

# Communication with Shareholders and Investors

Recognizing that it is important to have constructive dialogue with shareholders and investors to achieve sustainable growth and enhance medium- to long-term corporate value, we are reinforcing measures and systems to promote dialogue with them.

Through IR activities, we strive to provide timely and fair information, and easy-to-understand explanations on our business and financial conditions, as well as our initiatives for sustainable growth. In addition, we are building longer-term relationships of trust with our shareholders and investors by proactively expanding opportunities for dialogue, and appropriately reflecting the opinions received and needs of capital markets in our management strategies.

## Status of Dialogue

We conduct quarterly briefings on financial results for shareholders and institutional investors. We are continually improving our information disclosure by distributing information through online meetings and disclosure of questions (in Japanese and English) on our website.

In addition, we hold small meetings with institutional investors and Directors, briefings focused on topics of high interest to capital market such as sustainability information and business activities, and individual IR meetings with institutional investors as appropriate. In our business briefing in FY2025.3, the theme was carbon neutrality. Joint tours of the Nagaoka e-methane demonstration experiment facility were held in collaboration with INPEX CORPORATION, as well as tours of the Niigata Prefecture site, and a responsible division provided detailed explanations.

Through these activities, Directors engages in direct dialogue with shareholders and investors, and the IR team regularly reports opinions and recommendations on management issues from shareholders and investors obtained through its day-to-day activities to the Board of Directors and senior management, as well as widely to the company, striving to reflect them in management as appropriate.

### Main themes of the dialogue

- Medium- to long-term business strategies (e.g., progress in the Medium-Term Management Plan 2026, addressing the need for carbon neutrality, etc.)
- Financial strategy (approach to capital structure, shareholder return approach etc.)
- Most recent results (status of each segment, etc.)
- Sustainability initiatives (CO<sub>2</sub> emissions, renewable energy diffusion contribution, human capital strategy, governance initiatives, etc.)

## System of IR Activities

### (i) Head of IR

Dialogue with shareholders and investors is overseen by the Representative Director and Executive Vice President (President of the Corporate Planning HQ).

### (ii) Promotion system

Dialogues are promoted by the IR organization of the Corporate Strategy Dept. under the supervision of the Representative Director and Executive Vice President (President of the Corporate Planning HQ). Depending on the theme of the dialogue, corporate departments such as the Finance Dept., Corporate Communication Dept. and General Affairs Dept. and related organizations such as each business unit organically collaborate to implement the dialogue.

### List of activities in FY2025.3

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|---|---|
| Representative Director and President   | Annual Meeting of Shareholders, management plan briefings, financial results briefings, dialogues with overseas institutional investors (5 times)   |
| Representative Director and Executive Vice President (President of the Corporate Planning HQ) | Annual Meeting of Shareholders, small meetings with domestic institutional investors, dialogues with overseas institutional investors (11 times)  |
| Outside Director  | Small meetings with domestic institutional investors Please see □□P.59 for details.   |
| Department in charge of IR  | Management plan briefings, financial results briefings, business tours, briefings for individual investors, dialogues with investors (approx. 190 times) (dialogues with sell-side analysts (approx. 20 times), dialogues with domestic institutional investors (approx. 80 times), dialogues with overseas institutional investors (approx. 90 times), etc.) |
| Department in charge of SR  | Dialogues with domestic shareholders (13 times)   |

### Main opinions from shareholders and investors and our responses

#### Opinions received during dialogues

Even when business conditions fluctuate and short-term profits vary, I would like dividends to be more predictable.

I would like enhanced disclosure to strengthen credibility in achieving the targets of the Medium-Term Management Plan 2026.

In order to strengthen governance, I would like opportunities for dialogue between investors and Outside Directors.

#### Our responses

Introduced a dividend on equity (DOE) based on shareholders' equity, less affected by short-term earnings fluctuations, and announced progressive dividend policy in the Medium-Term Management Plan 2026.

- Disclosed ROIC forecast by segment.
- Improved international energy segment disclosure (area-based breakdowns, overseas upstream production results).
- Disclosed explanations on the impact of exchange rate fluctuations on shareholders' equity (foreign currency translation adjustments), etc.

- Held small meetings between Outside Directors and institutional investors; disclosed meeting details in the Integrated Report (initiated FY2025.3; expanded disclosure in FY2026.3). Please see □□P.59 for details.