



Medium-Term Management Plan 2023

Medium-Term Management Plan 2023 as a Momentum Builder

Under the Medium-Term Management Plan 2023, we strive to build up momentum for a further growth of our business as a corporate group that provides solutions to achieving a sustainable society, focusing on creating value for a sustainable future with our stakeholders.

Key Strategies and Initiatives



I . Co-create Value for a Sustainable Future

Pursuing the creation of value for solving social issues alongside stakeholders.

Achieving a Low Carbon/Carbon Neutral Society

As our contribution to achieving a low carbon/carbon neutral society, we strive to become carbon neutral by 2050 through decarbonization of our gas and electricity and through contribution to the reduction of CO₂ emissions.

Establishing Lifestyles and Businesses Adjusted to the New Normal

We globally provide services as optimal solutions to each customer's adjustment of their lifestyles and businesses to the new normal.

Enhancing Resilience of Customers and Society

We aim to enhance energy resilience for customers and society by reinforcing gas supply chain infrastructure for stable supply and expanding energy network combined with distributed power sources.



II . Evolve Our Corporate Group

Building a robust business portfolio and strengthening the management foundation to support the enhancement of our business portfolio management.

Enhancing Business Portfolio Management

We plan to evolve into a group of enterprises with a robust business portfolio by promoting each business unit's autonomous growth and optimally allocating resources throughout the Group. We strive to improve our business portfolio management and governance while enhancing profit earning capabilities of each business unit by introducing ROIC.

Promoting Business Transformation with DX

We aim to achieve corporate evolution through business reform and innovation by increasing both quality and speed in customer interaction, digitization, and reform of all operations.

Maximizing Value for Each Employee

We intend to build an organization with diverse talent and ways of work where employees can achieve personal growth through challenging tasks and feel a sense of fulfillment through social issue resolution.