# Roadmap to Realizing Our Long-Term Management Vision

In 2017, the Daigas Group formulated our Long-Term Management Vision for FY2031.3, with the aim of becoming "an innovative energy & service company that continues to be the first choice of customers," and achieving carbon neutrality ("CN") by 2050. In order to realize the Long-Term Management Vision, we formulated a Medium-term Management Plan, and, in light of the risk of a decrease in gas sales volume due to population decline, full energy liberalization, and other factors, we have strengthened our financial base and expanded new businesses through investments aimed at business growth. Since FY2018.3, the International Energy business and Life and Business Solutions (LBS) business have steadily grown, improving cash flow and strengthening our business portfolio. In response to the major environmental change that is the acceleration of the trend towards CN,

the Group will contribute to society and to achieving carbon neutrality in energy through the spread of renewable energy and the development of e-methane technology. We will work to ensure sustainable business growth and profits by responding quickly and flexibly to the development,

power generation, and advanced use of natural gas during the transition period.

## FY2018.3-FY2021.3

Medium-Term Management Plan 2020

#### [Key Strategy]

- Providing solutions for residential customers.
- Providing solutions for commercial and industricustomers
- Establishing competitive power-supply portfoli
- Developing pipeline network husiness
- Securing a business footing in the LBS business and exploring new business fields

### **Key Points of Initiatives**

Viewing the dramatic changes in the business environment such as energy liberalization as an opportunity, we have developed new products and services. We have strengthened our business portfolio that the expansion of profits of the International Energy business through active investment for growth and the steady growth of LBS business.

### FY2022.3-FY2024.3

**Medium-Term Management Plan 2023** 

#### [Key Strategy]

- I Co-create value for a sustainable future
  - Achieving a low carbon/carbon neutral society
  - Establishing lifestyles and businesses adjusted to the new normal
  - Find Figure 1 Find Figure 1 Find Figure 1 Find Figure 2 F
- ■. Evolve our corporate group
  - Enhancing husiness portfolio management
  - Promoting business transformation with DX
  - Maximizing value for each employee

#### **Key Points of Initiatives**

In the face of the need to rapidly respond to restrictions on activities and diversifying work styles and attitudes due to the spread of COVID-19, we have promoted operational reforms using DX. In response to the further acceleration of the decarbonization trend, we have promoted the construction of supply chains both in Japan and overseas with a view to the social implementation of e-methane. And under the banner of ROIC-focused management, we have promoted efforts to improve the earning capacity of each business and build a robust business portfolio.

### FY2025.3-FY2027.3

Medium-Term Management Plan 2026

#### [Key Strategy]

#### **The Three Commitments**

Co-create value for a sustainable future

- Providing carbon neutral energy
- Enhancing resilience of customers and society
- Co-creating advanced, diverse solutions that meet customer values

#### Support employees in shine in their roles

 Creating a work environment where employees and the company resonate and enhance each other

#### **Evolve the business foundation**

 Maintaining and improve the soundness and flexibility of management foundation

Please see P.24 to P.38 for the progress of each initiative.

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**Backcasting** 

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Realizing carbon neutrality

innovation

and

practical

Realizing

Long-Term