

Messages from Outside Directors



Shigeki Goto
Outside Director and Independent Director

Riyo Kano
Outside Director and Independent Director

Tsutomu Tannowa
Outside Director and Independent Director

Junko Okawa
Outside Director and Independent Director

Q1. Expectations toward the New Mid-Term Management Strategy (Sustainability Management, Satellite Growth Strategy, Strengthening of Management, etc.)

Q2. The atmosphere of the Board of Directors, and the effectiveness of its discussions along with the reasons (Newly appointed directors: Aspirations for the inauguration)

Q3. Recognition of our challenges, and the roles of outside directors based on the challenges

Shigeki Goto

1. By transforming the techniques for expressing information from analog to digital, we can easily go beyond the borders of time and space. Storage takes us beyond time and telecommunication takes us beyond space. Digital technology is intrinsically computation. Artificial intelligence (AI) is also a type of computation. By utilizing digital technology, human intellectual activities are amplified. Eventually, digital technology will be recorded as an important turning point in human history. Digital transformation (DX) currently in progress is just the beginning.
KDDI is leading digital technology utilization. Among the topics of the New Mid-Term Management Strategy, I have high expectations on value creation through life transformation (LX) * Digital technology will significantly change both lives of individuals and activities of the human society. I would like to move forward while enjoying the change.

2. The Board of Directors has developed an atmosphere of respecting the opinions of outside directors. Opinions and questions are raised from several points of view, from which I have much to learn. One weakness of humanity is that nobody can look at his or her own face. This is also true for companies. As an outside director, I aspire to serve as a mirror for KDDI.
3. Digital transformation (DX) is in progress everywhere in the world, but software and system management technologies at the root of DX still rely on humans. In other words, analog factors remain at the core. As a young engineer, I researched automatic software generation methods using AI, but it was unable to completely eliminate analog factors.
As a top runner in DX, KDDI must cope with the shortage of actual digital DX talents. I am committed to supporting KDDI's transformation to a company that puts human resources first by utilizing my experiences of teaching university students in the information and communication technology area.

* A business model that transforms diversifying consumption, life experience and behaviors with an eye to the future

Riyo Kano

1. The New Mid-Term Management Strategy is structured around sustainability management. I expect that KDDI can serve a significant role in making a carbon-neutral society a reality, not only from the energy conservation efforts of KDDI and related companies but also by providing various advanced technologies. In addition, a proposal of new lifestyles through life transformation (LX) may change our lifestyles to richer ones. I expect that our talents, assets and others centered around the communication infrastructure are utilized as much as possible so everyone can comfortably enjoy such lifestyles.
2. Active discussions exist at the Board of Directors, on which questions and opinions are raised from various viewpoints by executives equipped with diverse experiences and insights. In addition, information is frequently shared at meetings and briefings other than the Board of Directors, creating an atmosphere that welcomes the exchange of opinions and open discussions.

3. I acknowledge that we have always been intensely working on risk management as a provider of communications serving as a lifeline. However, in July 2022, a large-scale communication failure occurred, and as a result, we found challenges in addressing issues such as customer notification. I would like to carefully check problem-solving and preventive measures from the users' point of view.
Furthermore, I think that the management of an increased number of subsidiaries and related companies due to business diversification centered around communication is also a challenge. In addition to regular reporting in the Board of Directors, important matters regarding subsidiary management are reported whenever appropriate, and opinions and suggestions are raised from outside directors, leading to improvement in the area.

Tsutomu Tannowa (Newly Appointed)

1. The spread of COVID-19 infection has significantly affected our social life including business activities. Various communication opportunities now rely heavily on online measures, dramatically increasing the importance of maintaining ICT infrastructure at the foundation of online communication. Under such conditions, our recent communication failure caused significant inconvenience to many users. This is unacceptable for the Company undertaking such a highly public business as ICT, and therefore root cause analysis and establishment of preventive measures are of top priority.

2. I would like to fully use my experience in managing manufacturing companies to get involved in solving this challenge. Although the industry is obviously different, nothing differs from the perspectives of corporate social responsibility and risk management enhancement, etc.
3. In the future, businesses will require a higher level of ESG management. Furthermore, a mountain of individual challenges exists, such as working toward a carbon-neutral society and embracing corporate governance codes. I would like to work on effective support by utilizing an outsider's viewpoint to cope with these challenges.

Junko Okawa (Newly Appointed)

1. In such a turbulent era, I feel a big possibility as a social transformation company in our strategy which is centered around telecommunications and utilizes expertise, technical capabilities, and talent as well as imagines a future human society in a broad sense including social problem-solving. I expect KDDI to make this strategy a reality through investments at the right time and scale with associated responsibilities in mind, thereby becoming a trusted platform in a sustainable human society.
2. Using a third party's perspective to boost management capabilities and make profits fairly is of top priority. In addition, I would like to participate in honest discussions to enhance the

- Company's value through diverse viewpoints, including topics such as reflecting social perspectives on our business from an outsider's eyes.
3. Since KDDI undertakes the infrastructure mandatory for digitalization, our roles and possibilities are expanding. This means that risk and responsibility are expanding as well. How should we navigate the company with awareness and tension as a company with a highly public nature, and at the same time never stop progressing to achieve management goals? I would like to serve my role so I can appropriately prioritize matters and make high-level decisions.