

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.

Daigas Group's Aspiration for the Future
**Secure Peace of Mind Today,
 Build Sustainable Lifestyles for Tomorrow**

Secure Peace of Mind Today
 by achieving a stable supply, expanded use, and advanced utilization of the products and services that we currently provide.

Build Sustainable Lifestyles for Tomorrow
 by creating and implementing new innovative solutions that respond to changes in the social environment.

To fulfill the Daigas Group's Corporate Principles and aspiration



Medium-to Long-Term Target (FY2031.3)

Ordinary profit	Approx. 200 billion yen
ROIC	Approx. 6 % early 2030s
ROE	Approx. 10 %

Medium-Term Management Plan Target (FY 2027.3)

ROIC	Approx. 5.0 %
ROE	Approx. 8.0 %
Shareholders' equity ratio	45 % or higher
D/E ratio	0.8 or lower

Investment for growth (Cumulative total for FY2025.3 –FY2027.3)

Total investment for growth over 3 years (of which, investment in carbon neutral initiatives)	560 billion yen (100 billion yen)
Domestic Energy	185 billion yen
International Energy	225 billion yen
LBS	150 billion yen

Shareholder returns

Progressive dividends	Dividend on equity (DOE) : 3.0%	Executing additional shareholder return policy flexibly
-----------------------	---------------------------------	---

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

Identified materiality

In formulating the Medium-Term Management Plan 2026 (FY2025.3–FY2027.3), the Daigas Group recognized changes in the business environment and new challenges, and reviewed materiality.
 Please see this page for details. >>> **Sustainability Management** [P.47](#)

