



Daigas Group Business Plan for FY2027.3

March 13, 2026

Osaka Gas Co., Ltd.

Securities Code	9532
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- The Daigas Group announced its Medium-Term Management Plan 2026: Connecting Ambitious Dreams, in March 2024. In FY2027.3, the final year of the plan, we will continue responding to changes in the operating environment to “secure peace of mind today” while addressing social issues to “build sustainable lifestyles for tomorrow.”



Daigas Group's aspirations for the future

**Secure peace of mind today,
build sustainable lifestyles
for tomorrow**

Key Strategy: Three Commitments



Financial targets (FY2027.3)

ROIC:	Approx. 5%
ROE:	Approx. 8%
Shareholders' equity ratio:	45% or more ¹
D/E ratio:	0.8 or less ¹

¹ Calculated with 50% of issued hybrid bonds as equity



Major non-financial targets (FY2027.3)

- Avoided emissions: **7 million tons/year**
- Renewable energy development contribution: **4 GW**
- CO₂ reduction in Group's offices and vehicles: **67%**
- Major accidents or major supply disruptions attributable to the Company: **Zero**
- Customer accounts: **10.9 million**
- Customer satisfaction: **90%**
- Employee engagement score: **50 or more**
- Female directors: **25% or more**
- Serious violations of laws and regulations: **Zero**

Impact of Middle East Instability on the Daigas Group

- No significant impact expected on LNG procurement or supply of gas and electricity
- Ongoing measures for potential global energy procurement constraints: Risk identification, impact assessment, and development of countermeasures

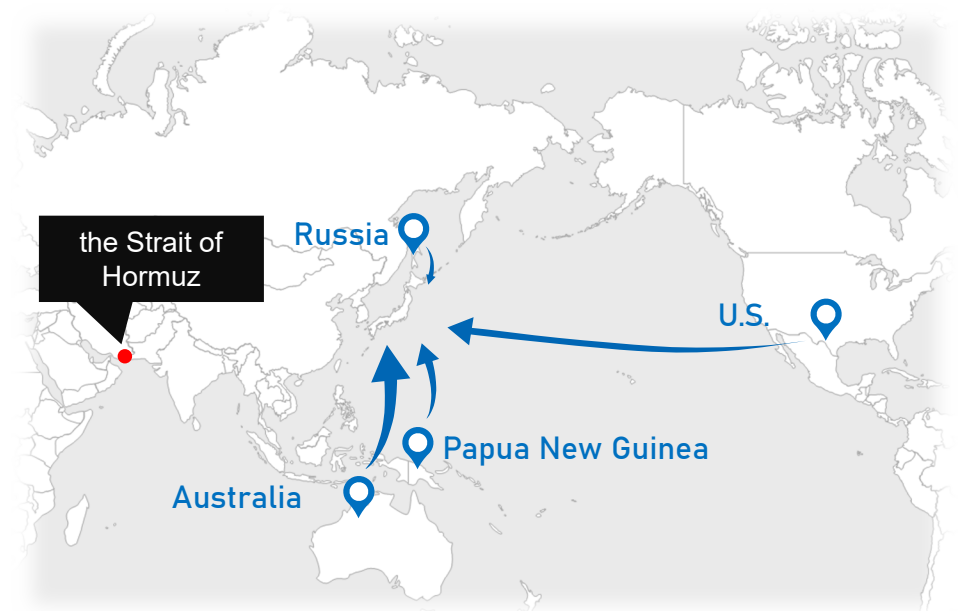
Energy Procurement and Supply

- **LNG procurement:**
No long-term LNG procurement contracts requiring passage through the Strait of Hormuz.
Diversified sourcing across multiple regions and countries.
- **LNG procurement contracts:**
LNG secured primarily through long-term contracts.
Electricity supply capacity secured through own power sources.
- **Leveraging the energy value chain:**
Stable supply through optimized trading operations aligned with supply and demand.

Addressing Medium-to-Long-Term Risks

- Ongoing measures under prolonged geopolitical instability: Risk identification, impact assessment, countermeasure development.

FY2027.3 Major LNG Supply Sources



Key Strategy of Medium-Term Management Plan 2026

(1) Co-create Value for A Sustainable Future

- CN* Thermal Energy: Advancing domestic methanation demonstrations and overseas projects to accelerate the commercialization of e-methane.
- CN* Power: Renewable energy contribution expected to reach 4.61 GW by the end of FY2026.3, exceeding the 4.0 GW target in the Medium-Term Plan 2026 ahead of schedule. Continued development and procurement toward the FY2031.3 target of 5.0 GW.

* Carbon neutral



- Upgrading domestic methanation demonstrations
 - Full-scale Sabatier methanation demonstration launched in Nagaoka¹ (Feb. 2026)
(World-class scale of 400 Nm³/h, equivalent to 10,000 households annually)
Implementation of CO₂NNEX^{®2} for clean gas certificate transfer and management
 - SOEC methanation bench-scale tests advanced (Jun. 2025)
- Joint development agreement concluded for Front-End Engineering Design (FEED) of an e-methane production project in Nebraska, USA (Nov. 2025)



- Expanding renewable energy toward the FY2031.3 target of 5.0 GW ahead of schedule
[FY2026.3 initiatives]
 - Operations commenced at all eight biomass power plants with equity participation (total capacity: 450 MW)
 - Virtual PPA³ concluded with East Japan Railway Company for environmental attributes from the Wakayama Gobo Biomass Power Plant (Attribute transfer starting April 2026)
 - Final Investment Decision (FID) reached for the first co-located storage battery project (Sonnedix Oita Solar Power Plant)



1. Joint NEDO project with INPEX CORPORATION (Development of practical technology for pipeline injection using a large-scale CO₂-methanation system) 2. CO₂NNEX is a registered trademark of Mitsubishi Heavy Industries, Ltd. It is a CO₂ distribution visualization platform; Osaka Gas and Mitsubishi Heavy Industries are jointly working to implement environmental value management functions and other features.
3. Virtual PPA (Power Purchase Agreement): A type of off-site corporate PPA that allows companies to purchase the environmental attributes from renewable energy projects.

- (2) Supporting employee development through timely HR policy improvements
- (3) Strengthening the business foundation through AI-driven digital transformation (DX) and talent development

 Support employees to shine in their roles	Talent acquisition and development	• Hiring of diverse and specialized talent: 360 employees (FY2027.3 plan)
	Empowering individuals	• Measuring effectiveness and reviewing HR system revisions* * Extending retirement age, reviewing evaluation and compensation systems, introducing stock-based compensation, introducing/expanding subsidies for childcare, rent, and mortgages, expanding overseas experience and certification support, and enhancing leave systems
	Optimizing talent allocation	• Strengthening talent management
 Evolve the business foundation		• Improving productivity through DX - Phasing in autonomous AI for contact center operations by function - Developing models and systems to maximize value across the LNG-to-power value chain • Continuing business transformation through DX (the commercial and industrial and network business) - FY2026.3 initiatives: Held "Daigas Group D-1 Grand Prix" to share AI use cases and business transformation examples across the Group • Strengthening core talent leading DX: 310 employees (FY2026.3 outlook; +67 YoY)

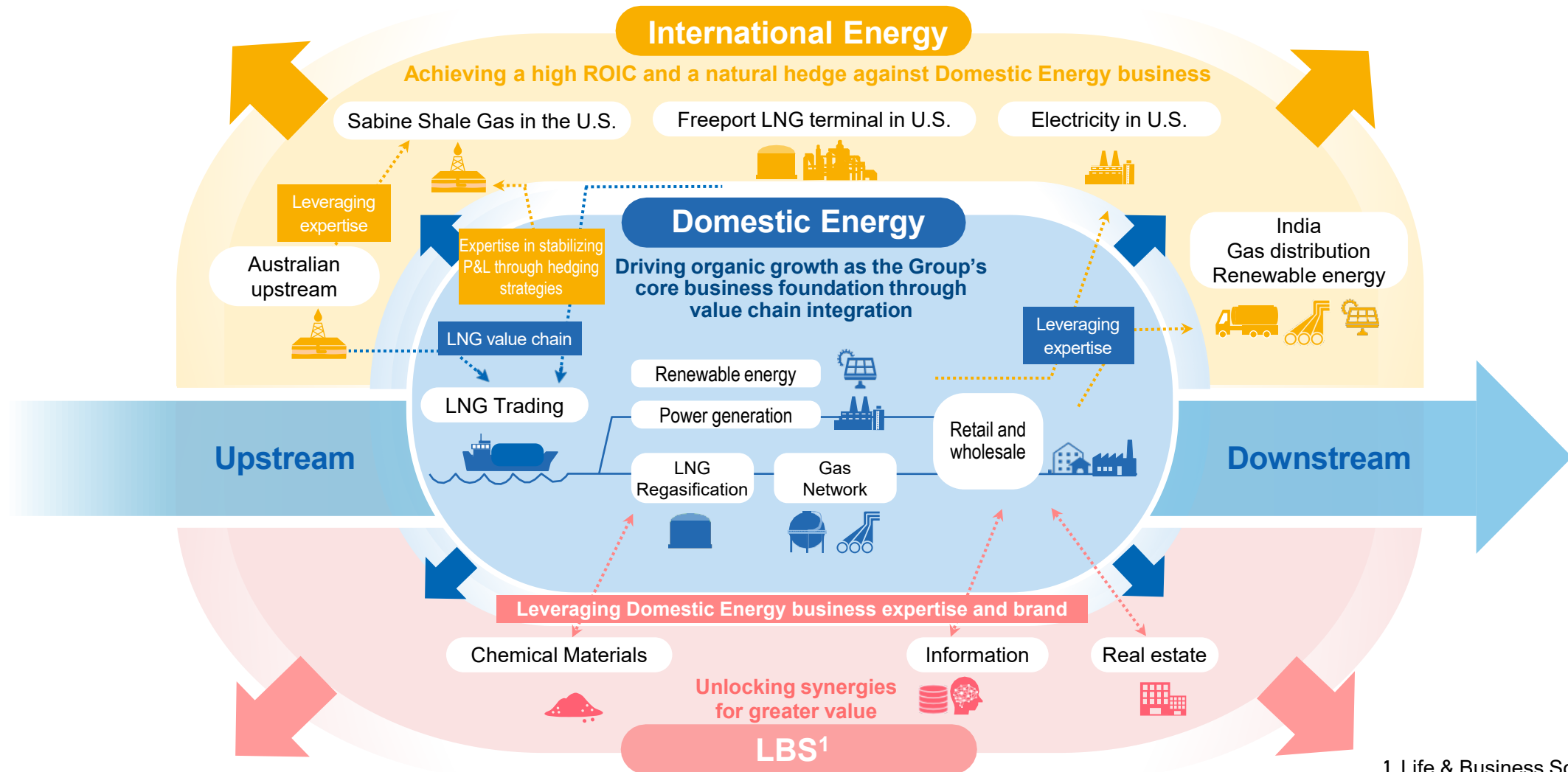
Number of hires
(including those of core group companies and Osaka Gas Network) [Unit: people]

FY	23.3	24.3	25.3	26.3	27.3
New graduates	145	149	168	164	165
Mid-career hires	166	168	180	178	195
Total	311	317	348	342	360



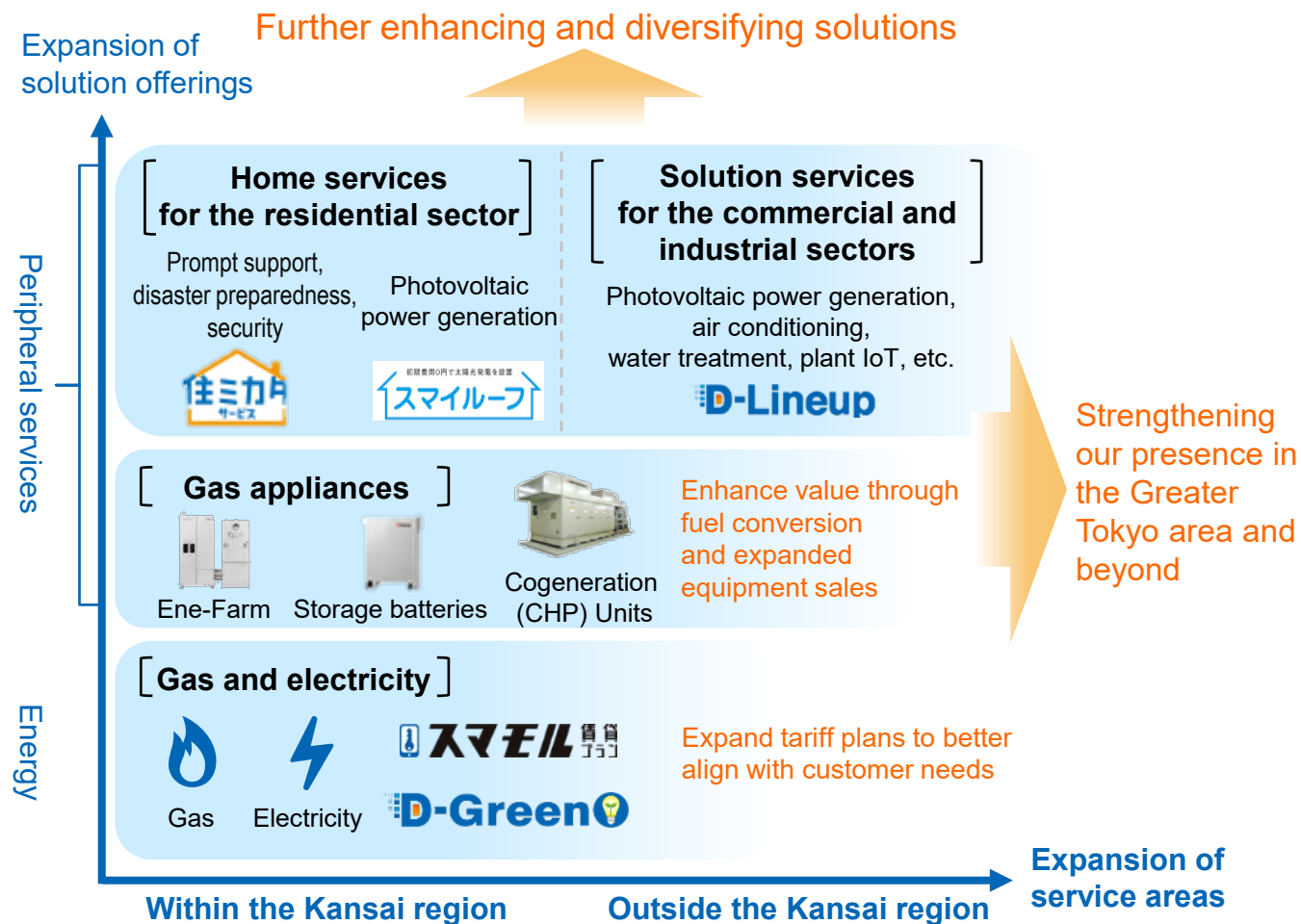
Our Business Portfolio

- Portfolio strategy: Organic growth in Domestic Energy, expansion of high-ROIC International Energy businesses by leveraging operational expertise in Domestic Energy, developing synergies between LBS¹ and Domestic Energy ⇒ creating a virtuous cycle of sustainable growth

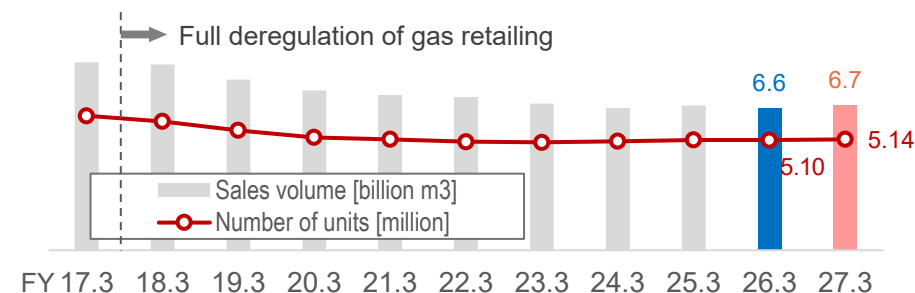


Domestic Energy: Retail and Wholesale (Residential, Commercial, and Industrial)

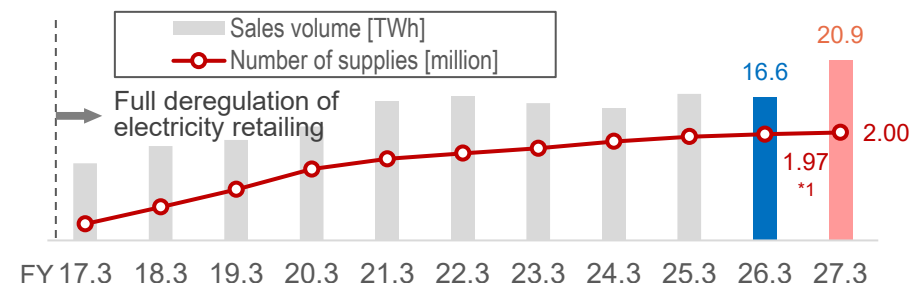
- Strengthening customer retention and increasing customer accounts through diverse solutions beyond energy.
Expanding our geographic footprint beyond Kansai by leveraging our strong business foundation.



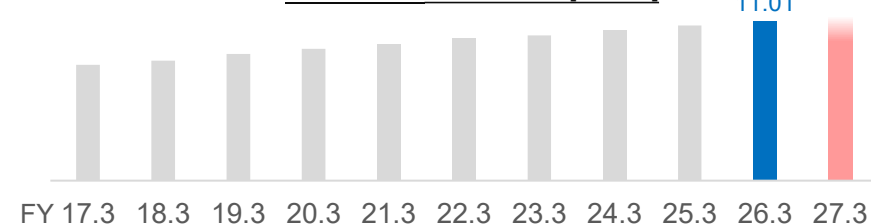
Gas sales volume and customer accounts



Electricity sales volume and low-voltage customer accounts



Customer accounts [million]

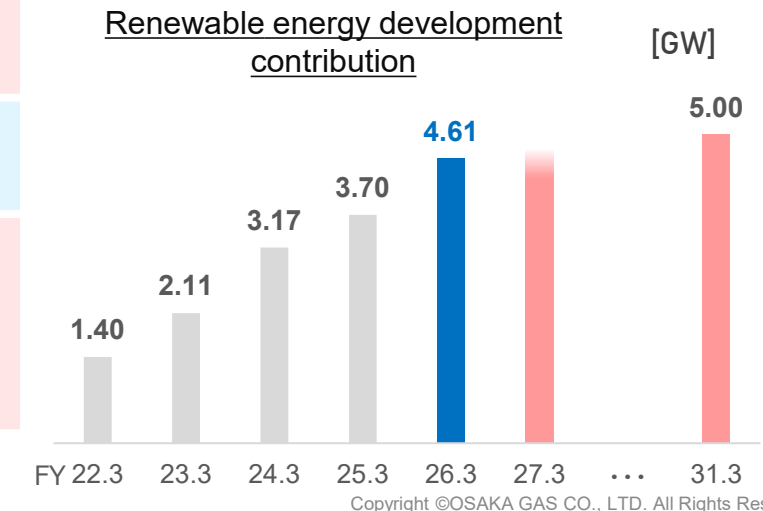
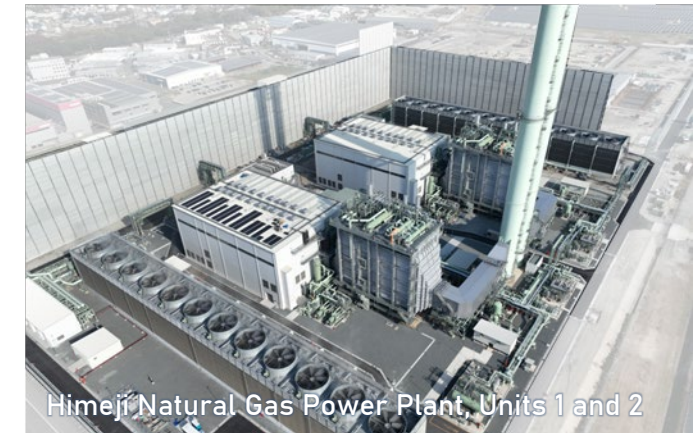


*1: Forecast revised from 2.08 million to 1.97 million

Domestic Energy: Electricity

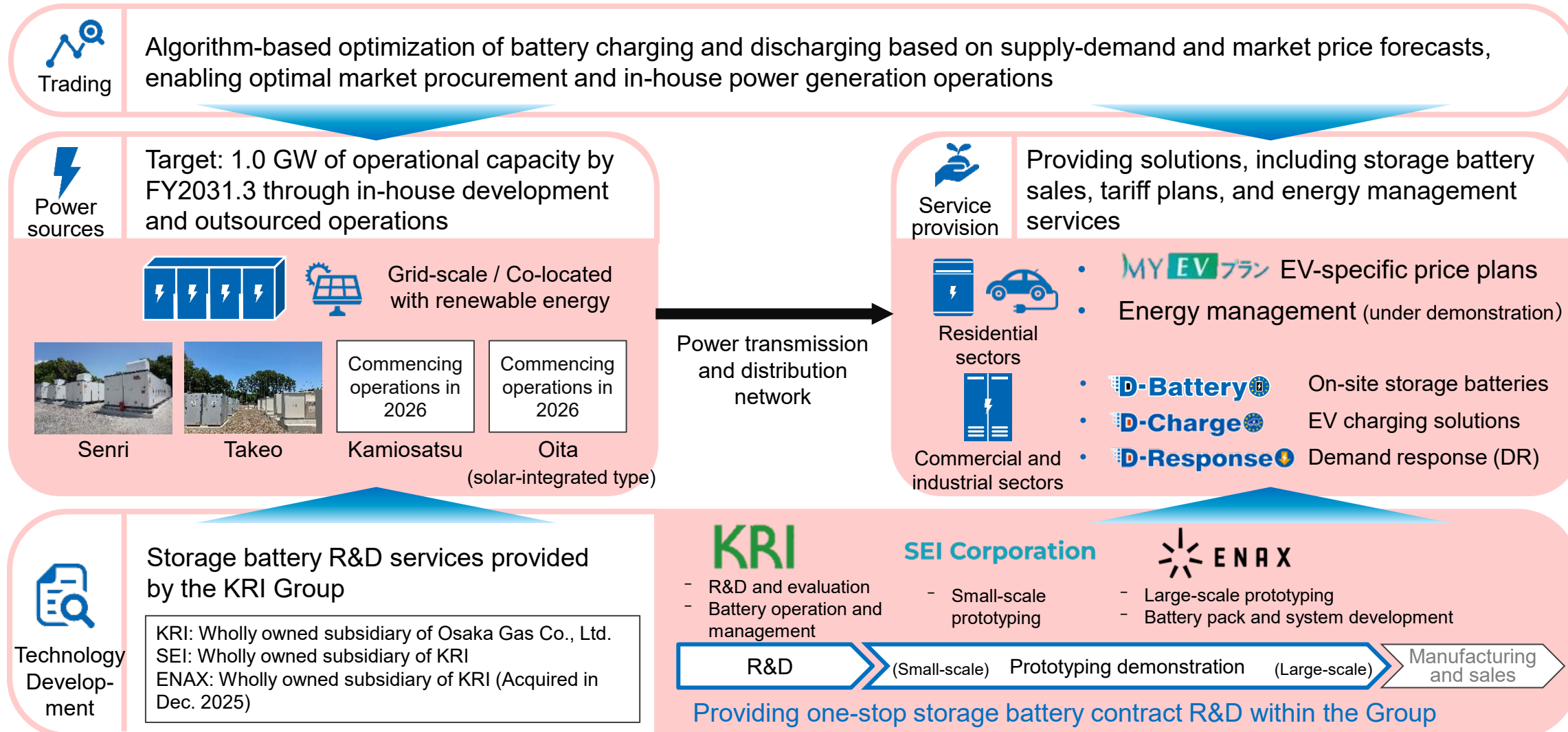
- Himeji Natural Gas Power Plant Units 1 & 2 serving as key power sources during the energy transition.
Power portfolio focused on environmental performance, supply stability, and cost competitiveness through: Renewable energy expansion (decarbonization driver), battery storage development for balancing capacity, and a combination of bilateral contracts and market procurement.

 Thermal Power	2026.3 Forecast	Commercial operation of Himeji Natural Gas Power Plant Unit 1 (0.6 GW) from January 2026
	2027.3 Plan	- Commercial operation of Unit 2 (0.6 GW) from May 2026 - Start of main construction for Unit 3 (0.6 GW) toward start-up in FY2031.3
 Renewable Power	2026.3 Forecast	- Commercial operation of all eight biomass power plants with equity participation - Conclusion of a virtual PPA for environmental attributes from the Wakayama Gobo Biomass Power Plant
	2027.3 Plan	Initiatives to achieve our FY2031.3 target of 5 GW renewable energy contribution ahead of schedule by leveraging our strengths across the value chain—from power source development and procurement to PPA acquisition
 Storage Battery	2026.3 Forecast	Commercial operation of the Senri (11 MW) and Takeo (2 MW) energy storage stations
	2027.3 Plan	- Commercial operation of Kamiosatsu (25 MW, our third grid-scale storage battery project) and Oita (30 MW, our first renewable energy-plus-storage project) - Commercial operation of a in-house-developed control system for storage batteries installed at renewable power generation sites.



Domestic Energy: Expansion of the Storage Battery Business

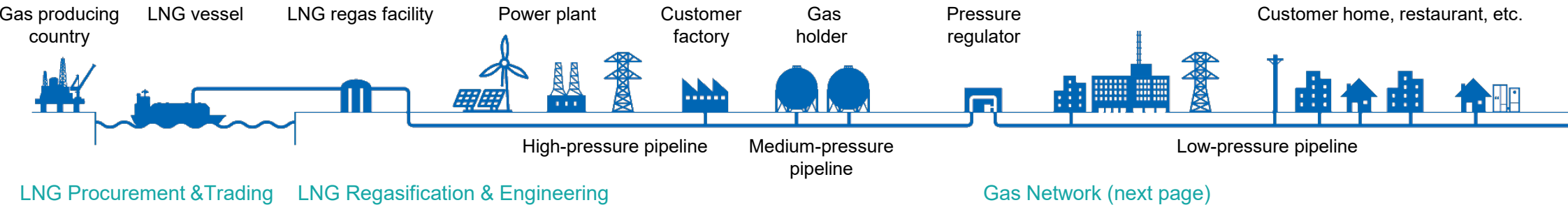
- Strengthening the storage battery business to support grid stability and power asset operational flexibility against supply-demand fluctuations. Expanding the business through an integrated value chain covering power asset ownership, sales, services, trading, and technology development.



Domestic Energy: Resilience (LNG Trading, Regas Terminals, Engineering, and Gas Networks)

- Ensuring stable energy supply through long-term LNG contracts and diversified sourcing
- Ship-to-Ship LNG bunkering from April 2026, supporting decarbonization in the maritime industry

Enhancing energy supply chain resilience



- Stable LNG procurement:
Mitigating geopolitical risks and the impact of unforeseen accidents through [a geographically diversified sourcing under long-term contracts](#)

FY2026.3 Procurement ratio by country (outlook)



- Development of the LNG bunkering business:
 - Shore-to-Ship operation from April 2025
 - [Ship-to-Ship operation](#) from April 2026

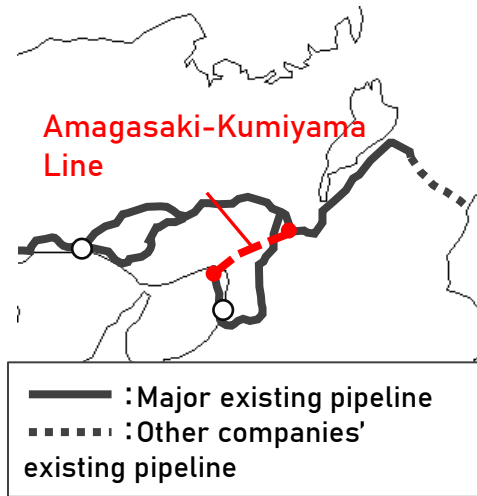


Domestic Energy: Gas Supply Safety and Reliability

- Strengthening infrastructure resilience to ensure stable gas supply
- Advancing safety and improving productivity through DX

Strengthening gas pipeline network resilience

- **Enhancing supply stability:**
Development of the **Amagasaki-Kumiyama high-pressure trunk line** (Targeting underground excavation completion in FY2027.3 and full construction completion in FY2029.3)
- **Earthquake countermeasures:**
Reinforcing piers for bridge-mounted high-pressure pipelines to enhance seismic resilience
(One site to be completed in FY2027.3 and another in FY2029.3)



Advancing safety and improving productivity through DX

- **Utilizing smart meter communication capabilities:**
Remotely performing emergency gas shut-offs, restorations, and monthly meter readings to ensure rapid safety and improve operational efficiency
- **Automated on-site verification of construction photos using image-recognition AI:**
A system developed and deployed for immediate on-site automatic verification of construction photos using image recognition AI, replacing manual visual inspections at offices

FY	2026.3	2027.3
Number of installations (Cumulative)	1.7	2.4
Number of connections (Cumulative)	0.9	1.4

[million units]

Examples of inspection points for construction photos



Treatment method



Conducting gas leakage surveys using detectors

International Energy: United States

- Shale gas: Profit stability through price hedging while expanding production over the medium to long term
- Thermal Power: Competitive assets with high efficiency, favorable locations, and value enhancement potential
- Freeport LNG Liquefaction Terminal: Operating at fully recovered capacity since FY2025.3, supporting stable operations and optimizing feed gas procurement to reduce costs

Sabine shale gas

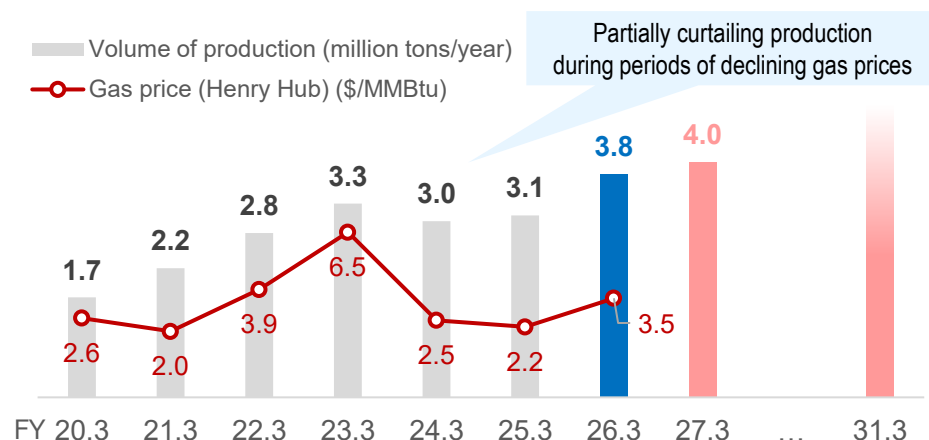
2026.3
Forecast

- Stabilization of profits by fixing the sales prices for approximately 80% of production at the beginning of the fiscal year. Profit increase by expanding production during periods of rising gas prices

2027.3
Plan

- Planned production of 4 million tons, up 200,000 tons year on year. Continued implementation of the policy of **stabilizing profits while pursuing upside potential during periods of rising gas prices**

Sabine gas production and gas prices



Electricity

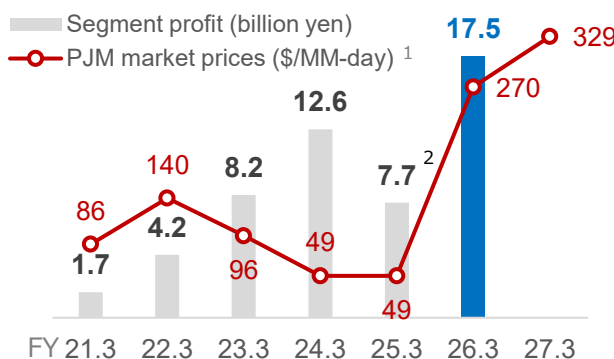
2026.3
Forecast

- Completion of the divestment of underperforming assets. Implementation of **value enhancement measures, including cost reduction, for our existing portfolio**

2027.3
Plan

- Expansion of our value enhancement activities and exploration of new high-quality assets

Segment profit and PJM market prices



1. Prepared based on excerpts of actual performance in certain areas from data published by PJM. Each fiscal year covers the period from June to May of the following year.
2. Recognition of impairment loss on assets for sale in FY2026.3

Power generation assets (as of end-March 2026)

- Approximately 1.3 GW across 5 power plants
- Enhancing capital efficiency through selection and concentration

Name of Power Plant (Region)	Equity capacity (MW)
Fairview (PJM)	525
Three Rivers (PJM)	188
St. Charles (PJM)	187
Towantic (ISO-NE)	389
Saranac (NY-ISO)	48

International Energy: India

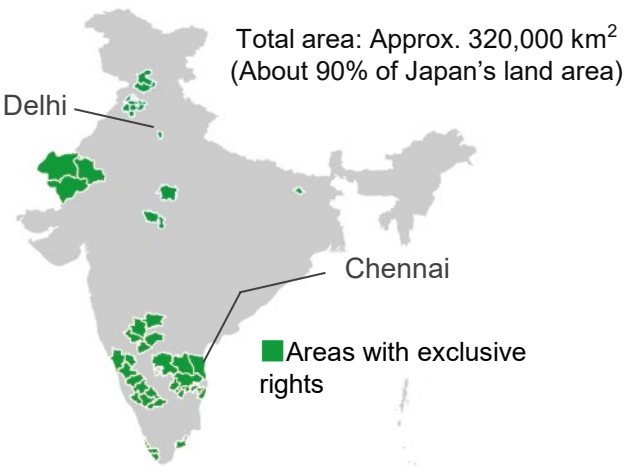
- Growing gas operations by leveraging expertise from our Domestic Energy business
Expanding into the renewable energy sector
Targeting ordinary profit of 10 billion yen from our India business in the early 2030s

Gas Distribution

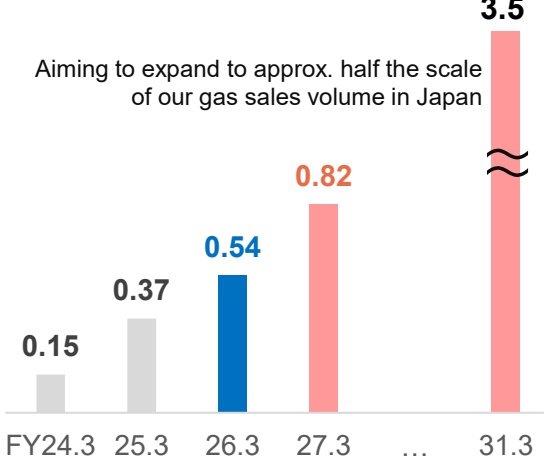
Leveraging our gas distribution expertise across 19 areas where we have government-granted exclusive rights¹

2026.3 Forecast	Gas sales volume: 0.54 billion m³/year
2027.3 Plan	Gas sales volume: 0.82 billion m³/year, an increase of 51% year-on-year. FY2031.3 target: approximately 3.5 billion m³/year (equivalent to half of domestic gas sales volume)

Our business areas



Our gas sales volume (billion m³)



Renewable energy

Collaborating with CleanMax, a leading local company

2026.3 Forecast	Acquisition: ~280 MW² of renewable energy assets through our collaboration with CleanMax
2027.3 Plan	Ownership: 400 MW of renewable energy capacity by FY2029.3 through project development and asset acquisition



Renewable energy assets operated by CleanMax

1. 25-year exclusive infrastructure monopoly and 8-year exclusive gas sales rights

2. Figures from a Japanese consortium in which we have invested.

Life & Business Solutions (LBS): Real Estate, Information Technology, and Materials

- Creating synergies across the Daigas Group and partner companies by leveraging technologies and business expertise developed through our energy business

LBS businesses serve as a stable earnings base for the Group, less affected by fluctuations in foreign exchange rates and oil prices

Real estate development

2026.3 Forecast	- Strong performance of our core rental and condominium sales businesses - Acquisition of our second rental office property in the Greater Tokyo area (Nihonbashi) - Enhancement of our building equipment businesses, including firefighting and air-conditioning systems, through the acquisition of Hanwa Sogo Bosai Co., Ltd.
2027.3 Plan	Continuing to acquire high-quality properties while increasing the ratio of the asset turnover business over the medium to long term to improve asset efficiency

Information technology

2026.3 Forecast	- Advancing business transformation both within and outside the Group by responding to strong demand for DX. Steady progress in our SI business. - Expansion of our ERP business in Southeast Asia, with a focus on the Philippines
2027.3 Plan	- Business growth by capturing DX demand within and outside the Group - AI-driven business creation and productivity improvement

Materials

2026.3 Forecast	- Continued robust performance of our semiconductor-related business, supported by a recovery in market conditions. - Addressing rising raw material costs for activated carbon
2027.3 Plan	Development of regeneration services and other growth areas in the expanding activated carbon market

Examples of leveraging the engineering expertise and business know-how

Condominiums:

Installation of over 2,000 Ene-Farm units (all buildings in our development projects since 2018)



UMEKITA phase 2 large-scale development:

Key developer role with the rights to provide CHP units, energy services, and 5,000 RT of district cooling. Installation of Ene-Farm to all units across two condominium buildings

Expo 2025 Osaka, Kansai, Japan:

Our Group collaboration (Daigas Energy and our property development subsidiary) for operation and management of the regional heating and cooling system



Technology Development and New Business Initiatives

- Promoting co-creation with external partners by leveraging our new R&D center.
Combining proprietary technologies with partners' strengths.
- Expanding our carbon credit business across the value chain—from procurement to sales—starting with generative AI-based credit quality assessment.

Co-creation through the new R&D center

- The Daigas Innovation Center completed in September 2025; Promoting R&D for carbon neutrality, external co-creation, and knowledge sharing

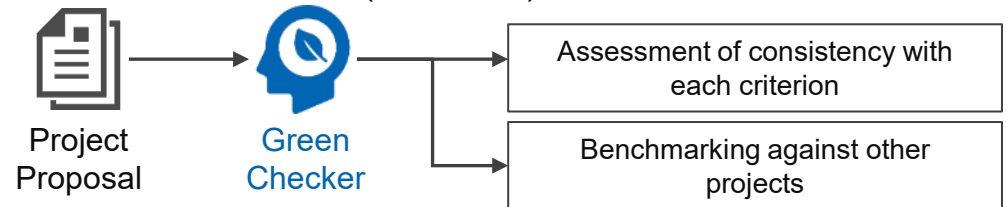


[FY2026.3 Initiatives]

- Held the "Daigas Colloquium" to introduce latest research and foster co-creation, attracting approx. 400 participants from academia, research institutes, and industry (Nov. 2025)
- Commenced demonstration of biogas production from waste bioplastics through industry-academia-government collaboration with Osaka Metropolitan University and Osaka City (Nov. 2025)

Carbon Credit Initiatives

- Credit Quality Assessment:
Released "Green Checker," the world's first generative AI-based quality assessment system (Aug. 2025), with expanded support for J-Credits and JCM^{*1} (Jan. 2026)



- Credit Procurement:
Investment in a methane emission reduction project for rice cultivation in the Philippines (Sept. 2025)
The Paddy Field JCM¹ Consortium formed to drive widespread adoption (Oct. 2025)
- Credit Sales:
Supplying all procured credits² through services such as Carbon Neutral Gas, targeting a medium-to-long-term scale of 100,000 t-CO₂/year



1. Joint Crediting Mechanism 2. 3,000 t-CO₂ in FY2026.3, 20,000 t-CO₂ in FY2027.3

Key Financial Targets (FY2027.3)

- Targets: ordinary profit of 183.0 billion yen, EBITDA of 330.0 billion yen, ROIC of 5.2%, and ROE of 8.0% (all excluding the time-lag effect), achieving the 5% ROIC and 8% ROE targets set in the Medium-Term Management Plan 2026¹.

1. The above values do not reflect the impact of the recent instability in the Middle East

FY2027.3 Key Financial Targets

(Values in parentheses include the time-lag effect)

Ordinary Profit	EBITDA	ROIC	ROE	[Key assumptions]
183 billion yen (190 billion yen)	330 billion yen (337 billion yen)	5.2% (5.4%)	8.0% (8.3%)	•Crude oil price (JCC): 65 USD/bbl •Exchange rate: 155 JPY/USD

- Impact of higher energy prices on earnings
 - [Profit including time-lag effect]
 - If higher crude oil prices continue throughout FY2027.3, it is expected to lead to a time-lag loss, resulting in some downside impact on profit.
 - [Profit excluding time-lag effect]
 - The negative impact on profit from rising crude oil prices will be mitigated and offset by the positive impact from higher JKM, coal, and Henry Hub prices, resulting in a limited overall impact.

Note: These assumptions are based on the premise that indices other than crude oil move in tandem with crude oil prices. The actual impact will vary depending on the fluctuations of each index.
We will continue to monitor the situation closely, as risks other than higher energy prices will increase if the situation worsens and becomes prolonged, leading to further slowdown in domestic and global economic activities.

Capital Allocation and Shareholder Returns

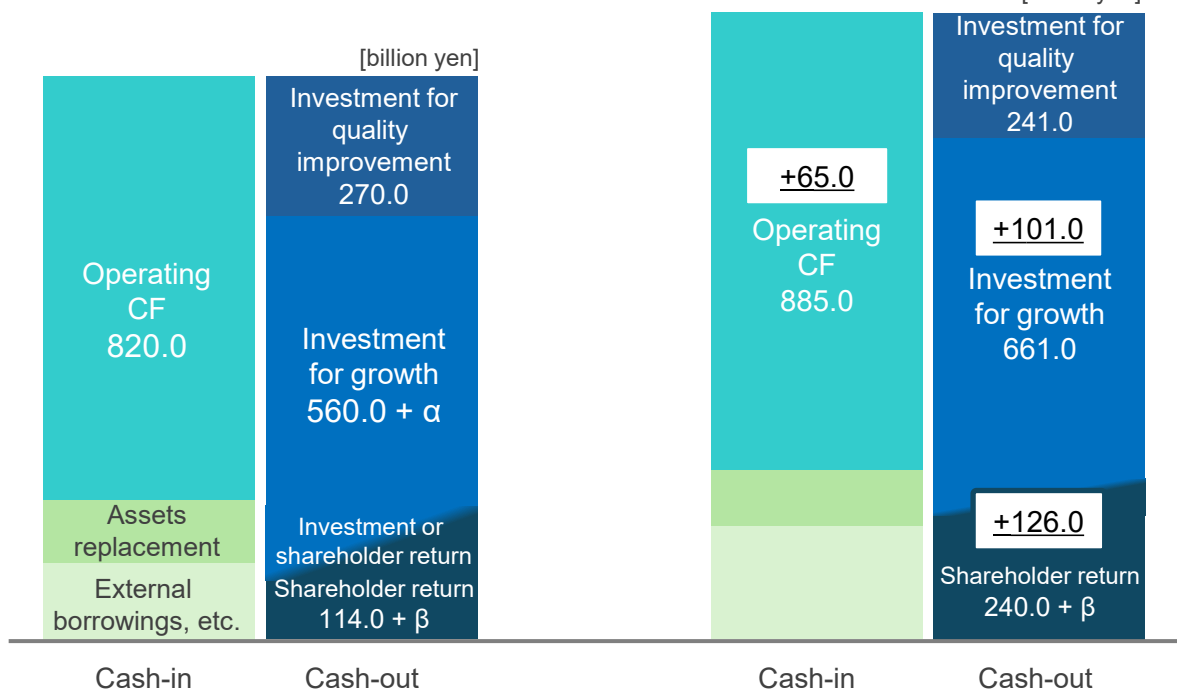
- Operating CF: +65.0 billion yen (3-year cumulative) compared with the Medium-Term Management Plan 2026. Creating a virtuous cycle through balanced allocation between investments for growth and shareholder returns while maintaining a sound capital structure.
- Shareholder return policy: Improving capital efficiency through progressive dividends based on a DOE of 3.5%, along with flexible share buybacks. Annual dividend forecast for FY2027.3: 130 yen per share (up 10 yen from the previous year).

Cash allocation

Initial Plan for FY2025.3 – 2027.3

Cumulative Forecasts*1 for
FY2025.3 – 2027.3

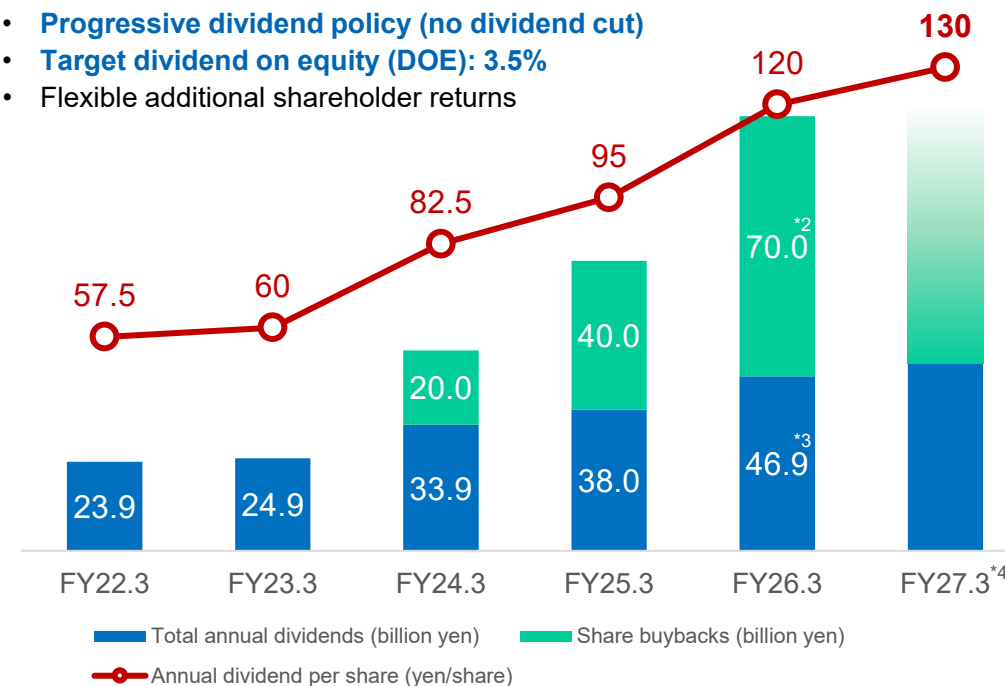
[billion yen]



*1: Figures for cumulative forecasts for FY2025.3-2027.3 are rounded to the nearest 1.0 billion yen.

Shareholder returns

- Progressive dividend policy (no dividend cut)
- Target dividend on equity (DOE): 3.5%
- Flexible additional shareholder returns



*2: Total amount repurchased through April 24, 2026.

*3: (Est. avg. shares at FY2026.3-end as of 3Q-end) × 120 yen/share

*4: Share buybacks are subject to comprehensive review of profit trends, investment progress, and financial targets

Daigas Group Corporate Principles

Foundation of business activities (corporate motto)

Service First

What we aim to be

A corporate group that powers continuous advancement
in customers' lives and businesses

Three guiding principles



Customer-oriented
approach

Wholeheartedness and
a sense of mission

Enterprising spirit

Disclaimer: This document has been translated from the Japanese original for reference purpose only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Cautionary Statement with Respect to Forward-Looking Statements: These materials include forecasts, plans and strategies for future performance, which are based on the judgment of the Group based on information currently available. Actual results could differ materially from these forward-looking statements due to a number of important factors. Factors that could affect the Company's actual results include, but are not limited to, fluctuations in the Japanese economy, sudden changes in foreign exchange rates and Crude oil price, and changes in the weather.

Appendix

Key Financial indicators (FY2027.3) (1/2)

	[billion yen]	FY2026.3 Forecast	FY2027.3 Plan
Net sales		2,050.0	2,070.0
Operating profit		160.0	150.0
Ordinary profit		186.0	190.0
Excluding time-lag effect		169.0	183.0
Time-lag effect		17.0	7.0
(Non-consolidated) Gas		14.0	6.0
(Non-consolidated) Electricity		3.0	1.0
Profit attributable to owners of the parent		142.0	145.0
Excluding time-lag profit/loss		129.5	140.0
EBITDA		321.0	337.0
Excluding time-lag profit/loss		304.0	330.0

ROIC		5.7%	5.4%
Excluding time-lag effect		5.2%	5.2%
Domestic Energy		4.1%	3.3%
International Energy		8.5%	8.8%
LBS		5.6%	6.1%
ROE		8.4%	8.3%
Excluding time-lag effect		7.6%	8.0%

	[billion yen]	FY2026.3 Forecast	FY2027.3 Plan
Segment profit		184.0	182.0
Excluding time-lag effect		167.0	175.0
Domestic Energy		75.5	55.5
Excl. time-lag effect		58.5	48.5
Electricity		26.0	10.5
Excl. time-lag effect		23.0	9.5
International Energy		74.0	85.5
LBS		34.0	40.5
Adjustment		0.5	0.5

Key Financial indicators (FY2027.3) (2/2)

	(billion yen)	FY2026.3 Forecast	FY2027.3 Plan
Investment for quality improvement		90.0	77.0
Investment for growth		209.0	243.0
Domestic Energy		64.0	52.0
International Energy		95.0	116.0
LBS		50.0	75.0
Total investment		299.0	320.0

Capital expenditures (included in the total)		271.0	260.0
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Shareholders' equity ratio ¹		55.0%	54.5%
D/E ratio ¹		0.52	0.53

¹ Calculated with 50% of issued hybrid bonds as equity

	(million m ³)	FY2026.3 Forecast	FY2027.3 Plan
Domestic gas sales volume (consolidated)		6,598	6,692
Residential		1,669	1,704
Non-residential		4,929	4,988

	(GWh)	FY2026.3 Forecast	FY2027.3 Plan
Domestic electricity sales volume (consolidated)		16,602	20,932

Assumptions

Crude oil price (All-Japan CIF price)	71.0 USD/bbl	65.0 USD/bbl
Exchange rate	150.3 JPY/USD	155.0 JPY/USD

Sensitivities of consolidated ordinary profit to crude oil price and exchange rate fluctuations from April 2026
(Figures in parentheses exclude the time-lag effect)

1 USD/bbl increase in crude oil price	-1.2 billion yen (-0.2 billion yen)
1 JPY/USD increase in exchange rate	-0.5 billion yen (+0.1 billion yen)

Impact of Feedstock Price Fluctuations on Earnings

- Feedstock price fluctuations are largely passed through to gas tariffs, resulting in a neutral impact on business performance over the long term.
- As the reflection in gas tariffs is delayed by up to five months, timing differences may result in temporary profit or loss at fiscal year-end (the time-lag effect).

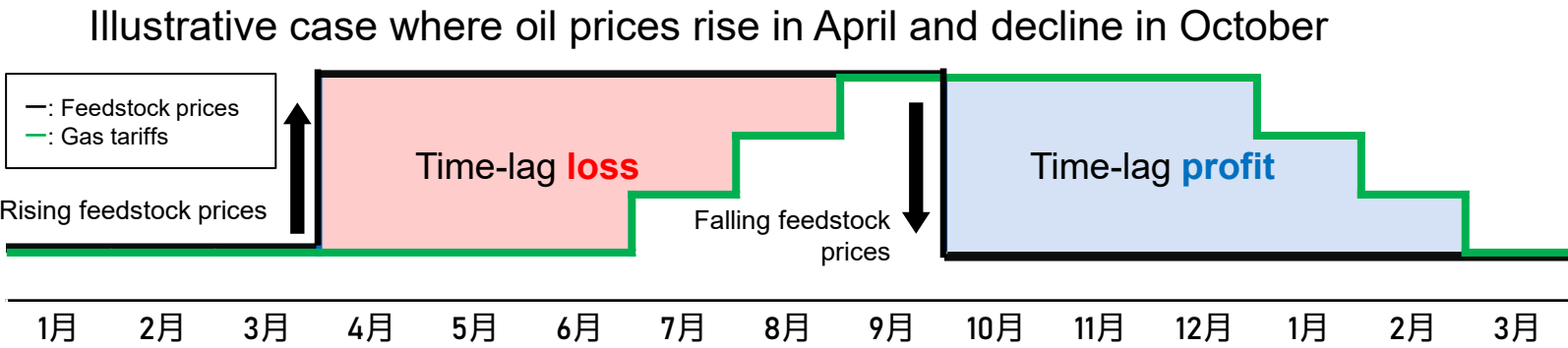
Gas Rate Adjustment System

- Mechanism to reflect LNG price fluctuations, driven by exchange rates and oil prices, in gas tariffs.
- The difference between the base LNG cost (standard average feedstock price) and the three-month average of national LNG and LPG import prices is reflected in the variable portion of gas tariffs with a three-month lag.

Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.
Average feedstock price for 3 months			→		Reflection		
	Average feedstock price for 3 months			→		Reflection	
		Average feedstock price for 3 months			→		Reflection

Time-lag effect

- Rising feedstock prices:
Generating time-lag **losses**
- Falling feedstock prices:
Generating time-lag **profits**



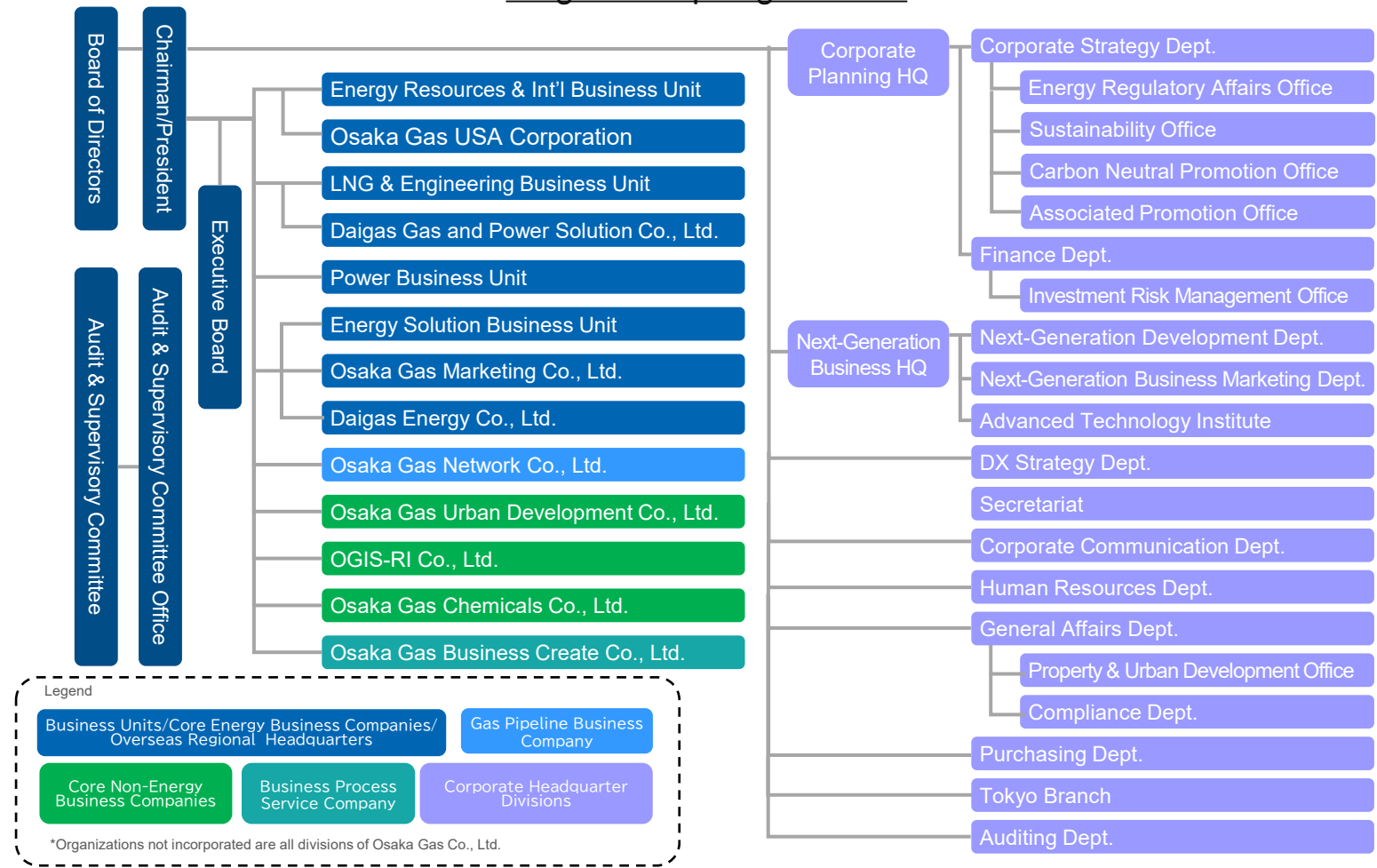
Introduction of Chief Officer System and Organizational Restructuring (Effective April 1, 2026)

- Introducing the Chief Officer System to address cross-functional management challenges
- Establishing DX Strategy Department as an independent unit to promote DX and address the increasing complexity and sophistication of system development

Introduction of the Chief Officer System

Abbreviation	Name
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CDIO	Chief Digital & Information Officer
CHRO	Chief Human Resources Officer
CTO	Chief Technology Officer
CRO	Chief Risk Officer
CSaO	Chief Safety Officer
CSuO	Chief Sustainability Officer
CCNO	Chief Carbon Neutrality Officer

Daigas Group Organization



Sustainability Indicators

Key issue (materiality)	ESG indicator	FY2027.3 target	FY2031.3 target ⁴
4Provide carbon neutral energy	Avoided emissions (compared to FY2018.3)	7 million tons/year	10 million tons/year
	Renewable energy development contribution	4 GW	5 GW
	Percentage of renewables in our power generation portfolio in Japan	approx. 30%	approx. 50%
	CO ₂ emissions of the Daigas Group	-	-5 million tons/year in Japan (compared to FY2018.3)
	CO ₂ emissions reduction in the Group company offices and vehicles	67%	100%
	Promotion of e-methane, etc. ¹ practical application	Final investment decisions in e-methane supply chain PJ ²	1% e-methane in gas grid
	Promotion of methanation technology development	Transition to the second phase of SOEC GI funds business	Establishing a pilot-scale (400 Nm ³ /h class) SOEC technology
Enhance the resilience of customers and society	Number of serious accidents and serious energy supply disruptions caused by the company	Zero	Zero
	Establishment of resilient facilities	Implementation of measures for disaster prevention and aging pipes	
Co-create advanced, diverse solutions that meet customer values	Customers accounts	10.9 million accounts	11.5 million accounts
	Customer satisfaction rate	90%	-
	Creation of innovation	Creation of new business and services	
Create a work environment where employees and the company resonate and enhance each other	Percentage of women in members newly promoted to middle management positions	20% or more	30% or more
	Percentage of women in new recruits for career-track positions	30% or more	30% or more
	Work engagement score	50 or more	50 or more
	Total number of new graduates and mid-career hires	Cumulative total of 3 years: 330 people	-
	Reserve ratio of next-generation management personnel	250%	-
Maintain and improve the soundness and flexibility of management foundation	Percentage of female directors	25% or more	30% or more
	Number of serious violations of laws and regulations	Zero ³	Zero
	Recruitment of DX core staff	300 employees	-
	Respect for human rights	Implementation of human rights initiatives within the Daigas Group and throughout the supply chain	
	Contribution to local communities	Engagement with local communities	
	Sustainable growth of LBS business	Implementation of unique ESG initiatives in LBS business	

1: Changed to "e-methane, etc." in response to the amendment of the Act on the Sophistication of Energy Supply Structures

2: Final Investment Decision (FID) for the e-methane supply chain project scheduled for FY2028.3

3: One case of inappropriate conduct in ENE-FARM sales recorded in FY2025.3; current progress toward this target (the three-year period of the Medium-Term Management Plan 2026) is one case

4: FY2031.3 target subject to change based on progress through FY2027.3