

# Long-term Management Vision 2030 and Medium-term Management Plan 2020 “Going Forward, Beyond Borders”

The Daigas Group formulated a new Long-term Management Vision 2030 for FY2031.3 and the Medium-term Management Plan 2020 that covers the period up to FY2021.3 and is aimed toward realizing the vision of the Long-term Management Vision 2030. By going beyond customer expectations, business boundaries, and corporate boundaries, we strive to contribute to the advancement of society, communities, and customers, and to be an innovative energy and service company that continues to be the first choice of customers. Keeping in mind

the three guiding principles toward FY2031.3 based on the Daigas Group Management Principle, which consists of the Corporate Motto “Service First,” our aim “Daigas Group powers continuous advancement in consumer life and business,” and the declaration to create four values, namely, value for customers, value for society, value for shareholders, and value for employees, we will carry out activities aimed at realizing the long-term management vision.

## Daigas Group Management Principle and Three Guiding Principles toward FY2031.3

### Daigas Group Management Principle

What the Daigas Group Aims To Be	Daigas Group powers continuous advancement in consumer and business life
Daigas Group Declaration	Daigas Group is creating <b>four values</b>
Corporate Motto	Service First

The Daigas Group is committed to creating value primarily for customers, as well as for society, shareholders, and employees.

Creation of value for customers	Creation of value for society
Creation of value for shareholders	Creation of value for employees

### Three Guiding Principles toward FY2031.3

- 1 Continue providing as many customers as possible with high-quality services developed in the Kansai area.
- 2 Always strive to be professionals who pursue innovative challenges.
- 3 Continue to be trusted by investors, business partners, citizens and employees.

## Medium-term Management Plan FY2018.3-FY2021.3

Measures to be taken under the Medium-term Management Plan 2020

- Enhancement of solutions business for residential customers
- Enhancement of solutions business for commercial and industrial customers
- Establishment of competitive power-supply portfolio
- Development of pipeline network operator business
- Efforts to expand international energy business
- Securing of a business footing in the LBS business and exploration of new business fields

### Financial Targets for the Medium-term Management Plan 2020

Profitability indicators	ROA 3.5%, ROE 7.0%, EBITDA ¥200 billion
Shareholder returns	Payout ratio of 30% or higher*
Financial soundness indicators	D/E ratio of approximately 0.7, shareholders' equity ratio of approximately 50%

\*Excludes short-term fluctuation factors that affect profits

## Long-term Management Vision 2030



To be an innovative energy & service company that continues to be the first choice of customers

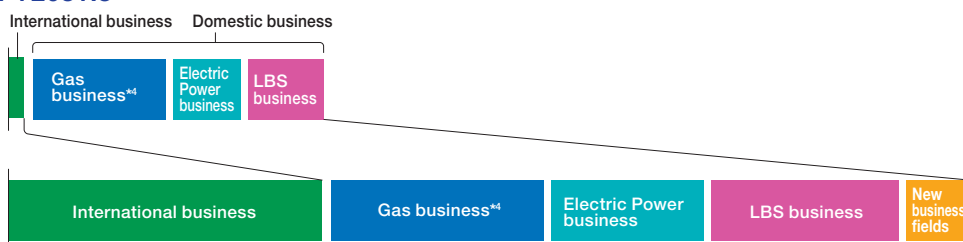
### What We Aim To Be in FY2031.3

Plan for FY2018.3  
Consolidated ordinary profit\*1 **¥64.0 billion**

International business : Domestic business = 1:20 \*2

FY2031.3  
Consolidated ordinary profit\*3  
to be **tripled**

International business : Domestic business = 1:2 \*2



\*1 Crude oil price of \$55/barrel; exchange rate of ¥115/\$1 \*2 On the basis of consolidated ordinary profit

\*3 Crude oil price of \$70/barrel; exchange rate of ¥115/\$1 \*4 Gas business profit includes sales of equipment and LNG, etc.

#### Efforts to Become What We Aim To Be in FY2031.3

Business development going beyond customer expectations, business boundaries, and corporate boundaries

Development of business as an energy marketer for a new era

Acceleration of the International Energy Business Development

Expansion of the LBS Business and New Business Fields

Growth investments and promotion of M&A

Innovations to go beyond customer expectations

Management that continues to be trusted by stakeholders (Enhance Corporate Value, ESG-conscious management)  
Workstyle reform and development of human resources to improve productivity

### Long-term Management Goals for FY2031.3

Long-term target items		Medium-term Management Plan FY2021.3 goals	Long-term management goals FY2031.3
Expand business domains	Energy source procurement capacity (domestic and international)*1	—	9,000 MW
	Renewable energy power generation capacity (domestic and international)	—	1,000 MW
	Number of customer accounts	—	10.00 million or more
	Scale of natural gas business*2	—	17.00 million t
Quality improvement	Customer satisfaction at each contact point*3	94.0%	95.0%
Security and safety	Ensure security and safety of gas pipelines, gas manufacturing, and power generation business	Maintain the status of zero serious accidents	
Environment/CSR	Contribution to reduction in amount of CO <sub>2</sub> emissions*4	Approx. 7.00 million t	Approx. 70.00 million t
Investment	Growth investment*5	¥520.0 billion	¥1,450.0 billion
	Domestic energy	¥200.0 billion	¥520.0 billion
	International energy	¥214.0 billion	¥550.0 billion
	LBS	¥106.0 billion	¥380.0 billion
	Total investment	¥700.0 billion	¥2,000.0 billion
	Quality improvement investing	¥180.0 billion	¥550.0 billion

\*1 The ratio of procurement from markets and other companies will be considered continuously depending on circumstances in systems and regulations imposed by the national government.

\*2 Includes sales of LNG to domestic and international energy operators and handling of overseas LNG terminal operations.

\*3 Customer satisfaction for opening gas valves, equipment repairs, and sales and installation work.

\*4 Total contribution to reduction in amount from FY2018.3 through FY2031.3. Includes contribution to reduction at customer sites and overseas.

\*5 Total investment amount from FY2018.3 through FY2031.3.