESIA
- KDDI Myanmar Co., Ltd.
- TELEHOUSE Singapore
- TELEHOUSE International Corp. of VIETNAM
- TELEHOUSE (Thailand) Ltd.
- Mobicom Corporation LLC
- KDDI Summit Global Myanmar Co., Ltd.
- Altius Inspiro
- Altius Link Vietnam

● With Life (To be a company customers feel closest to)

Together with Lawson, Inc., we are working to create a next-generation convenience store rooted in local communities, where human warmth and technology coexist in harmony. In June 2025, we opened the first Real×Tech LAWSON (Takanawa, Tokyo), a future-oriented convenience store that combines the warmth of real-world interaction with the power of technology.



▲Opening ceremony of the first Real×Tech LAWSON store

In addition, we are advancing initiatives to protect community safety and security through telecommunications and technology, such as conducting demonstration tests in Nanao City, Ishikawa Prefecture, where AI drones are utilized in a “community disaster-prevention convenience store.”

KDDI is also addressing diverse regional challenges and promoting sustainable initiatives. Since 2023, we have been dispatching personnel skilled in digital technology to municipalities, collaborating with city officials to enhance public services and support community revitalization through digital technologies. The initiative is being implemented in seven municipalities nationwide (as of July 2025).

We will continue our efforts to contribute to solving regional issues and achieve regional co-creation through the power of telecommunications and DX.

● For Future (Develop future talent and startups)

Since launching the KDDI ∞ Labo (MUGENLABO) incubation program in 2011 as the first of its kind for domestic business companies, we have been promoting activities that lead to business co-creation between large corporations and startups. In March 2024, the group company SORACOM, INC. achieved listing on the Tokyo Stock Exchange through a swing-by IPO. KDDI will continue to aim for growth together with startups.

The KDDI Group’s KCJ GROUP INC. operates the children’s career and social experience facility KidZania, creating educational experience-based opportunities where children can learn in a fun way. In areas without KidZania facilities, we are also collaborating with local governments and others to implement Out of KidZania (an initiative to provide experiential programs outside the facilities). In addition, KDDI operates the corporate museum KDDI MUSEUM, which has launched a social studies field trip program targeting upper elementary school students to convey the value and importance of information and communications starting from FY2023. KDDI will expand educational activities for children, who will bear the future, and contribute to the development of human resources that support sustainable growth in society.



▲Experiencing part of KDDI’s disaster preparedness training (assembly of a portable parabolic antenna) at Out of KidZania

Strengthening of Management

By strengthening the management foundation that supports our business strategy (Satellite Growth Strategy), KDDI is working on achieving carbon neutrality, which is an important issue in society, transformation into a company that puts human resources first, and enhancing respect for human rights and group governance. We aim to achieve a positive cycle of corporate value improvement and sustainable growth in society with our partners.

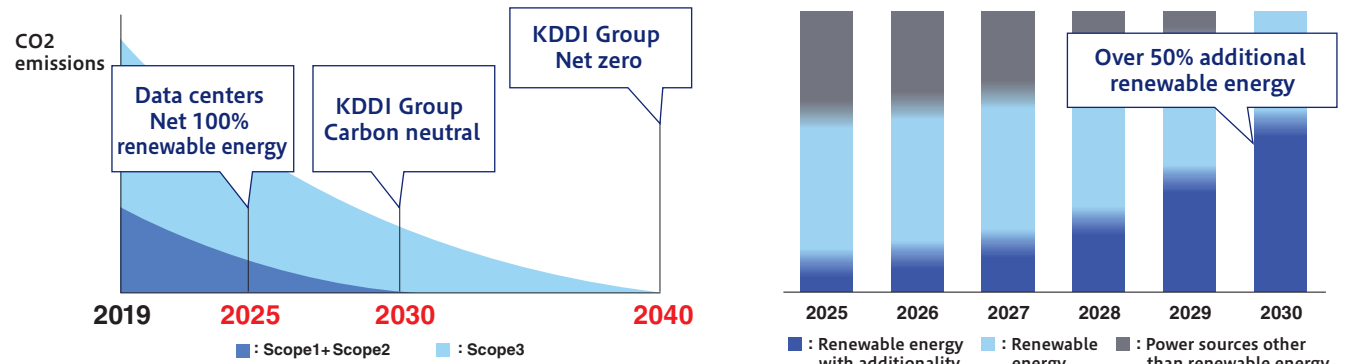
Towards reaching carbon neutrality

KDDI is aiming to achieve carbon neutrality by revising the goals set in 2022, targeting the reduction of the entire supply chain's CO2 emissions, including Scope 3, to net zero by FY2040. To achieve this goal, the KDDI Group is promoting the switch to 100% renewable energy-derived power at its TELEHOUSE data centers deployed worldwide by the end of FY2025. By the end of FY2030, we aim to achieve a ratio of over 50% renewable energy with additionality in the power consumed by KDDI, and to achieve carbon neutrality across the entire KDDI Group.

Targets for Achieving Carbon Neutrality

- FY2025 Switching 100% of the power used by our data centers around the world to renewable energy sources
- FY2030 Achieving carbon neutrality in the KDDI Group
- FY2040 Achieving net zero in the KDDI Group

The KDDI Group's plan to reduce CO2 emissions to zero



Impact investment by the KDDI Green Partners Fund

The KDDI Green Partners Fund (operated by SBI Investment Co., Ltd.; "Green Fund" below) invests in startup companies that are working on environmental issues. The Green Fund promotes impact investment that brings positive social and environmental impacts in addition to financial returns. Investment decisions are made based on evaluations of the social and environmental impacts generated by the target companies.



CDP's highest climate change response score "A List" granted for three consecutive years

KDDI has been recognized for three consecutive years by the international environmental NGO CDP as a leading environmental company with the highest climate change "A List" rating. Furthermore, we have been recognized for three consecutive years as a "Supplier Engagement Leader," the highest rating in the Supplier Engagement Rating, which evaluates how effectively companies collaborate with suppliers on climate change issues.





Transformation into a company that puts human resources first

KDDI positions human resources as its most important asset. We are promoting our transformation into a company that puts human resources first as a three-in-one initiative consisting of permeation of the new personnel system, cultivation of professionalism via the KDDI-version job-style personnel system, and improvement of employee engagement. In addition to initiatives to further support employees' career autonomy and growth, we aim to create an environment for co-creation with the entire KDDI Group and our customers by promoting a transformation of work styles that allows individuals with diverse attributes to maximize their potential.



Promoting integrated group management and strengthening governance

The KDDI Group is strengthening its thorough respect for human rights in business activities, risk management system, and information security system for sustainable corporate management. In light of the increase in Group companies and diversification of business due to the promotion of the Satellite Growth Strategy, KDDI will expand resource sharing through shared services, establish a framework for cultivating and supporting CFO personnel, and establish a privacy governance system for inter-Group data collaboration. These will support business growth through synergies in the entire KDDI Group.



Providing Connections on Ordinary Days and Extraordinary Days

KDDI is working on measures to improve telecommunications areas so that there will be no disconnections anywhere in Japan. Prioritizing connections on ordinary days as lifestyle movement lines, KDDI is also committed to connections on extraordinary days, such as during disasters, in mountainous areas, and at event venues. We have partnered with the satellite broadband Starlink, developed by the U.S. company SpaceX, and have begun operations.



Expanding 5G telecommunications areas

KDDI's mission is to provide a stable telecommunications and calling environment 24 hours a day, 365 days a year, connecting people's lives, day-to-day lives, and hearts and minds. In addition to au's 4G LTE, we have built a nationwide 5G telecommunications network, and the nationwide 5G area coverage has exceeded a population coverage rate of 90%. In addition, to ensure that customers can use telecommunications services safely and comfortably in their lives on ordinary days, we have been working on improving telecommunications quality along customers' lifestyle movement lines, such as railway lines and commercial areas. By increasing the output of base stations and optimizing antenna angles, as well as optimizing communication routes, we are improving communication speed and latency every day for

Sub-6 (3.7 GHz band and 4.0 GHz band), which will achieve high-capacity, high-speed 5G telecommunications by the end of May 2024.

Furthermore, in mountainous areas and outdoor events where it is difficult to lay optical fiber lines, we have implemented communication measures using on-board base stations and Starlink, and have also strengthened our efforts to connect customers on their extraordinary days.

As a result of these efforts, we have been highly evaluated in the user experience reports of global analytics companies. KDDI will continue to listen to our customers' voices and provide high-quality telecommunications services through the use of big data and AI.



“Wherever you see the sky, you’re connected”

KDDI is working to build a connected environment in various scenes by using Starlink, aiming to provide new experience value to customers. In events that attract many visitors, such as music festivals, unstable communication environments have become a challenge. KDDI provides Festival Wi-Fi leveraging Starlink to support smooth event operations. Also, in mountainous regions where there are still many areas that signals have difficulty reaching, we provide Mountain Lodge Wi-Fi leveraging Starlink to offer a stable communication environment and support the safety and security of climbers.

Japan has more than 16,000 mountains and over 14,000 islands, and there are places where it is difficult to install base stations due to geographical conditions. In April 2025, KDDI launched au Starlink Direct, Japan's first service enabling direct communication between Starlink satellites and smartphones. As a result, even in areas with no service, “wherever you see the sky, you’re connected” has become possible, expanding au's coverage throughout Japan, including mountainous regions and island areas, and realizing the goal that there will be no disconnections anywhere in Japan.

Japan has more than 16,000 mountains and over



▲Mountain Lodge Wi-Fi leveraging Starlink



▲Screen showing “SpaceX-au” after successful direct communication

Zutto, Motto, Tsunagu Zo (Connecting more and always)

As a telecommunications operator responsible for lifelines, KDDI's mission is to protect people's lives, day-to-day lives, and hearts and minds by rolling out communications infrastructure that maintains connections at any time and developing systems to support complete recovery from land, sea, air, and space even in the event of increasingly severe large-scale disasters.

▮ Towards the provision of stable telecommunications services

KDDI has established Network Centers in Tama/Tokyo and Osaka, realizing a constant dual-location monitoring regime between Tokyo and Osaka. If a large-scale disaster occurs in the Tokyo area, monitoring operations will continue in Osaka, allowing us to grasp the status of network and service provision and respond appropriately and swiftly. In addition, we have implemented an automated system for monitoring operations at our Network Centers in preparation for “what if” scenarios. The

number of base stations and the types of equipment in 5G services are enormous compared to 4G services, and the response methods when faults occur have become more complicated. Automating this complex handling will shorten the time to recovery from failures. Furthermore, KDDI has also introduced fault detection using AI. Going forward, we will continue to deliver peace of mind and safety to people with telecommunications infrastructure that stays connected at all times.



▲Network Center

▮ Connecting by land, sea, air, and space

KDDI is enacting preparations and measures for all kinds of situations in the event of a large-scale disaster, including introducing equipment capable of withstanding disasters and conducting ongoing disaster countermeasure training. When a large-scale disaster occurs, KDDI launches the Operations Disaster Response Headquarters shortly after the disaster and confirms the damage from the disaster. We deploy on-board base stations and mobile base stations that have antennas and other equipment necessary for telecommunications installed so that customers in the disaster-affected areas can use their mobile phones safely and securely as soon as possible. The number of on-board base stations was increased from 15 vehicles at the time of the Great East Japan Earthquake to 64. Furthermore, by leveraging satellite broadband Starlink as an au base station line, we are significantly reducing the time required for recovery and providing high-speed, low-latency telecommunications

services even during disasters. We were the first telecommunications operator in Japan to introduce amphibious vehicles and quad buggies to be able to handle difficult roads on location. We use drones for real-time checks of the conditions ahead on roads that have been cut off. When it is difficult to provide mobile phone service from land due to cut-off roads or optical fibers, we secure communications from the sea using vessel-type base stations installed on ships. Besides these, we are also carrying out support activities for telecommunications infrastructure, such as demonstration experiments of helicopter base stations for assisting in discovering people requiring rescue and the installation of public wireless LANs and charging facilities in evacuation centers. KDDI will continue its training and improvements as part of its mission to build a telecommunications network that can withstand disasters.



▲KDDI Cable Infinity, which has on-board base station functions

Toward the Era of AI Integration

In addition to telecommunications, KDDI aims to create new value and solve social issues in the era of AI integration into all industries and everyday lives. KDDI will advance building large-scale computing platforms to support generative AI development, provide a comfortable environment for using AI services, and promote the social implementation of AI in various business areas through collaboration with partners.



AI platform development

As AI technology rapidly evolves, KDDI is building an AI data center equipped with a cutting-edge AI computing platform, aiming for early operation. Furthermore, by introducing network edges and enhancing computing resources at KDDI's eight telecommunications centers in Japan, we will provide a comfortable AI usage environment for customers who require low latency. We will also collaborate with startups and partner companies to promote the co-creation of new businesses and services leveraging AI, and contribute to enhancing the competitiveness of the industry.

Large language model (LLM) development

In collaboration with ELYZA, Inc., a leading company in R&D as well as social implementation of LLMs in Japan, KDDI is accelerating the development of Japan's highest-performance general-purpose Japanese LLM leveraging open models. In addition, we will advance the development of domain-specific LLMs that improve and customize performance in each company, industry, and business, and provide them in combination with the assets related to DX development and support held by the KDDI Group. KDDI will expand the introduction of generative AI to more companies and local governments, supporting operational efficiency and productivity improvement.



▲Providing Japan's highest-performance generative AI (press conference on capital and business partnership with ELYZA)

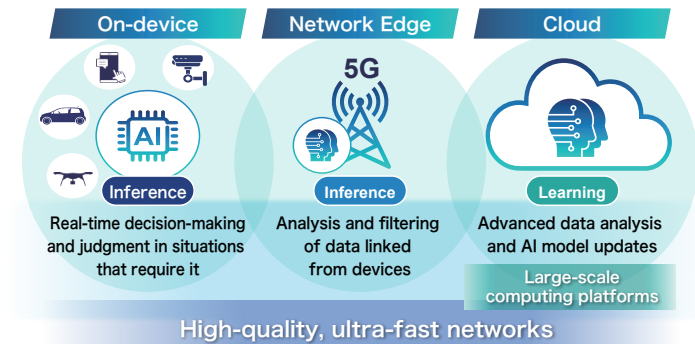
Customer service operational reforms

Starting in March 2024, KDDI became the first major company in Japan to launch the provision of customer support through a chatbot leveraging generative AI on the LINE account "au Support." We aim to shorten the time it takes to resolve inquiries so customers can quickly solve problems without stress. Going forward, by advancing the development and implementation of LLMs specialized in the contact center business handled by KDDI, we will achieve more advanced customer support and digital transformation of contact center operations, accelerating the evolution of customer service.

Upgrading network operations

The spread of 5G has expanded the uses of telecommunications, rapidly increasing telecommunications traffic volume and the number of connections, and making demands for telecommunications quality more diverse. KDDI has introduced an AI-powered fault detection system in its mobile core network, and we will expand the use of AI to include failure cause identification and recovery from failure with the aim of improving reliability. In addition, to achieve the rapid provision of new telecommunications services and improve reliability at a cost advantage, KDDI will aim for complete automation of network operations to promote the virtualization and openness of network facilities and the introduction of AI into operations through international standardization and partnerships.

Maximizing performance in combination with high-speed networks



▲Image of providing comfortable AI services

In 2030, Towards Further Evolution

KDDI aims to further enhance the power to connect with AI as the driving force. To realize the next-generation information and telecommunications infrastructure for Beyond 5G/6G, KDDI is advancing R&D and technical demonstration experiments of the foundational optical, wireless, and cryptographic technologies, centered on KDDI Research, Inc. We will actively contribute to international standardization activities related to these technologies and contribute to global technological innovation by putting cutting-edge research results into practical use.



Construction of next-generation wireless telecommunications systems

To reliably and stably provide ultra-fast, large-capacity telecommunications services, KDDI is working on the practical application of cell-free technology that makes use of signals from multiple antennas/base stations to create a telecommunications area centered on the customer. Signal interference is reduced thanks to the coordinated actions of antennas/base stations, which makes it possible to provide an optimal telecommunications environment for customers in any location. Furthermore, even if one antenna fails due to a disaster or other reasons, other antennas automatically complement its role, enabling highly reliable communication. KDDI is advancing R&D on wireless telecommunications systems based on cell-free technology, aiming for practical application through international standardization and demonstration experiments.

Creating All-Photonic Networks

Alongside increasing telecommunications traffic volume and information processing volume, there are concerns about a significant increase in power consumption in telecommunications facilities and data centers.

To address this issue, KDDI is advancing R&D of All-Photonic Networks that use light to connect people, things, and AI, which are ubiquitous on networks, enabling high capacity, low latency, and low power consumption, as well as international standardization. In addition, we are considering introducing cooling systems using liquid cooling methods to significantly reduce the power used for cooling servers and other equipment in data centers.

We aim to build sustainable telecommunications infrastructure towards a decarbonized society.

Practical application of post-quantum cryptography

With the practical application of quantum computers, it is possible that the encryption currently in widespread use will be broken. Discussions are underway in government agencies and industries in various countries regarding the development of post-quantum cryptography that can withstand quantum computing.

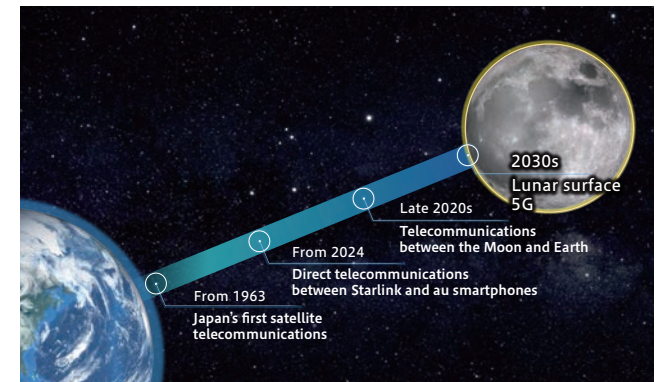
KDDI Research, Inc. is developing a new symmetric key cryptography method that combines both quantum computer resistance with a 256-bit key length and the high processing speeds required for Beyond 5G/6G, working toward practical application through international standardization. In addition, we are working to provide safe and secure services even in the era of quantum computers by continuously participating in international cryptanalysis competitions aimed at evaluating the security of post-quantum cryptography, and by accumulating and sharing knowledge and technologies related to cutting-edge cryptographic techniques.

Aiming for the Moon

KDDI has connected Japan and the world through the Yamaguchi Satellite Communication Center for over half a century since the 1960s. With lunar exploration programs being advanced by space agencies around the world, and with lunar development set to become full-scale after 2030, a high-speed, large-capacity telecommunications environment between the Moon and Earth will be necessary. KDDI is leveraging its existing satellite communications and optical communications technologies and knowledge to advance R&D for the construction of ground stations that enable telecommunications between the Moon and Earth, as well as technology for communication between satellites using laser light. By improving a telecommunications infrastructure, we will contribute to lunar exploration planned both in Japan and internationally, as well as to the creation of new businesses by companies aiming to explore the Moon in the future.



▲KDDI Research, Inc. (Fujimino, Saitama)



▲Concept of the evolution of space telecommunications

KDDI HISTORY

The path of KDDI's evolution leading to the future

2000

October

- DDI, KDD, and IDO merged and formed "DDI Corporation (KDDI)."



November

- The seven companies of the DDI CELLULAR Group merged to form "au CORPORATION."



2001

April

- Corporate name was changed to "KDDI CORPORATION."

October

- Merged with au CORPORATION.

2002

April

- Third-generation (3G) mobile phone service (CDMA2000 1x) was launched.

December

- "Chaku-Uta®" service was launched.

2003

November

- Sales of "INFOBAR," the first model from the au design project, began.



- CDMA 1X WIN high-speed data telecommunications service was launched. The industry's first flat-rate communication service "EZ Flat" was introduced.



2004

November

- EZ "Chaku-Uta-Full®" service was launched.

2005

October

- "Cable-plus Phone" fixed-telephone service integrated with CATV was launched.

2006

January

- The comprehensive music service "LISMO" was launched.



June

- "HIKARI one" (now "au Hikari"), a joint FTTH service with TEPCO, was launched.

2008

March

- Converted Wireless Broadband Planning to an operating company, setting the stage to launch UQ Communications Inc.



July

- A mobile online bank "Jibun Bank" (now "au Jibun Bank") was established.



October

- Data center brands from both inside and outside of Japan were integrated with "TELEHOUSE."



2011

May

- Mobile non-life insurance "au Sonpo (non-life insurance)" was established.

August

- Joint business creation platform "KDDI ∞ Labo (KDDI MUGENLABO)" started.



2012

March

- "au Smart Value" and "au Smart Pass" were launched.

September

- "4G LTE," the fourth-generation LTE standard for high-speed communication service, was launched.

2014

May

- "au WALLET" service was launched.



July

- Support for Myanma Posts and Telecommunications (MPT) through KDDI Summit Global Myanmar Co., Ltd. was started.



2016

April

- “au Denki” electricity supply service was launched.

au でんき

- “au Insurance & Loans” financial service was launched.

2018

September

- “KDDI DIGITAL GATE,” a digital business development site, opened in Tokyo (Toranomon).

2019

February

- Midway bank holding company “au Financial Holdings Corporation” was established.

April

- Smartphone payment service “au PAY” was launched.



May

- Renewed the brand slogan “KDDI:Tomorrow, Together,” “au:Explore the extraordinary.”

2020

March

- “au 5G”, the fifth-generation mobile communication service, was launched.

au 5G

May

- au Point service was integrated into the common point service “Ponta.”

October

- UQ Communications Inc.’s “UQ mobile” business was integrated.

2021

March

- Online-only brand “povo” was launched. Multi-brand strategy was reinforced.

povo

November

- Service monitoring system using Operations Automation function was implemented in both Tokyo and Osaka.

2022

January

- Drone business company “KDDI SmartDrone Inc.” was established.

March

- 3G mobile phone service “CDMA 1X WIN” was terminated.

April

- Intermediate holding company “au Energy Holdings Corporation” was established.

May

- Intermediate holding company “KDDI Digital Divergence Holdings Corporation” was established. Support and development for customer DX were reinforced.

- “KDDI VISION 2030” was formulated.

December

- Operation of au base stations using “Starlink” satellite broadband internet was launched.

2023

March

- Metaverse and Web3 service “αU” was launched.



September

- “au Mane-Katsu Plan,” the first telecommunications and financial benefits set in the mobile industry, was launched.

au マネ活 プラン

2024

February

- Mitsubishi Corporation, KDDI, and Lawson, Inc. concluded a capital and business partnership agreement.

- “KDDI BUSINESS” expanded as the corporate business brand covering both Japan and abroad.

Tomorrow, Together
KDDI BUSINESS

March

- ELYZA, Inc. and KDDI Group concluded a capital and business partnership for the social implementation of generative AI.

May

- The business platform “WAKONX (WAKON-CROSS)” for corporate customers was launched.

WAKONX

- The space co-creation program “MUGENLABO UNIVERSE” was launched.

2025

April

- Direct satellite-to-smartphone communication service “au Starlink Direct” was launched.



*For a more detailed history, please see KDDI's website

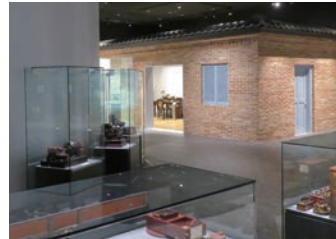
Our Facilities

KDDI operates facilities that provide customers with various kinds of experience value. Each facility offers a chance to experience a part of KDDI's vision of "a society in which anyone can make their dreams a reality, by enhancing the power to connect" through the display of distinctive materials and works, as well as events.

KDDI MUSEUM (Tama, Tokyo)

The museum opened in December 2020 with dreams of presenting the history of international telecommunications in Japan and the challenges KDDI has taken on and a desire to depict exciting futures together with visitors. In addition to explaining the history of international telecommunications in Japan over about 150 years since 1871 using actual devices and documents, it also has exhibitions of past generations of mobile phones that have been rolled out under the au brand, and visitors can experience 5G and IoT technology.

A history of challenges we have continually taken on to deliver emotions exceeding customers' expectations. Please come to feel the DNA of KDDI, which has inherited this desire from those who came before and uses it to design the future.



GINZA 456 (Chuo, Tokyo)

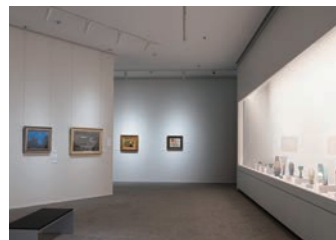
This is a concept shop that opened in September 2020, where customers can change their imaginings into experiences and get a sense of "Explore the extraordinary."

On the first floor, we introduce initiatives that have been "enhancing the power to connect" through co-creation with partners, and on the first basement level event floor, visitors can enjoy experiential content utilizing 5G and advanced technologies. The second floor has exhibits of the latest line-up of au/UQ mobile devices and can accommodate consultations about purchasing products, as well as contracting and after-sales service procedures.



KDDI ART GALLERY (Tama, Tokyo)

The gallery was established in December 2020 with the shared theme of the various activities taking place in nature and around the Earth, based on the concept of "encounters between advanced technology and art." It presents a colorful variety of works at once, and visitors can savor works by famous artists nourished by a uniquely Japanese sensitivity to beauty, such as Higashiyama Kaii and Hirayama Ikuo, as well as a grand diversity of artworks, like Western paintings and glass crafts. You can also enjoy a new way to view art using au 5G and AR smart glass.



KDDI Parabola Pavilion (Yamaguchi, Yamaguchi Prefecture)

This is an exhibition facility relating to international telecommunications that is located alongside the KDDI Yamaguchi Satellite Communication Center. It opened in December 1982. The observation room offers a panoramic view of one of Japan's leading groups of parabolic antennas and gives easy-to-understand explanations of the mechanisms of international telecommunications. In addition to displaying models of the rockets that sent communications satellites into space (Ariane Rocket) and the communications satellites themselves, there are actual examples of undersea optical fiber cables and models of the ships that lay the undersea optical fiber cables. It also uses a large wall surface to introduce the path that a communication signal takes to reach another country during international telecommunications.



Tomorrow, Together



Corporate Profile

Company Name	KDDI CORPORATION
Date of Establishment	June 1, 1984
Main Business	Telecommunications business
Head Office	2-21-1, Takanawa, Minato-ku, Tokyo, Japan
Registered Place of Business	2-3-2, Nishishinjuku, Shinjuku-ku, Tokyo, Japan
President, Representative Director, CEO	Hikomichi Matsuda
Capital	141,852 million yen
Total Employees	64,636 (consolidated base) *

Major Shareholders*

Name of Corporate Entity	Number of Shares Held	Shareholding ratio (%)
KYOCERA Corporation	335,096,000	16.83
The Master Trust Bank of Japan, Ltd. (Trust Account)	329,451,800	16.55
TOYOTA MOTOR CORPORATION	203,294,600	10.21
Custody Bank of Japan, Ltd. (Trust Account)	144,706,550	7.27

Note:KDDI holds 201,681,169 shares of treasury shares but is excluded from the major shareholders listed above. The shareholding ratio is calculated after deducting the shares of treasury stock. The shares of treasury stock does not include the Company's shares owned in the Board Incentive Plan trust account (937,697 shares).

Consolidated Statements (IFRS)*

	Year Ended March 31, 2023	Year Ended March 31, 2024	Year Ended March 31, 2025
Operating Revenues (Millions of Yen)	5,671,762	5,754,047	5,917,953
Compared with Previous Year (Growth Rate)	(+4.1%)	(+1.5%)	(+2.8%)
Operating Income (Millions of Yen)	1,077,393	961,584	1,118,674
Compared with Previous Year (Growth Rate)	(+1.6%)	(△10.7%)	(+16.3%)
Profit for the Period Attributable to Owners of the Parent (Millions of Yen)	679,113	637,874	685,677
Compared with Previous Year (Growth Rate)	(+1.0%)	(△6.1%)	(+7.5%)

*As of March 31, 2025

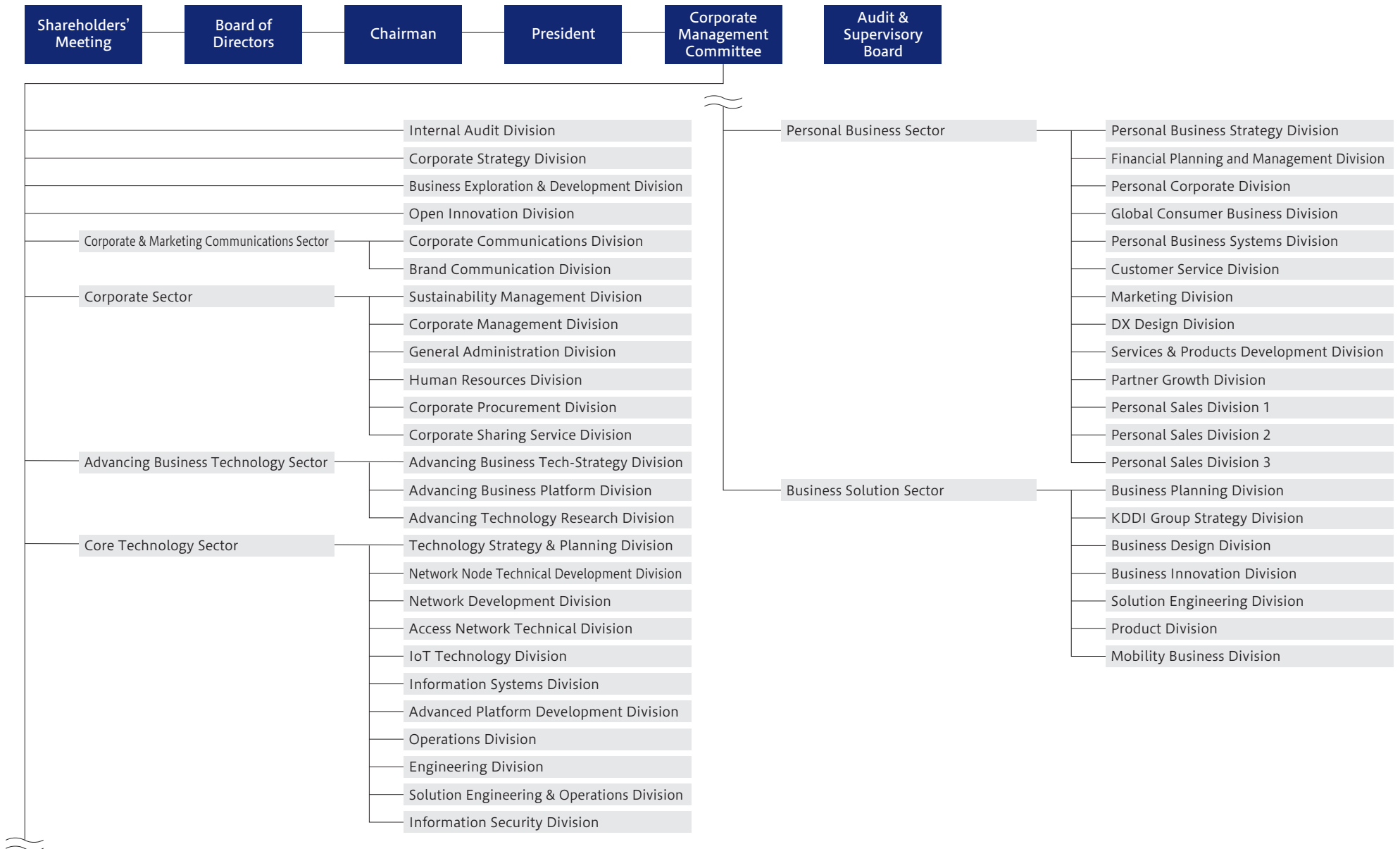
Executive Members (As of June 18, 2025)

Directors	Chairman, Representative Director	Makoto Takahashi
	President, Representative Director, CEO	Hikomichi Matsuda
	Executive Vice President, Representative Director	Yasuaki Kuwahara
	Senior Managing Executive Officer, Director, CFO	Nanae Saishoji
	Senior Managing Executive Officer, Director	Hiroshi Takezawa
	Managing Executive Officer, Director, CSO and CDO	Tomohiko Katsuki
Outside Directors	Goro Yamaguchi	Keiji Yamamoto
	Tsutomu Tannowa	Junko Okawa
	Kyoko Okumiya	Makoto Ando

Audit & Supervisory Board Members

Full-time Audit & Supervisory Board Members	Noboru Edagawa	Kazuyasu Yamashita
	Naoki Fukushima	
Full-time Audit & Supervisory Board Member and Outside Audit & Supervisory Board Member		
Outside Audit & Supervisory Board Members	Kazutoshi Kogure	Koji Arima

Organization Chart (As of April 1, 2025)





Main Domestic Companies and Affiliates (As of July 1, 2024, consolidation object companies)

Mobile Business

OKINAWA CELLULAR TELEPHONE COMPANY
KDDI Digital Life CORPORATION
UQ Communications Inc.
Wire and Wireless Co., Ltd.

Fixed-line Business

Chubu Telecommunications Co., Inc.

Network Construction, Operation and Maintenance

KDDI Engineering Corporation
KDDI Cableships & Subsea Engineering Inc.
Japan Telecommunication Engineering Service Co., Ltd.

Community Antenna Television Business

JCOM Co., Ltd.

Internet-related Business

Japan Internet Xing Co., Ltd.
DXGoGo Corporation
BIGLOBE Inc.

DX-related Business

KDDI Digital Divergence Holdings Corporation

Data Communications Engineering

ARISE analytics Inc.
KDDI xG Networks Corporation
LAC Co., Ltd.
KDDI Digital Design Inc.

AI Research and Development and SaaS Business

ELYZA, Inc.

Financial Business

au Financial Holdings Corporation

Energy-related Business

au Energy Holdings Corporation

Drone Business

KDDI SmartDrone Inc.

Research & Development of Cutting-edge Technology

KDDI Research, Inc.
KDDI Technology Corporation

Education Business

AEON Holdings Corporation
KDDI LEARNING CORPORATION
Digital Growth Academia, INC.

Theme Park Operation Business

KCJ GROUP INC.

Content & Media Business

Connehito Inc.
Supership Inc.
TELASA Corporation
Natasha, Inc.
mediba Inc.

Sales & Marketing

KDDI MATOMETE OFFICE CORPORATION

KDDI's Directly Operated Shops

KDDI PRECEDE CORPORATION

Shop Sales Support Business

KDDI Sonic-Falcon CORPORATION

Special Subsidiary

KDDI Challenged Corporation

BPO and IT Solution Business

Altius Link, Inc.

Distribution and Retail Industry

au Commerce & Life, Inc.
LivePocket Inc.
Loco Partners Inc.

Food Delivery Service

menu, inc.

Medical Healthcare Business

Medical Engineering Institute, Inc.

Other Main Related Companies

IoT Platform Business

SORACOM, INC.

Distribution and Retail Industry

Lawson, Inc.



*For information about other related companies, please see our website.