# Long-Term Management Vision / Medium-Term Management Plan

In 2017, the Daigas Group formulated a Long-Term Management Vision that looks toward FY2031, aiming to be “an innovative energy and service company that continues to be the first choice of customers” and achieve carbon neutrality by 2050. In our Medium-Term Management Plan 2026 announced in 2024, recognizing 2030 as the turning point in which moves to realize a carbon neutral society in 2050 will start to accelerate even further, we have adopted the key strategy of “Co-create Value for a Sustainable Future” “Support Employees to Shine Their Roles,” and “Evolve Business Foundation,” which contribute to solving social issues. We also set targets for our continued contribution to the realization of sustainable society.

Medium-Term Management Plan 2023
“Creating Value for a Sustainable Future”

## Medium-Term Management Plan 2026
“Connecting Ambitious Dreams”

2021– 2023 | 2024– 2026 | 2030 | 2040 | 2050

Carbon Neutral Vision
Energy Transition 2030
Energy Transition 2050

**What We Aim To Be**

Business group which creates value with stakeholders for solving social issues including decarbonization.

**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
- Enhancing resilience of customers and society

II. Evolve Our Corporate Group
- Enhancing business portfolio management
- Promoting business transformation with DX
- Maximizing value for each employee

Co-creation

Society

Customers | Communities/Society
Employees/Partners | Shareholders/Investors

**The Daigas Group’s aspiration for 2030 and the future.**

**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.

| Key strategy: the Three Commitments | Directionality and Priority Initiatives (Materiality) |
|---|---|
| Co-create Value for a Sustainable Future | ● Providing **carbon neutral energy**<br>● **Enhancing the resilience** of customers and society<br>● **Co-creating advanced, diverse solutions** that meet customer values |
| Support Employees to Shine in Their Roles | ● Create an environment that enhances value for employees and the company |
| Evolve Business Foundation | ● **Implementing ROIC-focused management** |

**Long-Term Management Vision 2030**

To be an innovative energy and service company that continues to be the first choice of customers

**Business development that goes beyond customer expectations, business boundaries, and corporate boundaries**

- Development of energy marketer business in a new era
- Acceleration of development of the international energy business
- Expansion of LBS business and development of new business fields
- Investment for business growth and promotion of M&As
- Innovation that goes beyond customer expectations

Management that wins the confidence of stakeholders (Management that takes corporate value improvement and ESG aspects into account)
Promotion of work style reform and human resources development that contributes to productivity improvement

**The role of the Daigas Group**

With calls for strengths in the establishment and practical application of a roadmap toward carbon neutrality, the Daigas Group will become a leading player in realizing the practical application of carbon neutrality.

**Business Environment**
- Energy system conversion
- Energy security (enduring priority)
- Technological innovation
- Diversified values
- Development of a circular model society
- Digital shift
- Demographic change

Achieving a carbon-neutral society

We create four types of value
- Creating Value for Customers
- Creating Value for Society
- Creating Value for Shareholders
- Creating Value for Employees

Growing the Group’s business
Solving social issues
Achieving the SDGs