

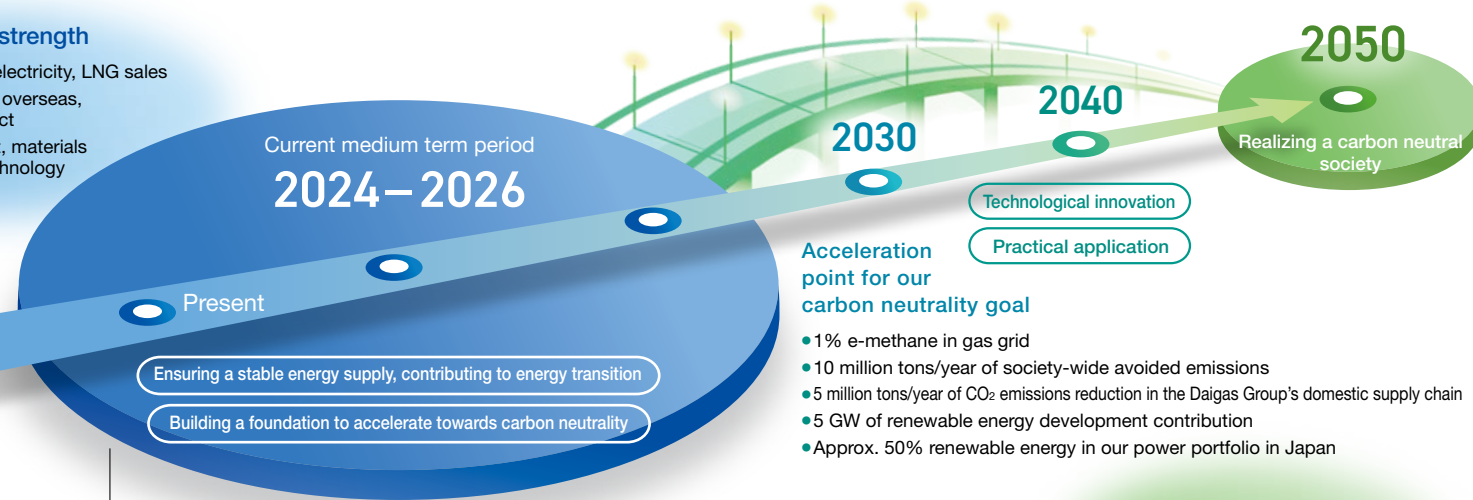
# Medium-Term Management Plan 2026

## Connecting Ambitious Dreams

The year 2030 will be a turning point for the Daigas Group to accelerate its initiatives to achieve carbon neutrality by 2050. The period from FY2025.3 to FY2027.3 will be focused on embodying our aspiration and building bridges to our future, which we refer to as “Connecting Ambitious Dreams,” by building a foundation to accelerate our carbon neutral initiatives to meet our 2030 targets while contributing to the energy transition and fulfilling our responsibility of a stable energy supply.

### Areas of strength

- Domestic gas and electricity, LNG sales
- Upstream business overseas, Freeport LNG Project
- Urban development, materials and information technology



- Ensuring a stable energy supply, contributing to energy transition
- Building a foundation to accelerate towards carbon neutrality

### Acceleration point for our carbon neutrality goal

- 1% e-methane in gas grid
- 10 million tons/year of society-wide avoided emissions
- 5 million tons/year of CO<sub>2</sub> emissions reduction in the Daigas Group's domestic supply chain
- 5 GW of renewable energy development contribution
- Approx. 50% renewable energy in our power portfolio in Japan

### Future growth fields

- e-methane
- Mid- and downstream business in Asia
- Renewable energy

- #### Financial targets
- ROIC: approx. 5.0%
  - ROE: approx. 8.0%
  - Dividend on equity: 3.0%

- #### Major non-financial targets
- Society-wide avoided emissions: 7 million tons/year
  - Customer accounts: 10.9 million
  - Development of DX core staff: 300 employees
  - Female directors: 25% or higher

### Key Strategy: the Three Commitments Details on P.31

**Support Employees to Shine in Their Roles**

**Co-create Value for a Sustainable Future**

**Evolve Business Foundation**

Since the announcement of the previous Medium-Term Management Plan, we have been facing new changes in the business environment. There has been a growing need to resolve social issues due to the global-scale acceleration of carbon neutral initiatives and increased risks of energy security. At the same time, people's mindsets on how they want to work have been diversified. In the Medium-Term Management Plan 2026, we will work on the Three Commitments. First is to co-create value for a sustainable future\* that contributes to resolving social issues. Second is to support employees to shine in their roles. Third is to evolve the business foundation.

\* Value creation to resolve social issues, such as achieving carbon neutrality, meeting diversified needs, and enhancing the resilience of customers and society, as aimed to achieve under the previous Medium-Term Management Plan.