

地元に全力!

沖縄セルラー

OKINAWA CELLULAR

# Mid-Term Management Plan

## -Heading Toward FY 2030-

May 2025

Management Policy

OCT Vision 2030

Mid-Term Management Plan  
Cellular 6X (síks) Management

Financial Goals and Policies  
Toward FY Mar.31

Summary



## Management Policy

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# Management Policy

Increased revenue/Increased profit/  
Increased consecutive dividends

Management objectives

3  
increases

Payout ratio

over 40%

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# Heading Toward FY 2030



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# OCT Vision 2030

Enriching the islands' future with new value

**All for Okinawa! Okinawa Cellular**

Our Vision for 2030

*Chimu-dondon*  
**Smart Islands**



Addressing issues  
in Okinawa

Creating  
new value

Making Okinawa  
sustainable



# Okinawa's Issues



**Medicine**  
(health and welfare)



**Education**  
(improving quality)



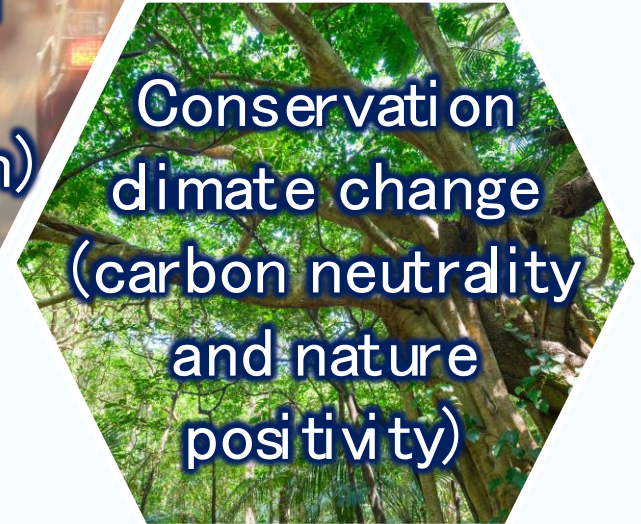
**Transport infrastructure**  
(primary and secondary transportation)



**Poverty**  
(child poverty)



**Population decline**  
(worker shortages)

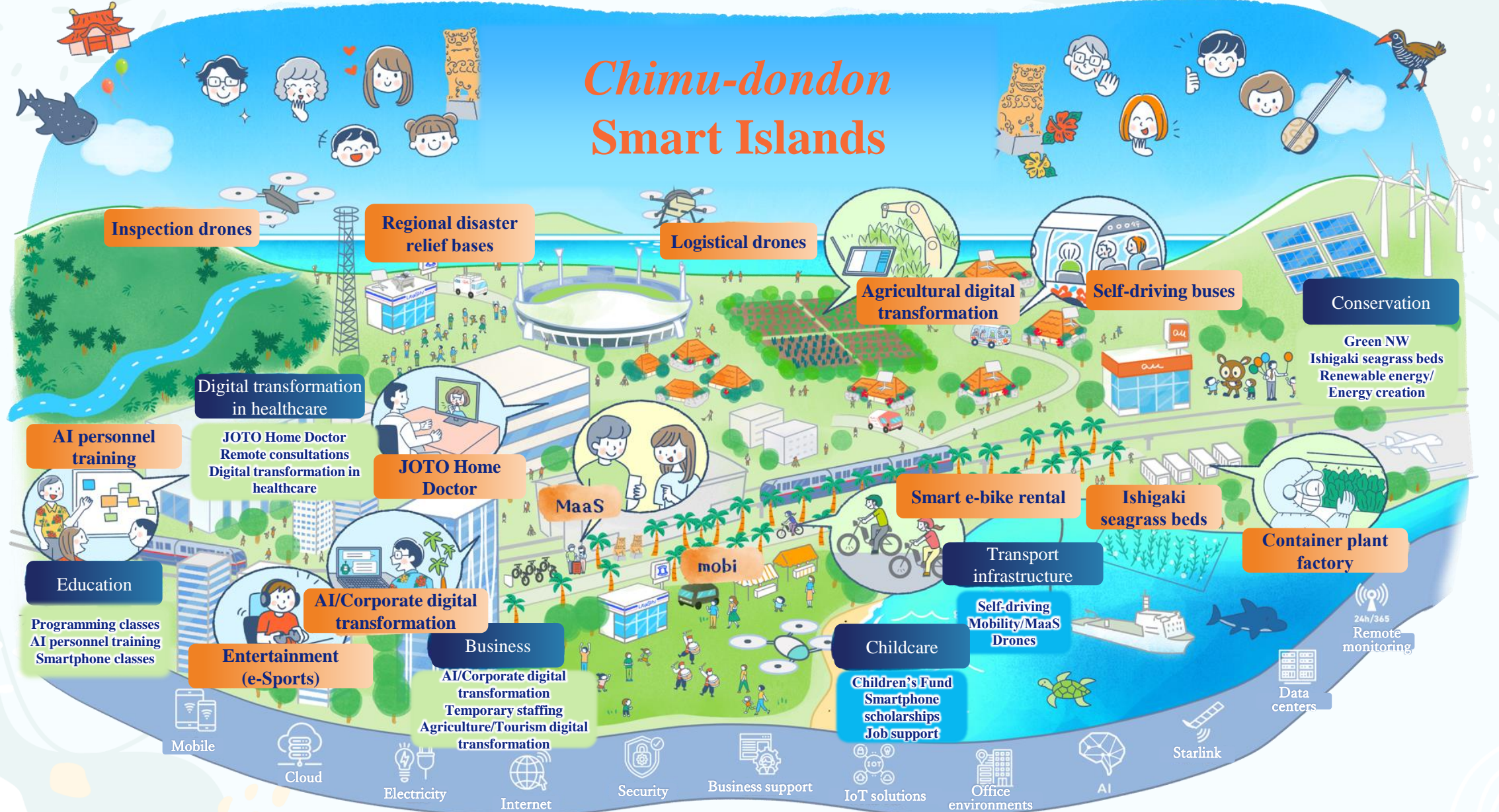


**Conservation**  
climate change  
(carbon neutrality and nature positivity)



## Our Vision for 2030

# Chimu-dondon Smart Islands



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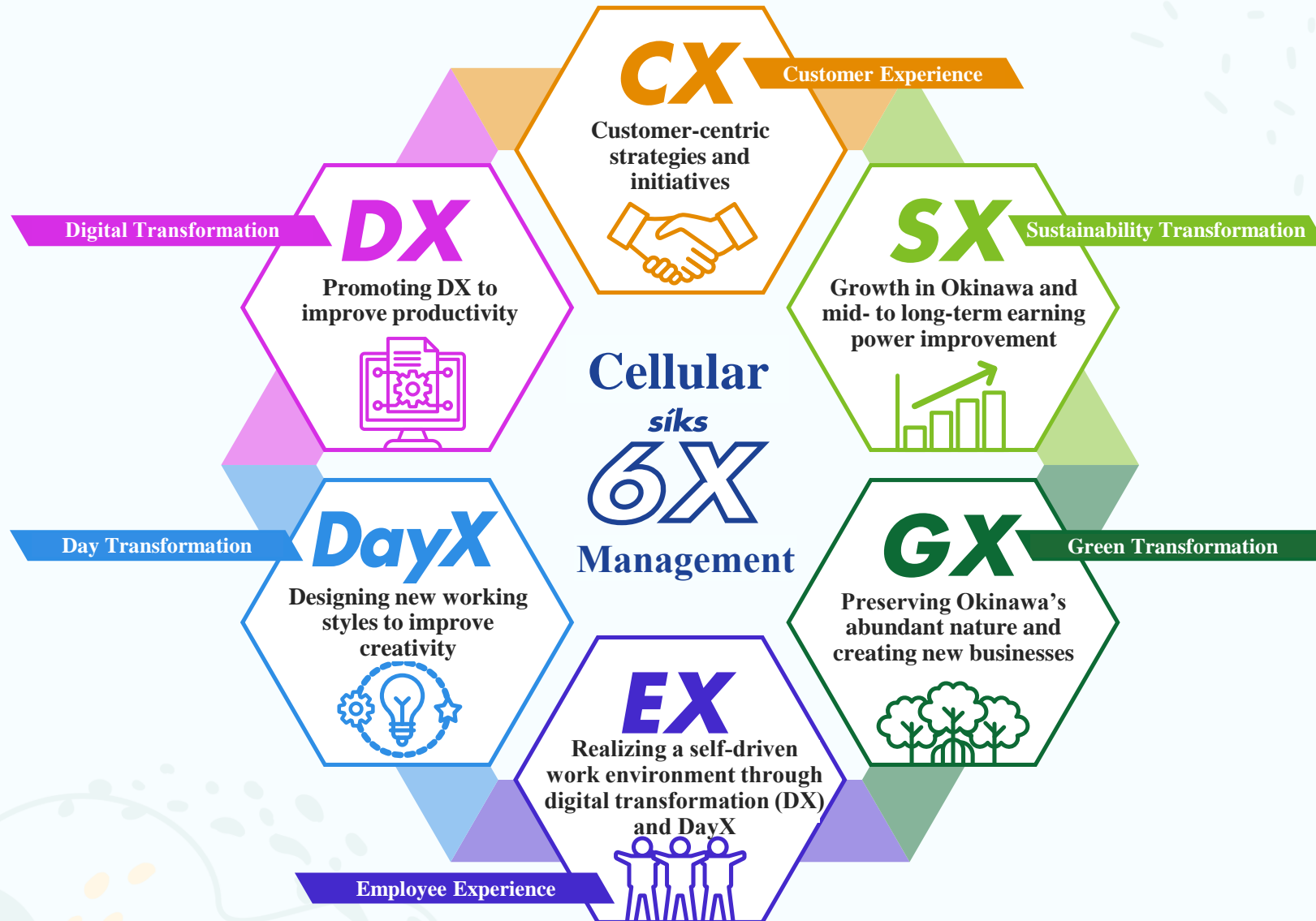
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# Toward FY 2030



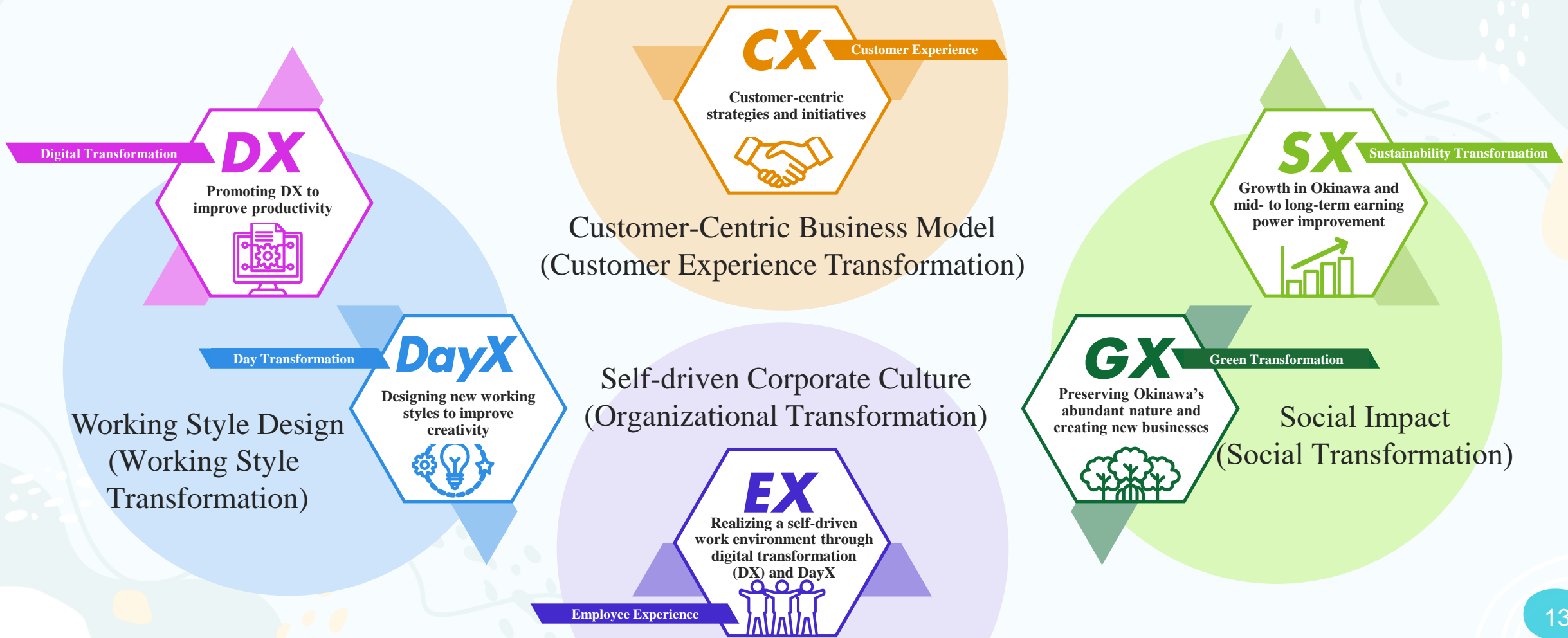
# About Cellular 6X (siks) Management





# Growth Foundation

Building a growth foundation that functions even in unpredictable times and driving social transformation in Okinawa

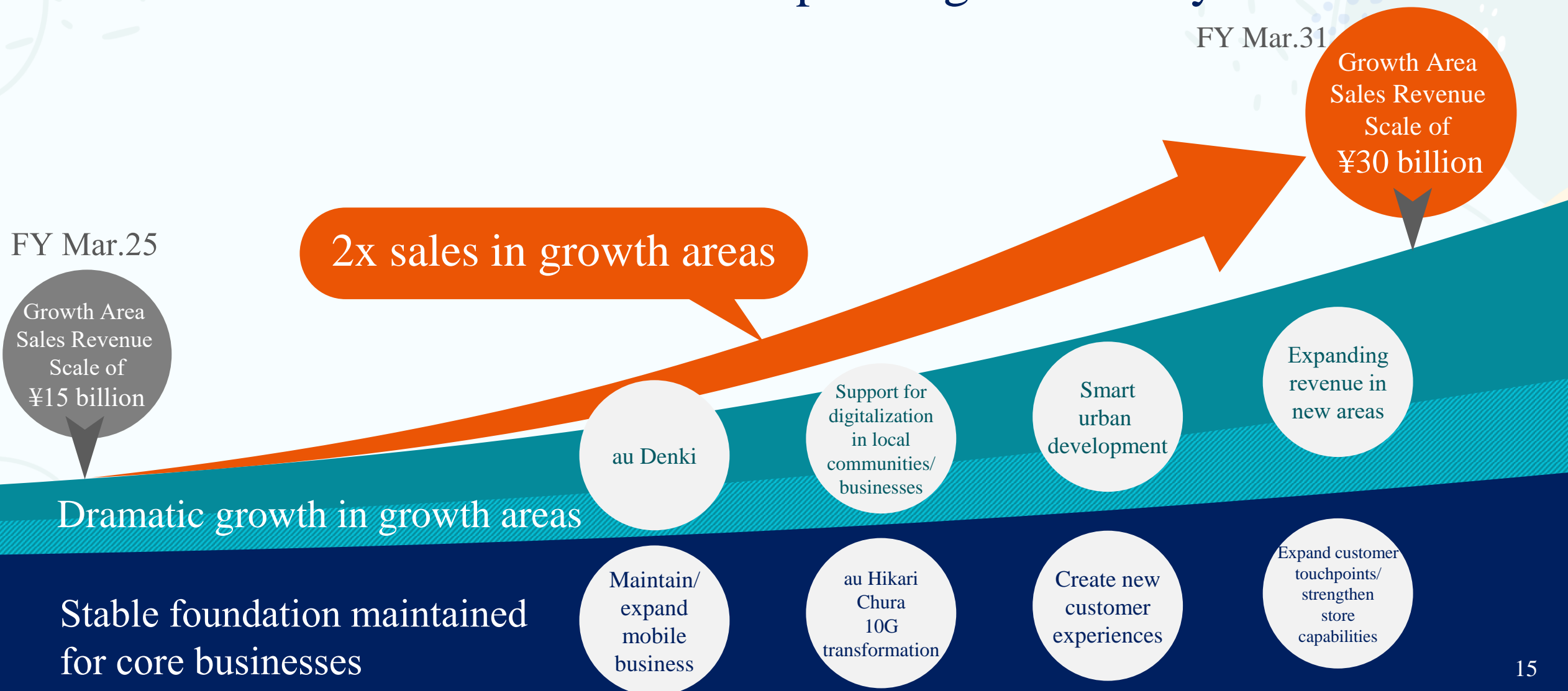


# Okinawa Cellular's Concept for the Community

We aim for business growth through carbon neutrality and nature positivity along with **improvement in well-being** for Okinawa



By pursuing bold expansion in growth areas,  
we aim to reach ¥100 billion in operating revenue by FY Mar.31



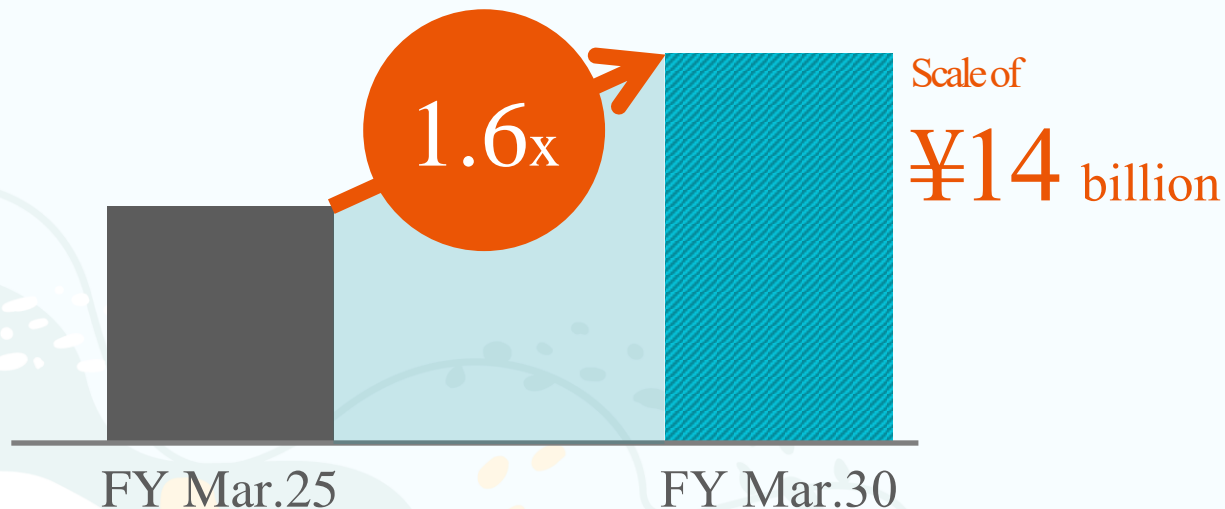


## Growth Areas

Expansion of au Denki and business services  
will lead growth area sales to a scale of ¥30 billion  
(double FY Mar.25)

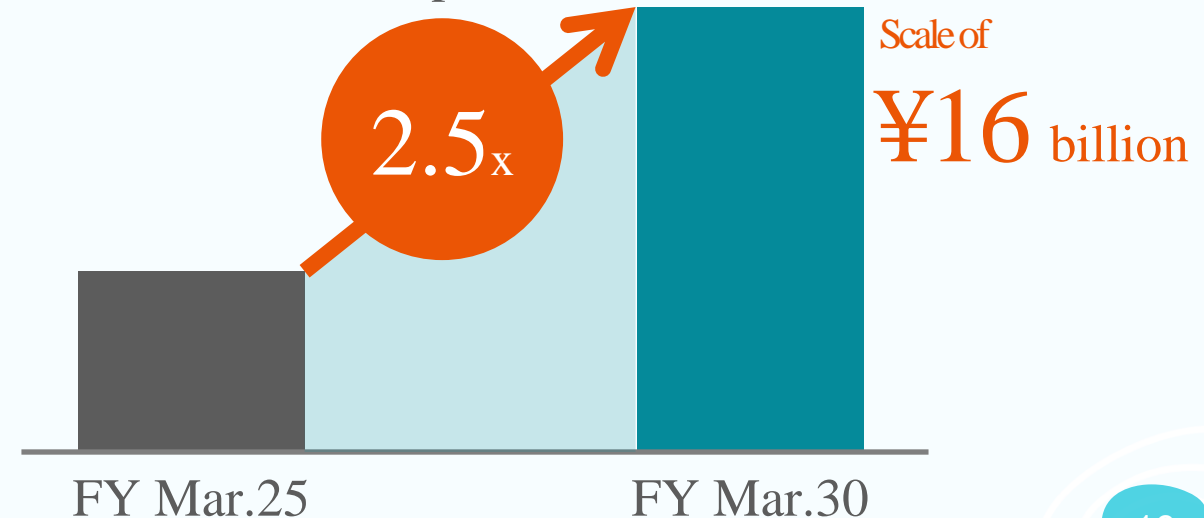
### au Denki

Entering the retail electricity market  
to increase sales and improve revenue



### Business Services

Aiming for rapid growth through the promotion of  
digitalization in local communities and the  
development of smart cities



# Business Services Growth Areas

Achieving telecom-focused digitalization for customers  
Promoting “smart urban development” and  
creating new growth models

## Office facilitation/Digital BPO



## Smart urban development



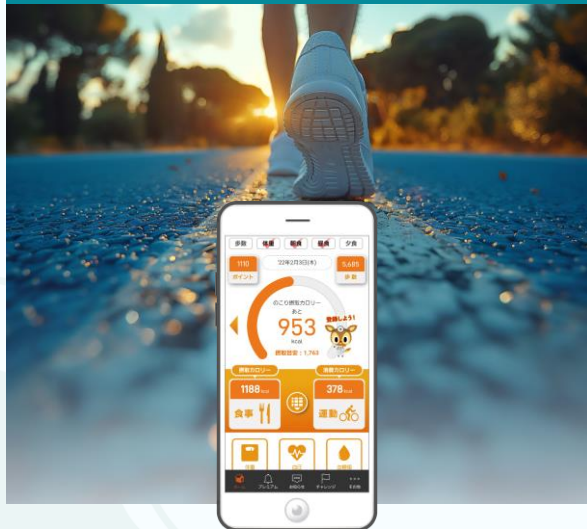


# Business Services Growth Areas

Realizing co-creation through stronger partnerships  
and promoting faster business development and expansion

## Revenue growth in each business

### Healthcare



### Smart agriculture



## Development in more business fields

### Mobility/Tourism



### Entertainment Community



# Core Businesses

Becoming a “continuously chosen brand”

Improving loyalty by developing community-based initiatives

Aiming to increase total active handset numbers and overall ARPU-based revenue

## Creating new customer experiences



au PAY community returns



Remote islands caravan car

## Customer touchpoints/store capabilities



Improving quality across all touchpoints



One to One marketing improvement through a data-driven approach



# Technologies that Support our Business Strategy



# Smart Future Infrastructure

Taking 5G from the adoption phase to the growth phase  
Real-time connections on the move and on remote islands

## Mobility future infrastructure

Promoting advancements in mobility

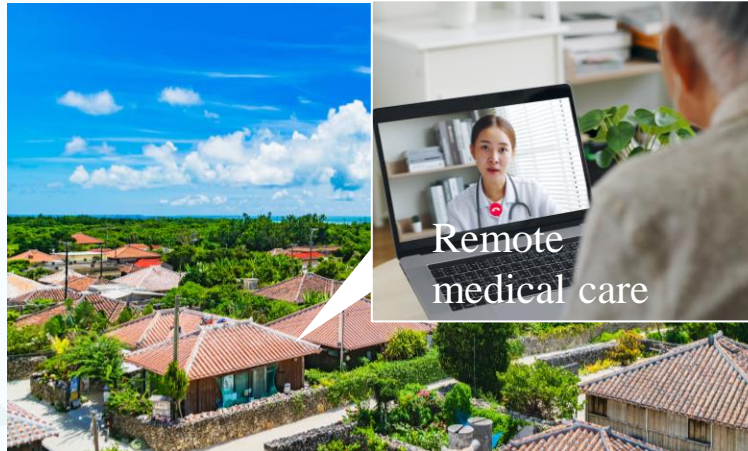
5G Stand Alone to enhance communications capabilities on main roads



## Enhancements on remote islands

5G area expansion to small islands

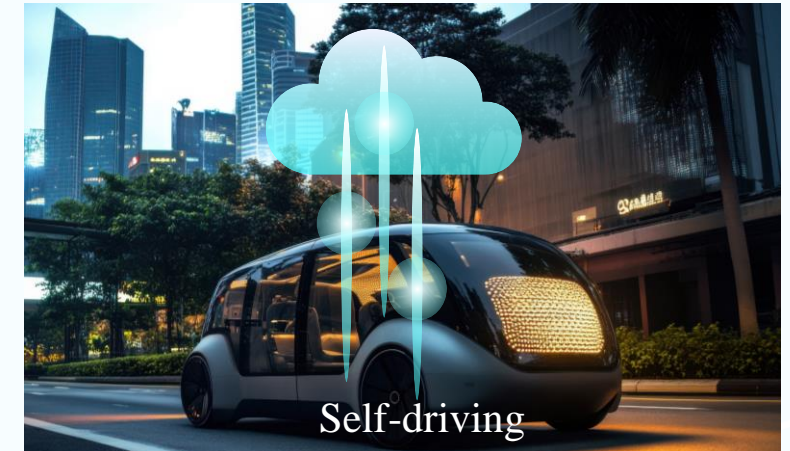
Fixing communications disparities and solving problems to revitalize life and business on islands



## Pursuit of real-time performance

Network that generates added value

Combining the cloud with edge computing for real-time experiences like none before



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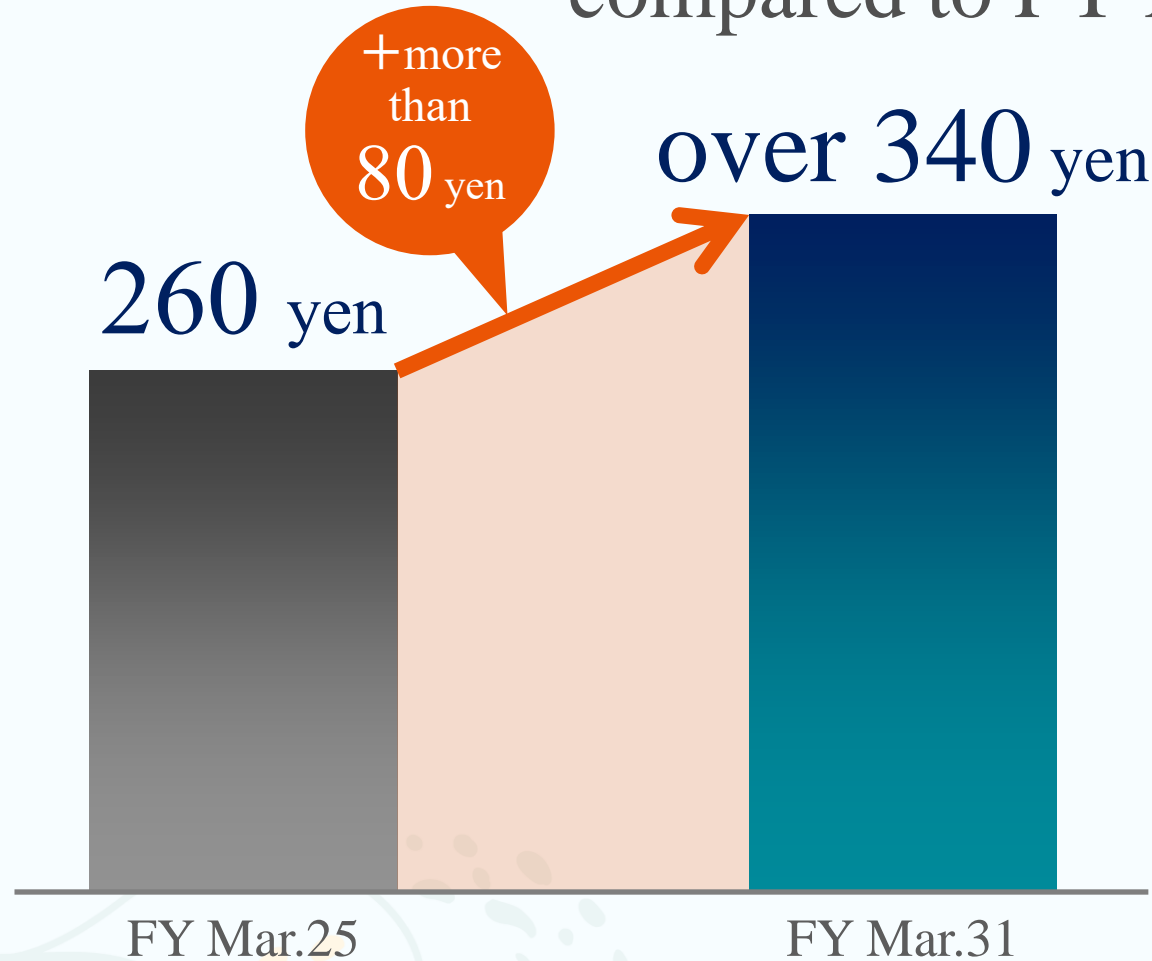
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# Financial Policy Toward FY 2030

Aiming for EPS growth of 30% or more compared to FY Mar.25

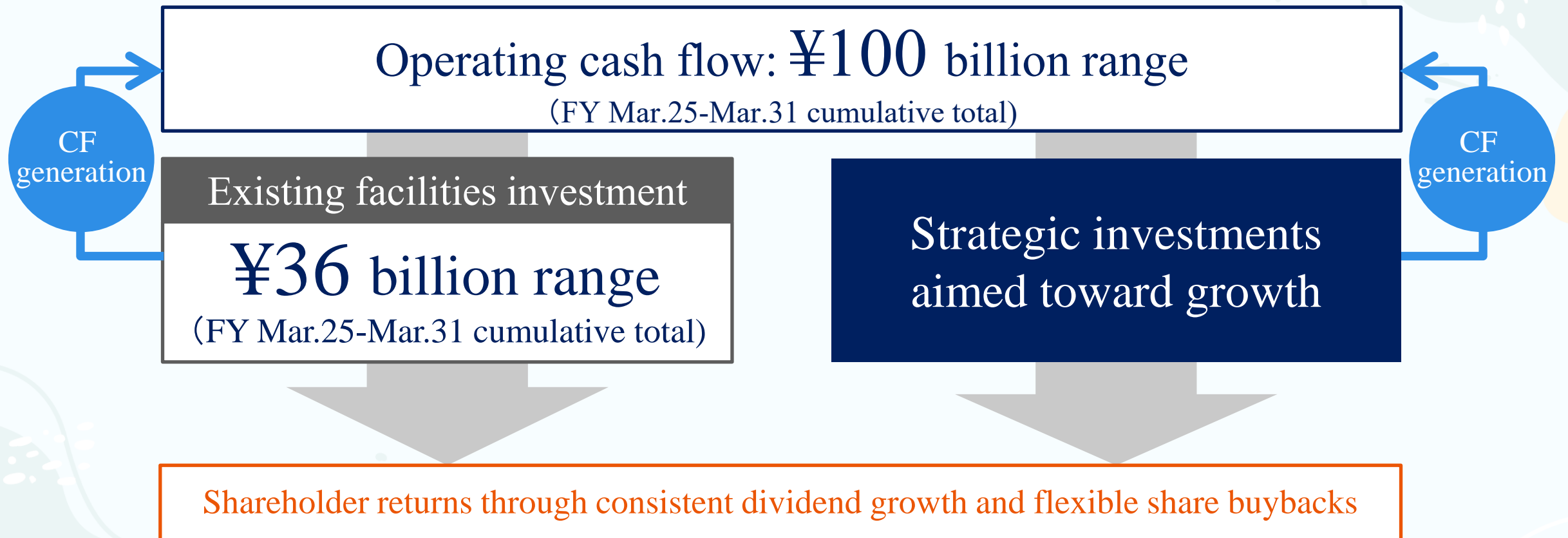


over 30%



# Financial Policy Toward FY 2030 (Cash Allocation)

Bold strategic investments in growth areas and new businesses to support expansion; impactful returns to enhance capital efficiency and foster market trust



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# Summary (Toward 2030)

## Management Policy

3 increases + dividend payout ratio over 40%

## OCT Vision 2030

Enriching the islands' future with new value  
All for Okinawa! Okinawa Cellular

## Financial Targets for FY Mar.30

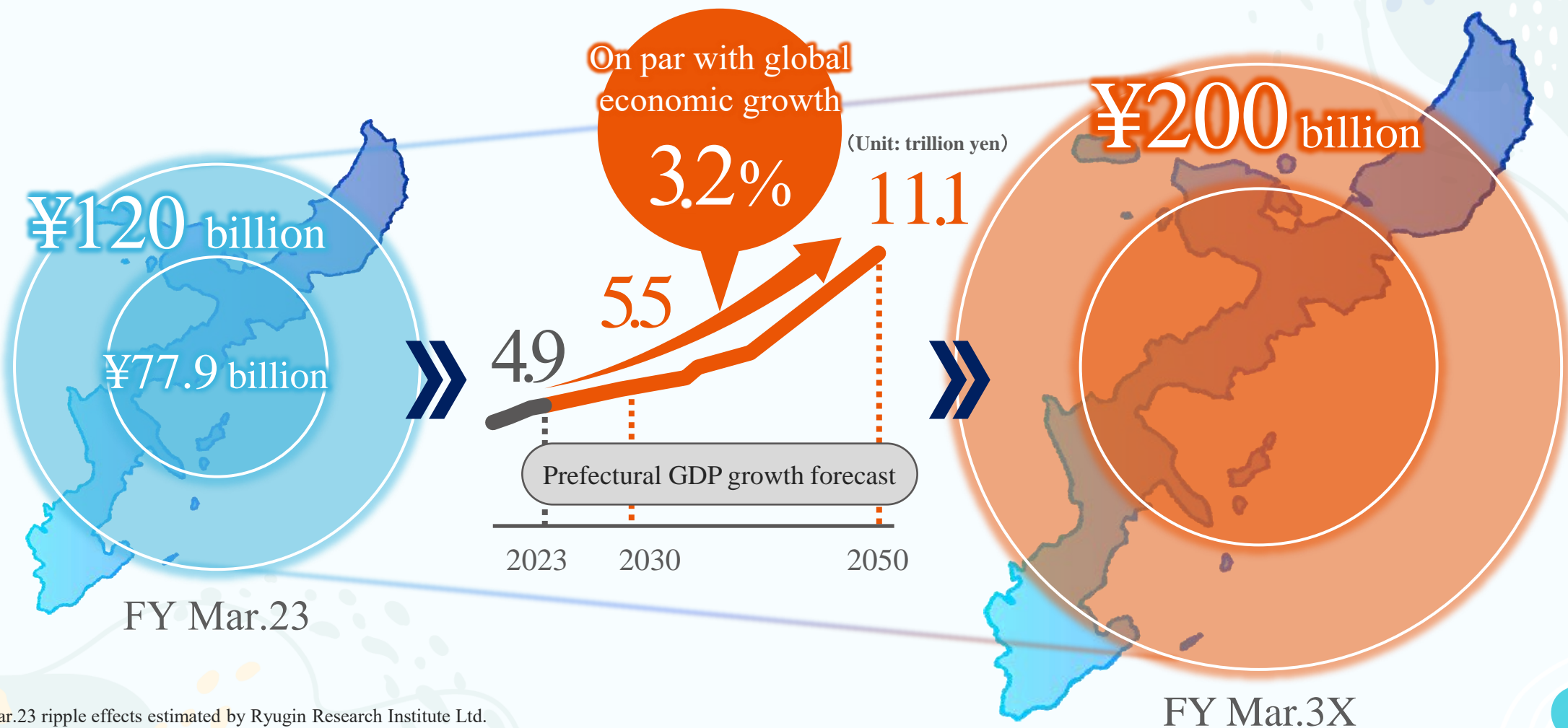
Operating revenue over ¥100 billion (growth areas over ¥30 billion)  
EPS growth of over 30% from FY Mar.25

## Financial Policy for FY 2030

Strategic investment for growth and flexible shareholder returns

# Taking “All for Okinawa!” to the Next Level

Economic ripple effects from Okinawa Cellular’s business activities  
will reach the ¥200 billion range



Note: FY Mar.23 ripple effects estimated by Ryugin Research Institute Ltd.

Note: Prefectural GDP growth forecast calculated using GW2050

# Value Creation Story

## 6 Issues Facing Okinawa Prefecture

- Medicine (health/welfare)
- Education (quality, eliminating discrepancies)
- Transport infrastructure
- Population decline (worker shortages)
- Poverty (child poverty)
- Conservation and climate change

### Input

- Financial Capital**  
Creating stable cash flow
- Human Capital**  
Personnel base to solve problems
- Social Capital**  
Huge customer base and locally-rooted sales channels
- Natural Capital**  
Leading conservation of Okinawa's rich natural environment
- Manufacturing Capital**  
Building a locally-rooted network infrastructure
- Intellectual Capital**  
Creating value using robust telecom infrastructure

### Business Activities



### Corporate Principles

### Philosophy

### Output

- Creating innovation through telecom-centric collaboration and co-creation
- Realizing a safe, secure, and abundant society
- Solving issues faced by Okinawa through our businesses
- Improving stakeholder engagement
- Promoting nature positivity and carbon neutrality in Okinawa
- Strengthening our management base through enhanced governance
- Training diverse and skilled personnel and providing motivation and comfort in working

### Core Businesses

- Mobile business
- FTTH business

### Growth Areas

- Energy business
- Business services
  - Solutions business
  - Healthcare
  - Agriculture
  - Education

### Outcomes

Improved corporate value

Realizing a *chimu-dondon* Smart Island

Improved social value





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with new value

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