

Review of Previous Medium-Term Management Plans

In consideration of the risk of falling gas sales volumes resulting from population decline, the full deregulation of energy markets, and other factors, the Daigas Group has strengthened its financial base and expanded its new businesses through investment for business growth. As a result, the International Energy Business and Life & Business Solutions (LBS) Business have grown steadily, which has enabled the Group to improve its cash flows and enhance the robustness of its business portfolio. In response to the major environmental change that is the acceleration of the trend toward carbon neutrality, in addition to working to contribute to society through the provision of carbon neutral energy, including renewable energy development contributions and the development of e-methane technologies, the Group will strive for sustainable business growth by acting swiftly and flexibly to secure profits through the development of and power generation with natural gas and its advanced use during the transition period.

Medium-Term Management Plan 2016

(FY2015.3-FY2017.3)

Catalyze Our Dreams

The Group worked on its evolution into an “integrated energy business” in anticipation of the full deregulation of energy markets. To continue our growth as a group, we actively strived toward business expansion, with our central focus on areas with expectations of future growth, such as the electricity, international energy, and material solutions businesses in particular.

- Entered electricity supply business for residential and small business use
- Promoted stable energy supply and demand development by strengthening trunk pipelines such as the Himeji-Okayama Line and Mie-Shiga Line
- Developed and strengthened one-stop peripheral services (Sumikata Services, etc.) to respond to customers’ problems in their daily life other than gas and electricity
- Developed gas retail and energy services in Singapore and Thailand

Medium-Term Management Plan 2020

(FY2018.3-FY2021.3)

Going Forward Beyond Borders

Viewing the dramatic changes in the business environment, such as full deregulation of energy markets, as an opportunity, we pursued initiatives designed to turn the Group into an innovative energy & service company that continues to be the first choice of customers beyond the current times. We strengthened our business portfolio through the expansion of profits of the International Energy Business and the steady growth of LBS Business through active investment for growth.

- Strengthened on-site functions through establishment of core energy business companies, etc.
- Expanded renewable energy business
- Expanded business in the United States, including shale gas development (acquisition of Sabine Oil & Gas Corporation), participation in several IPP businesses, and launch of operation at the Freeport LNG plant
- Expanded development and sales of high-value-added materials that contribute to the industry, the consumer life and the environment

Medium-Term Management Plan 2023

(FY2022.3-FY2024.3)

Creating Value for a Sustainable Future

With the goal of achieving a sustainable society, we promoted “co-creating value for a sustainable future” and “evolving our corporate group,” our priority strategies declared as a corporate group that creates value that contributes to the solution of social issues. We also progressed our response to accelerating decarbonization and diversifying ways of work.

- Increased ROIC-focused business execution, such as capital-efficient asset replacement and investment
- Achieved 10 million customer accounts through expansion of retail power sales and development of marketing areas
- Achieved 2.5 GW renewable energy development contribution target
- Made progress in demonstration projects and technological development for practical application of e-methane
- Boosted profit contribution of the International Energy and LBS Businesses

Ordinary profit and segment profit (Excluding temporary impact on domestic energy business (Time-lag effect of Gas Business and Electricity Business))

