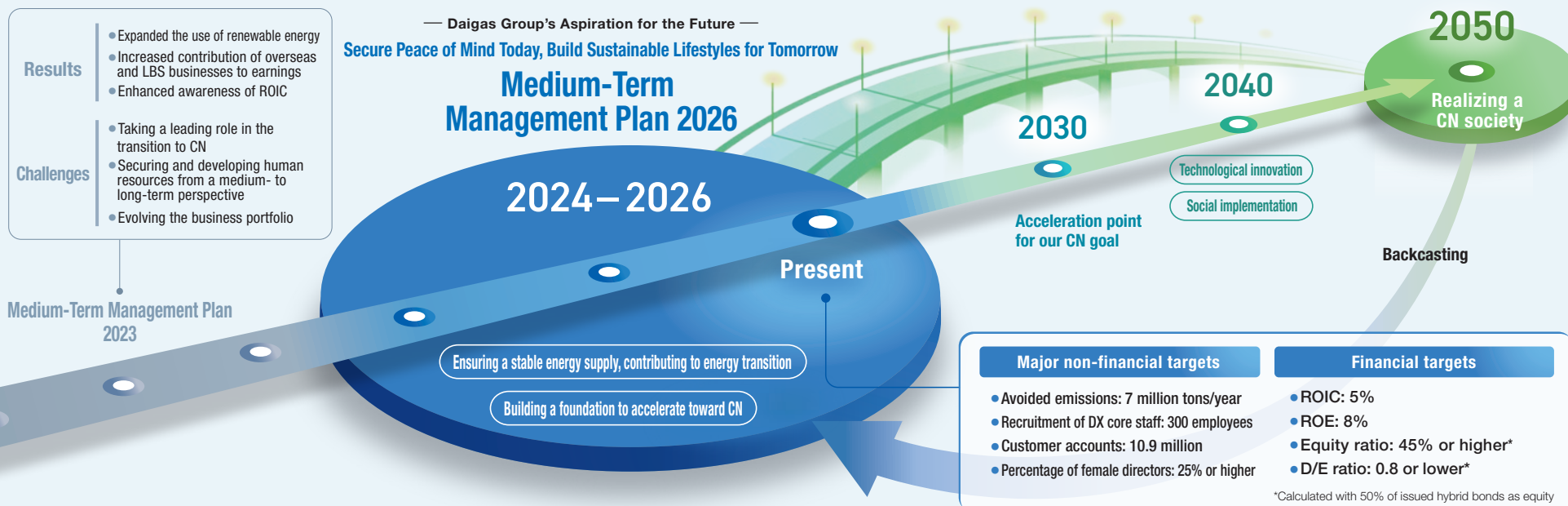


Medium-Term Management Plan 2026: Backcasting Perspective

With a view to realizing a future carbon neutral (“CN”) society, the Daigas Group has formulated the “Medium-Term Management Plan 2026” using a backcasting approach. We have positioned the current medium-term plan period as “three years dedicated to fulfilling our mission of ensuring a stable energy supply in the immediate term and laying the foundation for the transition to CN,” and are promoting initiatives to achieve these targets under three key strategies.



Materiality	Key strategy	Direction	Main initiatives
Provide carbon neutral energy	Co-create value for a sustainable future	Resolving social issues with the two-pronged approach of pursuing CN and providing natural gas	- Expansion of the use of natural gas in Japan and overseas P.32, P.35 - Promotion of natural gas-fired power generation PP.32 - Development of innovative technologies such as e-methane and bio-methane P.25 - Expansion of renewable energy power source development/storage battery business P.26
Enhance the resilience of customers and society			- Ensuring stable supply through diversified LNG procurement - Promotion of LNG bunkering business - Enhancement of safety and productivity through energy infrastructure resilience enhancement and digital transformation (DX) P.33
Co-create advanced, diverse solutions that meet customer values			Growth of the customer base through diverse solution offerings and expansion into new service areas P.32
Create an environment that enhances value for employees and the company	Support employees to shine in their roles	Building a corporate culture that encourages diverse talents to come together and work hard	- Creation of an environment that fosters challenge and growth - Attraction of diverse and highly specialized talent and ensuring the right people are in the right roles P.39
Maintain and improve the soundness and flexibility of management foundation	Evolve the business foundation	Promoting the implementation of asset-light management	- Business transformation through DX, with a focus on AI utilization P.40 - Implementation of capital allocation with a focus on capital efficiency P.28