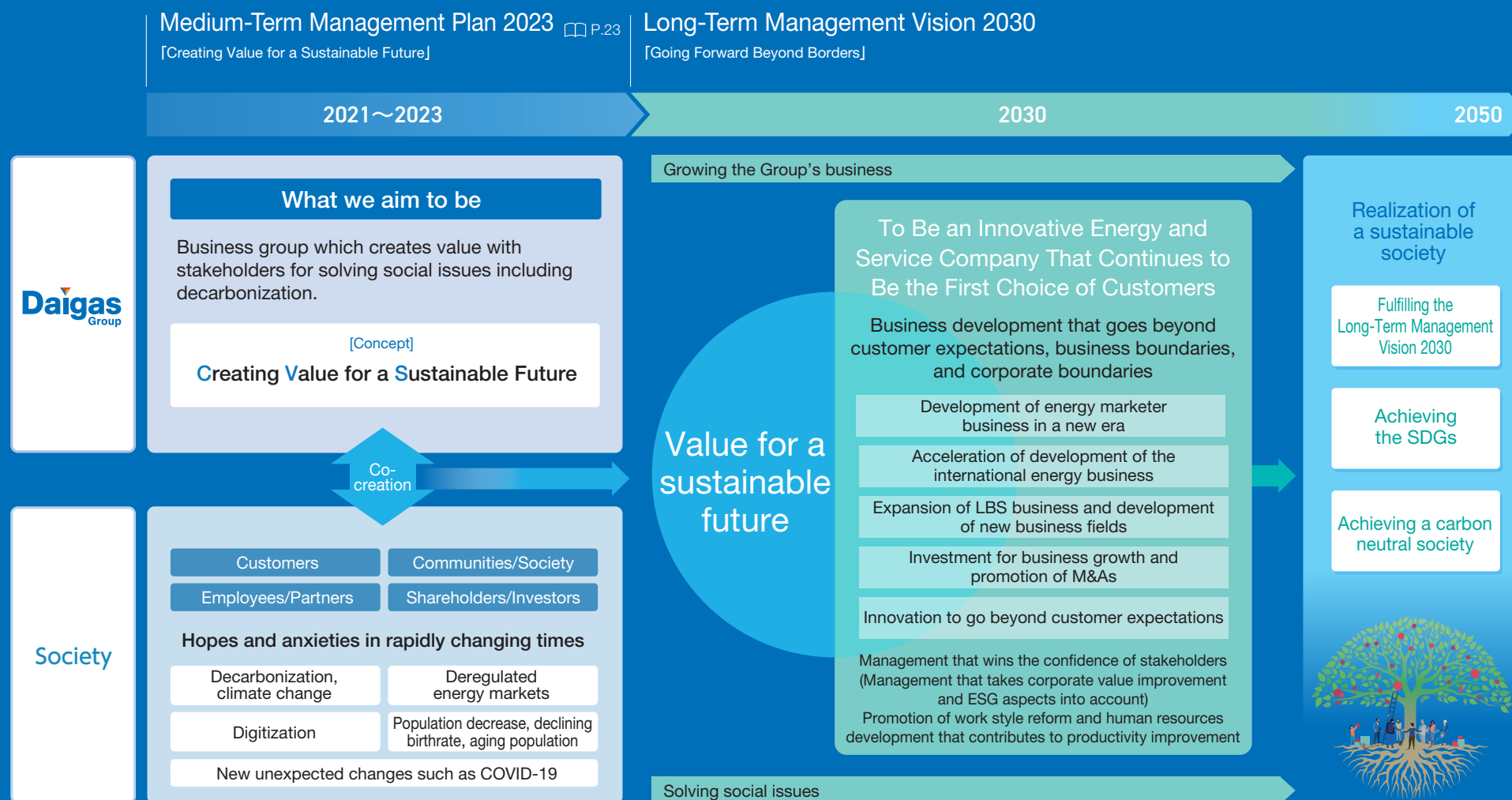


# Long-Term Management Vision 2030 and Medium-Term Management Plan 2023

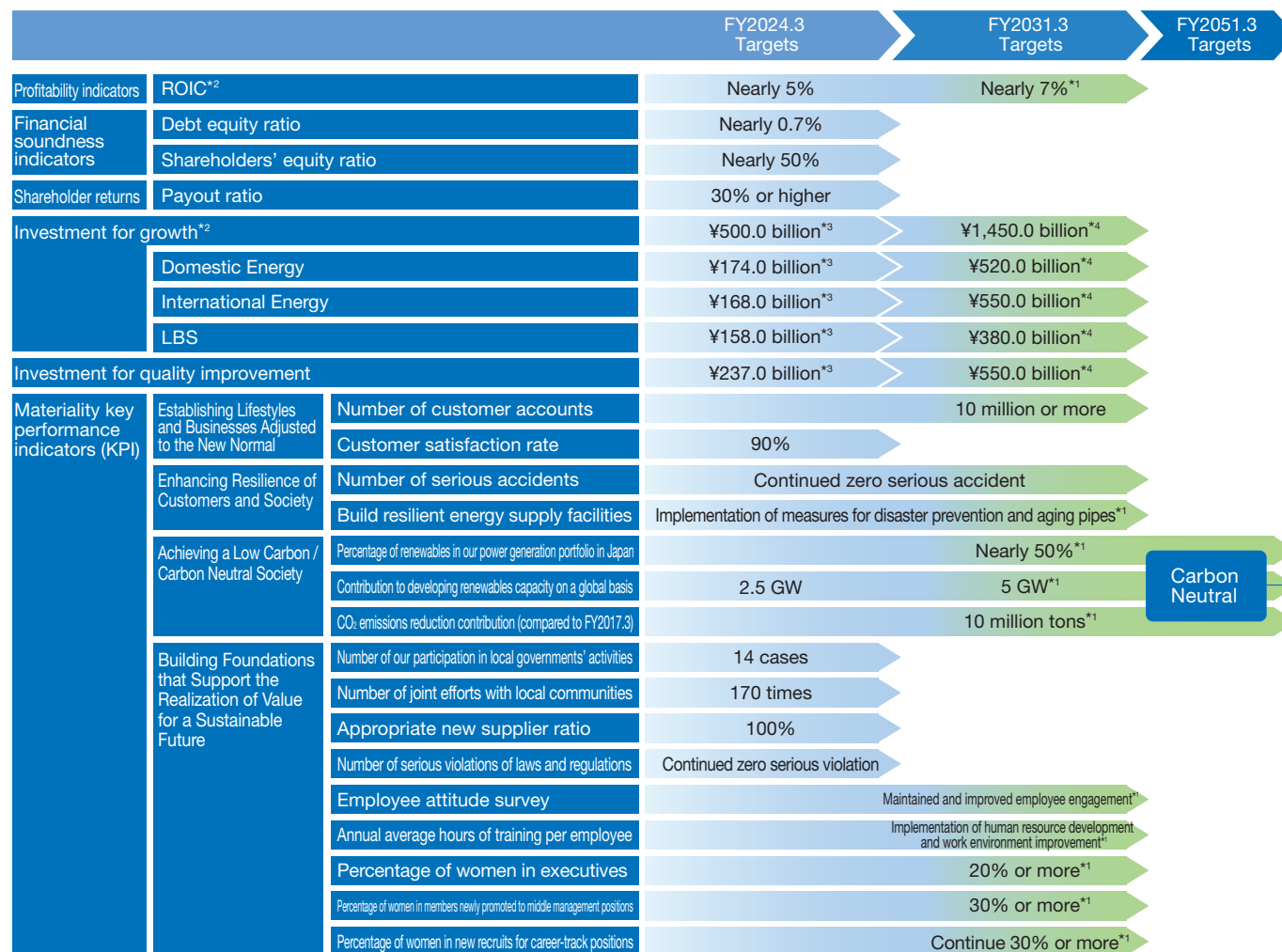
In 2017, the Daigas Group formulated a Long-Term Management Vision that looks toward FY2031.3, aiming to be “an innovative energy and service company that continues to be the first choice of customers” and achieve carbon neutrality by 2050.

In our Medium-Term Management Plan 2023, “Creating Value for a Sustainable Future,” announced in 2021, we have adopted a backcasting approach from our long-term vision in formulating our plan. Our aim is to create “value for a sustainable future” together with our stakeholders and continue to grow as a corporate group that creates value that contributes to solving social issues, with the goal of achieving a sustainable society.



In formulating the Medium-Term Management Plan 2023 (Plan 2023), in addition to introducing ROIC as a management indicator, we newly identified important aspects (materiality) for the acceleration of ESG management. Please refer to [page 16](#) for the results of financial indicators. Please refer to [pages 25 to 26](#) for the results of the key performance indicators related to materiality.

## Medium- to Long-term Management Indicators



### Striving to achieve carbon neutrality by 2050

In light of the growing demands of society for responses to global warming, the Daigas Group aims to become carbon neutral by 2050. We plan to reach the goal through decarbonization of our gas and electricity by introducing methanation technology, which uses hydrogen generated by renewable energy, and by increasing the share of renewables in our power generation portfolio. Further, we announced our "Carbon Neutral Vision" in January 2021 to indicate our efforts to achieve this goal.

In March that year, we also announced our Medium-Term Management Plan 2023: Creating Value for a Sustainable Future. Within the Plan, we have updated some of the goals set forth in our "Long-Term Management Vision 2030" to further promote low carbonization and decarbonization.

Please refer to [P.28-33](#) for the status of initiatives based on the Road Map to Carbon Neutrality.

\*1 Targets for FY2031.3 newly set in the Medium-Term Management Plan 2023

\*2 See [P.39](#) for an explanation on ROIC.

\*3 FY2024.3 Targets are cumulative for FY2022.3 - FY2024.3.

\*4 FY2031.3 Targets are cumulative for FY2018.3 - FY2031.3.