Long-Term Vision 2035 and Long-Term Strategy Goals 2035

OPTAGE
What's next?

In an era when telecommunications and data serve as the foundation for
accelerating social transformation,

we aim to become a global network solutions company that continuously drives new value for society.

Leveraging our proprietary optical fiber network spanning the Kansai region and our strong capabilities in infrastructure construction and operations, OPTAGE has supported daily life and business activities through information and telecommunications services.
Going forward, we will further strengthen this robust business foundation and expand our business domains, evolving into an essential partner for more customers across Japan and around the world.

To achieve this aspiration, together with like-minded partners and new collaborators, we will advance the digital infrastructure that supports daily life and society.
As a company where people who take on challenges can realize their full potential, we will return the benefits of sustainable growth to society and contribute to creating a more prosperous future.

Our Aspiration for 2035

Becoming a Global Network Solutions Company That Continuously Drives New Value for Society

Value We Offer

Deploying the digital infrastructure that connects people and society together and supports our future daily life, with services tailored to the values of each customer

Deploying the digital infrastructure that connects the world and supports our future society, with solutions that go beyond expectations

Business Foundation

Mind

Evolving Our Innovative Corporate DNA

Our People and Organization

Maximizing the Capabilities of Our People and Organization

Technology

Advancing Technology by Building on Our Expertise and Pursuing Innovation

Co-Creation

Driving Collaboration and Co-Creation

Sustainability

Contributing to a Sustainable Society

Core Area Strategy (Consumer Business and Mobile Business)

Positioning the core Consumer Business and Mobile Business as key sources of our growth, we will further strengthen their business foundation.

Deepening Our Core Areas

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- High-quality
- Fast
- No.1 market share among detached homes in the Kansai region*1

Enhancing service competitiveness

Providing ultra-fast, high-quality service at competitive prices to secure a leading position by further pursuing our market-leading strengths

*1 Market share of internet lines for detached homes in the Kansai region (January 2026, OPTAGE survey)

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- Low price
- Co-Creation
- No.2 MVNO market share*2

Expanding business domains

Expanding from our consumer-oriented business to the enterprise IoT domain while creating new value that goes beyond telecommunications through co-creation with partners from other industries

*2 MM Research Institute, "Survey of Japan's MVNO Market" (as of September 30, 2025)

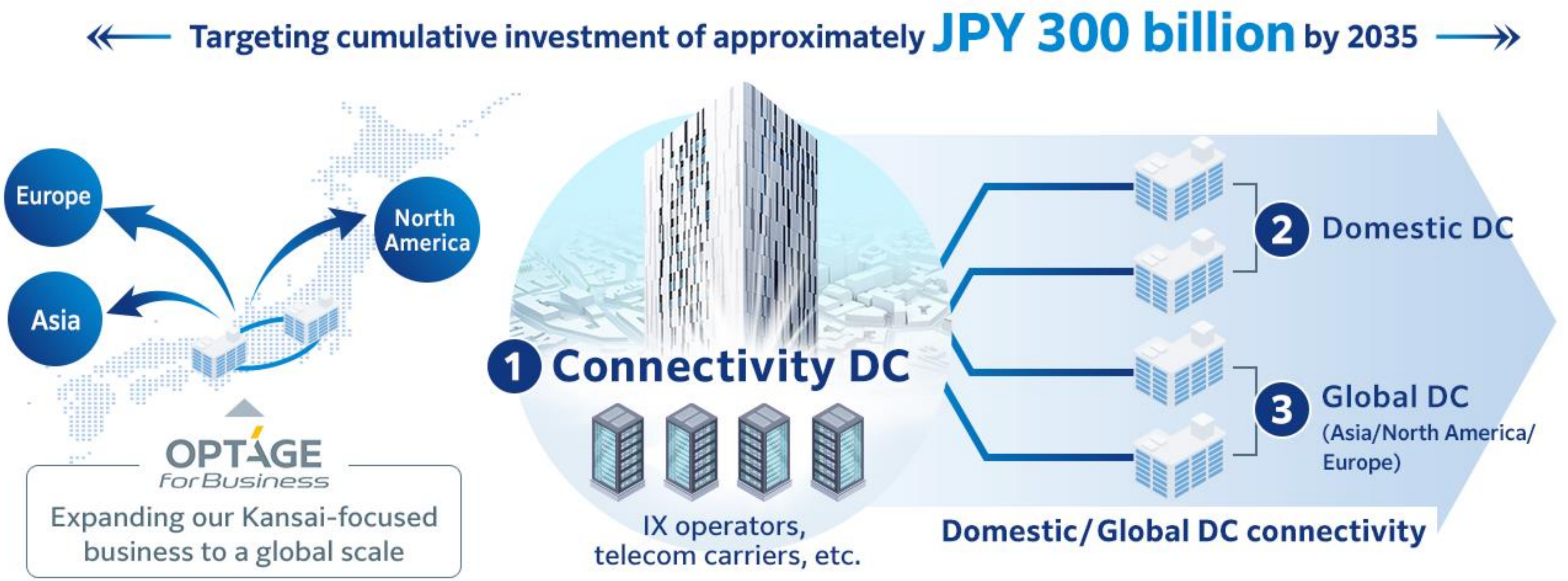
Strategy

- By carefully honing our strengths, including the strategic rollout of ultra-high-speed services designed to meet future needs, we will firmly establish our position as market leader in Kansai and ensure a sustainable revenue base.
- We will capture growth in the IoT market by entering the full MVNO business, expanding into the enterprise IoT domain, and strengthening our alliances through services that substantially lower the barriers for companies in other industries to enter the mobile business

Growth Area Strategy (Business Solutions)

We position Business Solutions as a growth area and, starting from Kansai, will expand our business domains to drive growth.

Expanding Our Growth Areas



Strategy

We will contribute to strengthening Japan's digital infrastructure by expanding our Kansai-based digital infrastructure to provide integrated solutions encompassing networks, data centers, and other services.

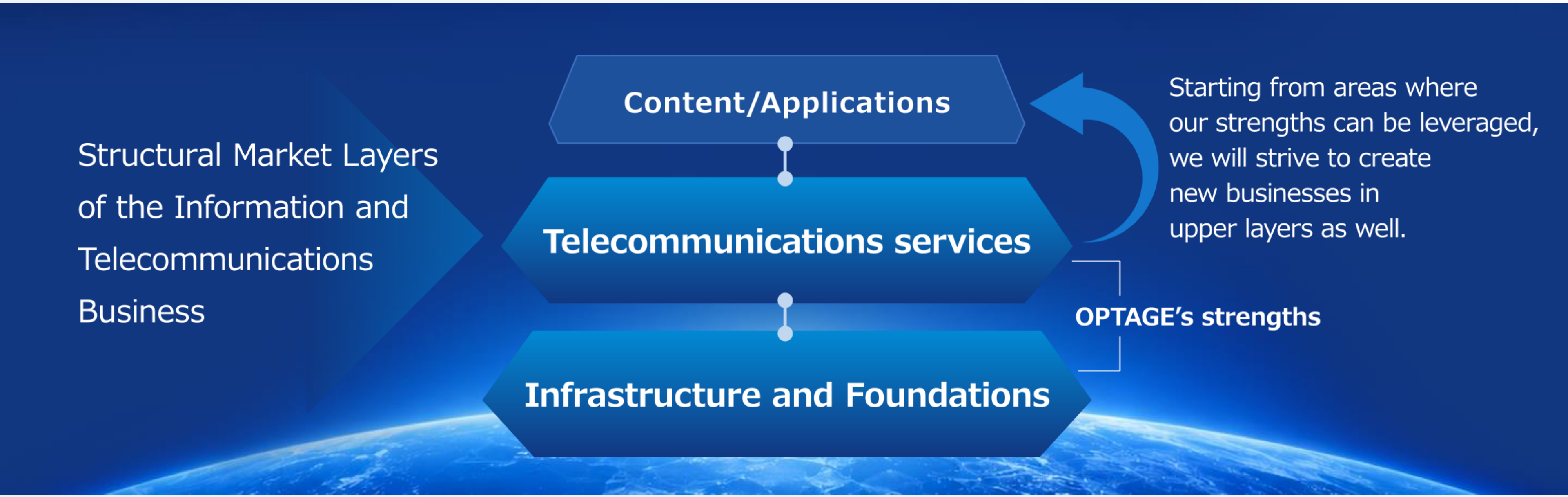
(1) Attract a diverse range of operators by developing connectivity-focused data centers that leverage our proprietary optical fiber network

(2) Enhance Japan's data distribution infrastructure by establishing connections among major domestic data centers

(3) Expand global networks by participating in international submarine cable projects and strengthening connectivity with overseas data centers

Further Accelerating Growth

Leveraging our strengths in infrastructure development and telecommunications services,
we will strive to create new businesses in upper layers as well.
We will explore a broad range of opportunities where our strengths can be utilized to generate new business,
not limited to cutting-edge technologies such as AI and Web3.



Business Types Under Consideration

Web3

Provide and support blockchain-based
Web3 business infrastructure
(e.g. wallets) for financial institutions

AI Solutions

Deliver end-to-end AI implementation
solutions spanning infrastructure
and applications

Cybersecurity

Provide consulting-centric solutions for small
and mid-sized enterprises
by combining tools, maintenance, operational
support, and other services

Taking into account market potential, the competitive landscape, and profitability,
we will move initiatives forward while reviewing priorities as appropriate and identifying new business opportunities.

Talent Strategy Supporting Our Business Foundation

By simultaneously deepening our core areas and expanding our growth areas,
we will broaden the field for professionals who continuously adapt to change and thrive.

Our Aspiration for 2035

Becoming a company where professionals continuously adapt to change and thrive

Key Strategies and Major Initiatives

Building an organization where a diverse range of expertise can thrive

- Recruit and develop specialized talent to drive growth areas and talent who can succeed globally
- Strengthen highly specialized talent to deepen expertise in core areas
- Enhance workplaces to be more attractive and foster a corporate culture where diverse talent can thrive

Building a system that rewards people for challenging themselves

- Implement performance evaluations that properly reflect contributions to strategy
- Deploy talent optimally in line with business strategy
- Support self-directed career development by expanding opportunities to challenge oneself

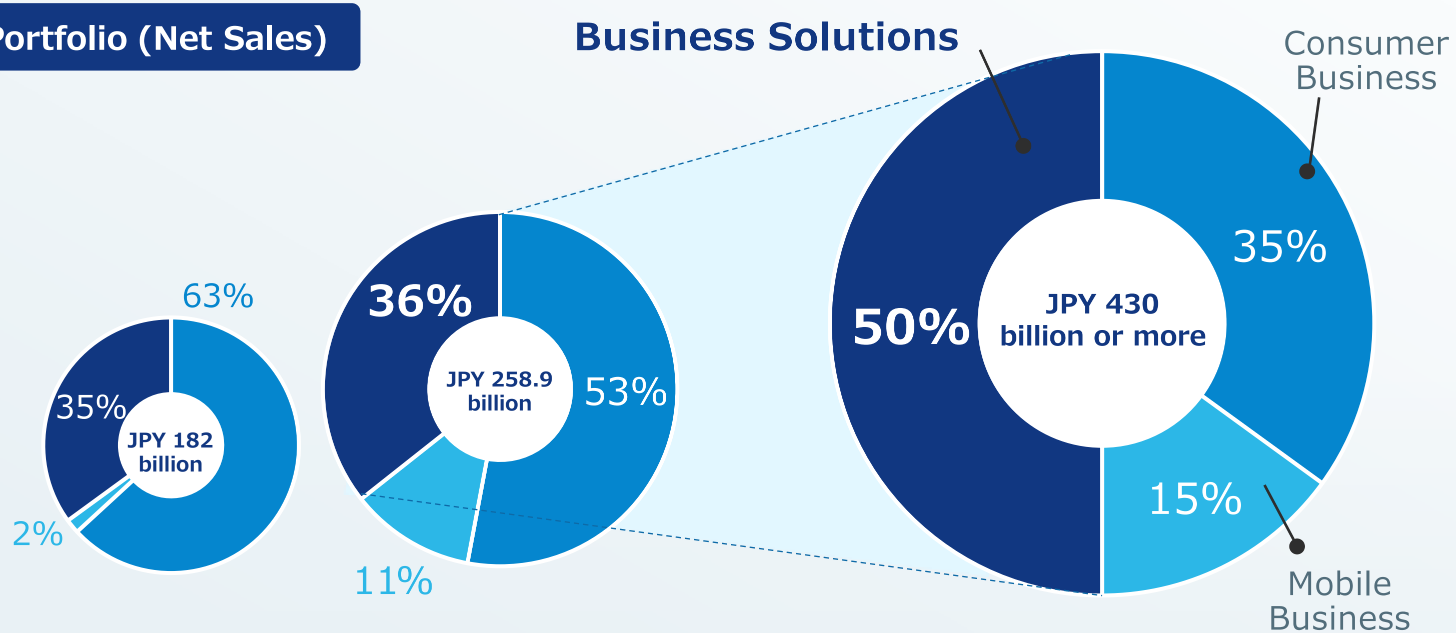
Building an environment that enables sustainable growth

- Establish mechanisms to leverage AI and cutting-edge technologies to generate new value
- Expand learning opportunities and support reskilling to enable growth
- Accelerate the development of the next generation of leaders who will drive our businesses and organization in the future ahead

Management Goals for 2035 and Evolution of the Business Portfolio

We will evolve our business portfolio by expanding the Business Solutions segment
and transitioning to a more balanced business structure.
To achieve sustainable growth, we target net sales of JPY 430 billion or more and ordinary profit of JPY 75 billion or more.

Business Portfolio (Net Sales)



	FY2015	FY2025
Net Sales	JPY 182 billion	JPY 258.9 billion
Ordinary Profit	JPY 14.4 billion	JPY 47 billion

2035 Management Goals	Change (vs. FY2025)
JPY 430 billion or more	**+ JPY 170 billion or more**
JPY 75 billion or more	**+ JPY 28 billion or more**

OPTAGE

What's next?

Reference | OPTAGE Overview

We contribute to improving people's lives and supporting the growth of businesses through our Consumer Business centered on fiber-optic internet services, our Mobile Business that provides mobile phone services, and our Business Solutions offering connectivity and other services to corporate customers.

Consumer Business

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FTTH service subscriptions

1.70 million

(As of March 31, 2026)

- Net / Telephone / TV
- Energy Service
- Home Security Service, and Other Services

Mobile Business

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Low-cost mobile service subscriptions

1.41 million

(As of March 31, 2026)

- Mobile Phone Services (Personal/Business)
- IoT Services

Business Solutions

OPTAGE for Business

Corporate lines

100,000

(As of March 31, 2026)

- VPN and Dedicated Line Services
- Internet Connectivity Services
- Data Centers
- Cloud Services
- IT Infrastructure Development, Security, and Other Services

Reference | Past Growth and Customer Base Expansion

We have steadily grown our business and built a sustainable revenue base, while achieving solid growth in subscriptions to our core services and establishing a robust customer base

		FY2015	FY2025	Change
Financial Indicators	Net Sales	JPY 182 billion	**JPY 258.9 billion**	**+ JPY 76.9 billion** (CAGR 4%)
	Ordinary Profit	JPY 14.4 billion	**JPY 47 billion** (Medium-term plan target: JPY 45 billion)	**+ JPY 32.6 billion**
	ROA*1	5%	**15%** (Medium-term plan target: 11.5%)	**+10%**
Major KPIs	FTTH subscriptions*2*3 (Restated: Ultra-fast plan subscriptions)	1.59 million (-)	**1.70 million** (0.3 million)	**+0.11 million** (+0.3 million)
	MVNO subscriptions*2*4	0.25 million	**1.41 million**	**+1.16 million**
	Corporate lines*2	0.05 million	**0.10 million**	**+0.05 million**

*1 ROA = Business profit (ordinary profit + interest expenses) ÷ Total assets (average of beginning and end-of-period balances)
*2 Subscriptions as of March 31, 2026
*3 Subscriptions for the eo Hikari Net 10 Gbps plan or 5 Gbps plan
*4 Includes wholesale agreements with other companies