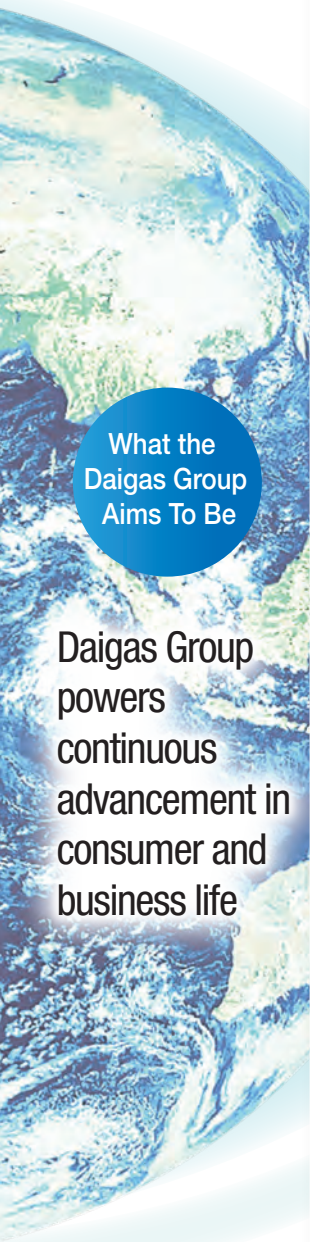


# Value Creation Model

Dynamic and Innovative, Genuine and Studious



What the  
Daigas Group  
Aims To Be

Daigas Group  
powers  
continuous  
advancement in  
consumer and  
business life

## Social issues

Climate  
change

Population  
decline in  
Japan

Stable supply  
of energy

Technical  
innovation

Efficient  
utilization of  
resources

Quality improvement  
investment

**550.0** billion yen

(Total for FY2018.3 to FY2031.3)

Growth investment

**1.45** trillion yen

(Total for FY2018.3 to FY2031.3)



Diversity  
promotion

Work-style reform  
promotion

## Go beyond borders

### Go beyond customer expectations

Always aim to provide services that go beyond customer expectations

### Go beyond business boundaries

Expand business domains to contribute to the advancement of society, communities, and customers

### Go beyond corporate boundaries

Actively promote alliances and M&A and broadly deploy businesses in Japan and overseas

## Business domains

### Domestic Energy

→ P.23



1

Gas manufacturing and sales\*

2

Gas distribution

3

Electric power generation and sales

### International Energy

→ P.31



4

International upstream and trading

5

International middle and downstream

### LBS

→ P.35



6

Real estate

7

Materials

8

IT

9

New business fields and others

\*Includes equipment sales, service sales, LNG sales, etc.

## Innovative energy and service provider

Four types of value  
Company that creates sustainable value

### Creation of value for customers

Continuously meet customer expectations by creating services in diversified fields that contribute to higher levels of customer comfort, convenience, and security

### Creation of value for society

Endeavor to ensure fairness and transparency in business activities and contribute to sustainable development of society and improvement of the global environment

### Creation of value for shareholders

Based on a sound financial position, sustain long-term and stable growth and maximize corporate value

### Creation of value for employees

Respect employees' individuality and support them so that they can carry out work with a sense of purpose and grow as individuals

Contribution to sustainable development goals (SDGs)

