

Daigas Group's Businesses and Capitals with Strengths

(Data as of March 31, 2021 and for the fiscal year ended March 31, 2021)

We aim to create value for a sustainable future and evolve as an aggregate of multiple businesses through expansion into new global fields. We will strive to achieve that by leveraging our capitals with strengths and our expertise in the three core business segments: the Domestic Energy Business, International Energy Business, and Life & Business Solutions Business.

International Energy Business Business unit Energy Resources & International



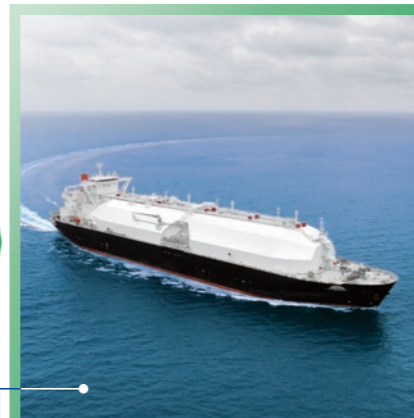
Upstream Business

Expanding upstream business field through project participation for group-wide steady profit growth.



Mid- & Downstream Business in North America

Supporting the stable operation of the Freeport LNG project in the US for LNG price stabilization and index diversification.



LNG Trading

Importing LNG under long-term contracts, and diversifying LNG supply sources and price indices to enhance the stability of LNG procurement.

*Capital is organized in accordance with the International Integrated Reporting Framework.

Manufactured capital

Natural gas liquefaction processing plant 1 location	Power generation capacity (in operation) 4.69 GW <small>(Of which, renewable energy: 393 MW)</small>	Total pipeline length Approx. 63,100 km
Carriers owned by the Group 8 ships	Gas manufacturing plant 2 locations	Central Control Office* <small>* Operating 24 hours a day, 365 days a year to ensure stable supply and safety</small>

Financial capital

Cash flows from operating activities
219.7 billion yen

Financial soundness
D/E ratio **0.73** times Shareholders' equity ratio **46.8**%

Intellectual capital

Number of patents held
3,015 patents

R&D expenses
9.4 billion yen

Human capital

Number of employees
20,941 employees

Job satisfaction **3.86/4.25** Attachment to the Company* **4.25**
*FY2019.3 result of the "Employee Attitude Survey" (Scale of 5 for each item)

Natural capital

Natural gas resources

Renewable energy

Domestic Energy Business Business unit LNG, Power & Engineering Network Energy Solution

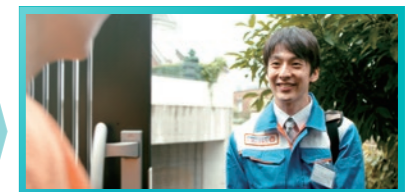
Ensuring reliable power supply with various sources including gas-fired power plants at the Senboku LNG terminal, cogeneration systems, and renewables.



Power Generation Renewable Energy



Electricity Transmission



Residential Market



LNG & Engineering

Ensuring the reliability of LNG facilities including 25 LNG tanks located in Senboku and Himeji.



Network

Extending pipelines and conducting scheduled facility update for stable gas supply.



Non-residential Market

Providing solutions to meet customer needs at homes, factories and offices.



IPP in North America

Increasing investment in renewables as well as gas-fired power plants to accelerate decarbonization.



Asia

Expanding our businesses in renewables and LNG terminals, as well as natural gas marketing and energy services.

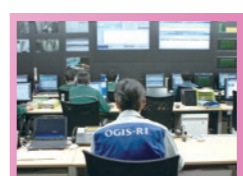
International Energy Business

LBS Business Business unit Urban Development IT Materials

Developing non-energy businesses for risk diversification by leveraging technologies and know-how we have cultivated in our energy business.



Urban Development



IT



Materials

Social and relationship capital

Number of customer accounts*
Approx. **9.40** million

Including:
Low-voltage electricity supply contracts:
Approx. **1.51** million

Gas supply contracts:
Approx. **5.14** million

Service chain partners
Approx. **200** stores

Co-creation relationship with stakeholders

*Total number of contracts, including city gas, electricity, LPG, ENE-FARM, Sumikata Service, and utility agent contracts.

