

Mid-Term Sustainability Targets (FY2022–FY2025)

For mid-term sustainability targets (FY2022–FY2025), all targets were achieved except for three indexes: Number of serious incidents (equipment failures), Number of serious incidents (excluding equipment failures), and Percentage of professional human resources on all specialized fields. In the Mid-Term Management Strategy (FY2026–FY2028), we established new mid-term sustainability targets linked to the new material issues and will work systematically and steadily toward achieving them.

Materiality	Values We Embrace	Mid-Term Sustainability Targets (FY2022–FY2025)								
		Details of implementation	Index	FY2021 results *1	FY2022 results	FY2023 results	FY2024 results	FY2025 results	FY2025 targets	
(1) Promotion of innovation centered on telecommunications	(1) Molding future society	Promoting business creations and R&D projects based on the Satellite Growth Strategy	Number of projects (cumulative total)	21	20	44	70	90	80	
		Providing LX Services in collaboration with local governments	Expansion of LX Service provision areas and number of facilities							
		Promoting innovation to strengthen intellectual capital	Number of patents held in 5G/Beyond 5G + the Satellite Growth-related areas	—	Year on year grew 24%	Year on year grew 23%	Year on year grew 21%	Year on year grew 16%	Year on year grew 15%	
	(2) Realization of sustainable industrial/infrastructure environment	Contribution to industry/infrastructure DX	IoT connections (cumulative total) *2	25,251 thousand connections	32,787 thousand connections	42,306 thousand connections	51,038 thousand connections	60,632 thousand connections	57,500 thousand connections	
		Promoting customer workstyle reforms	Adoption rate of solutions supporting workstyle reforms for KDDI business customers	—	7%	31%	35%	37%	37%	
		Expand 5G coverage	5G population coverage governmental target 99% by FY2030							
	Eradication of major incidents	Number of serious incidents (equipment failures) <small>*Based on the Ministry of Internal Affairs and Communications' incident reporting guidelines etc.</small>	0	2	0	0	0	0		
(2) Realization of safe, secure, and prosperous society	(3) Regional co-creation	Solving disparity in regions	Number of people supported (cumulative total) <small>*Smartphone classes, in-store support, usage support, smartphone and mobile phone safety classes, and regional experience support services</small>	5.70 million	5.67 million	11.80 million	17.17 million	22.47 million	20.00 million	
		Eliminating financial divides	Transaction volume of settlement/loan *3	11.7 trillion yen	14.3 trillion yen	18.0 trillion yen	21.4 trillion yen	23.8 trillion yen	22.1 trillion yen	
	(4) Eliminating regional and economic disparities globally	Expand global business in emerging countries	Respect the human rights of the people in emerging countries, and strive to maintain the social infrastructure that is essential to people's daily lives.							
		Education and training of the next generation in Mongolia using telecommunications	Number of people supported for educational activities to promote safe mobile and internet use, etc. (cumulative total)	—	—	—	4,477	12,704	8,000	
(3) Carbon neutral	(5) Carbon neutral	KDDI Group's carbon neutrality (Scope 1 + 2) *5	CO2 emissions: 1.5 million t	CO2 emissions: 1.4 million t	CO2 emissions: 1.0 million t	CO2 emissions: 1.0 million t	CO2 emissions: 0.6 million t	(Achievement by FY2030)		
		KDDI's carbon neutrality including telecommunication facilities *4	—	71%	74%	85%	100%	100%		
		Achievement of Net-Zero (Scope 1 + 2 + 3)	—	—	—	—	—	(Achievement by FY2040)		
		Renewable electricity with additionality	Achieving 50% renewable electricity procurement with additionality (KDDI non-consolidated) *6	—	—	Usage amount of renewable electricity with additionality: 0.9 million kWh	Usage amount of renewable electricity with additionality: 41.7 million kWh	—	(Achievement by FY2030)	
		Providing next-generation renewable energy solutions	Expand provision of carbon neutral support solutions to corporate customers <small>*Green ICT/telecommunications, power SL, DX-SL, consulting, etc.</small>							

	(6) Strengthening the management infrastructure of the entire KDDI Group	Strengthen the governance and information security of the Group as a whole	Number of serious incidents (excluding equipment failures) *7 <ul style="list-style-type: none"> • Cybersecurity-induced divulgence of personal data and significant service outages • Inappropriate use of personal data • Serious incidents other than the above 	0	0	0	0	2	0
			Number of initiatives of advanced security technology (cumulative total) *8	4	7	12	20	26	23
(4) Strengthening the group management base through progressing governance	(7) Respect for human rights	Conduct business activities with respect for human rights	Conduct human rights risk assessments in business activities, including those of Group companies, and make improvements based on the results						
		Human rights due diligence	Improvement response rate in the activities of high-risk suppliers that may be violating human rights *9	Check the status of respect for human rights with approximately 90% of top suppliers in terms of the purchase value (response rate: 98%)	Select potential risk suppliers and initiate individual dialogues and improvement proposals	Improvement response rate: 75%	Improvement response rate: 100%	Improvement response rate: 100%	Continuation of the 100% improvement response rate
(5) Human resources first	(8) Advancement of professional human resources and engagement improvement	Career development for professional human resources	Percentage of professional human resources on all specialized fields (KDDI non-consolidated)	—	35% *Strategic areas	40% *Strategic areas	40% *All areas	42% *All areas	45% *All areas
			All employees who have completed DX basic skills training (KDDI non-consolidated; cumulative total) *Learning opportunities to be expanded to the Group	—	6,222 employees	10,721 employees	All employees *12,869 employees	All employees *10	All employees *10
		Conduct the Employee Engagement Survey	Maintain and improve employee engagement score (KDDI non-consolidated)	72	73	74	74	75	Maintain 72 or over
		Promotion of diversity-oriented human resources (DE&I)	Ratio of female directors (KDDI non-consolidated)	7.1%	16.6%	16.6%	25.0%	25.0%	25% or over
			Percentage of females in managerial positions (KDDI non-consolidated, excluding STEM) *11	11.7%	14.0%	14.9%	18.4%	18.4%	15% or over

*1 Reference data for outside the Mid-Term Sustainability Targets period.

*2 Number since the start of the service.

From FY2026, we will rename IoT Connections to "Connected Solutions" managed connections.

*3 Settlement amounts of au PAY, au PAY Card, au Carrier billing, and au Jibun Bank, in addition to the loan disbursement amount.

*4 For details on our efforts to achieve carbon neutrality can be found on KDDI website. (<https://www.kddi.com/corporate/sustainability/carbon/>)

*5 KDDI consolidated aims to achieve carbon neutrality.

The result for FY2025 is a provisional value.

*6 The result for FY2025 is scheduled to be disclosed at the time of the FY2026 Q2 financial results announcement.

*7 Cases that require reporting or notification to the competent authorities and cause severe reputational damage.

*8 Number of news releases and topics by KDDI (non-consolidated) and KDDI Research, Inc.

*9 Top 90% of KDDI Group procurement businesses and suppliers with known human rights risks are covered.

*10 The target has been achieved by FY2024.

In FY2025, attending the training program is recommended for all new hires, including both new graduates and mid-career recruits.

*11 We have calculated excluding both incoming and outgoing secondees.

We have calculated excluding departments in which over 80% of employees choose occupations in STEM fields with a low percentage of women.

Managerial positions: organizational leaders and experts in specialized fields.

The stated figures represent the ratio as of April 1 of the following fiscal year.