

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 FY2026, we held a series of briefings on our carbon neutral initiatives, as well as guided tours of our methanation demonstration facility at the Expo 2025 Osaka, Kansai, Japan.

Through these activities, Directors engage 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 (domestic and overseas growth drivers, addressing the need for carbon neutrality, etc.)
- Financial strategies (approach to cash allocation, future growth investment strategies, shareholder return approach, etc.)
- Recent results (trends in underlying profit, the performance of each segment, etc.)
- Sustainability initiatives (progress with CO₂ emissions reduction targets, human capital strategy, governance initiatives, etc.)

System of IR Activities

(i) Head of IR

Dialogue with shareholders and investors is overseen by Executive Vice President and CFO (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 FY2026

President and CEO	Annual Meeting of Shareholders, management plan briefings, small meetings with domestic institutional investors, dialogues with overseas institutional investors (8 times)
Executive Vice President and CFO (President of the Corporate Planning HQ)	Annual Meeting of Shareholders, dialogues with overseas institutional investors (14 times)
Outside Director	Small meetings with domestic institutional investors Please see □□ P.43 for details.
Department in charge of IR	Management plan briefings, financial results briefings, business tours, briefings for individual investors, dialogues with investors (approx. 180 times) (dialogues with sell-side analysts (approx. 30 times), dialogues with domestic institutional investors (approx. 75 times), dialogues with overseas institutional investors (approx. 75 times), etc.)
Department in charge of SR	Dialogues with domestic shareholders (15 times)

Main opinions from shareholders and investors and our responses

Opinions received through dialogues	Our responses
While it is acceptable to use funds for share buybacks, it is also important to use these funds for dividend increases.	Raised dividend on equity (DOE) from 3.0% to 3.5% starting from the FY2026 interim dividend, resulting in a dividend increase.
I would like enhanced disclosure to strengthen credibility in achieving the targets of the Medium-Term Management Plan 2026.	Clarified target profit levels required to achieve ROIC and ROE targets. Disclosed factors expected to contribute to profit upside versus initial assumptions.
It is important to ensure more detailed and easy-to-understand descriptions of business strategies.	Provided more specific disclosure regarding market environment assumptions and the Group's strategy for each business.