



# Capitals with Strengths (Data as of March 31, 2023 and for the year ended March 31, 2023)

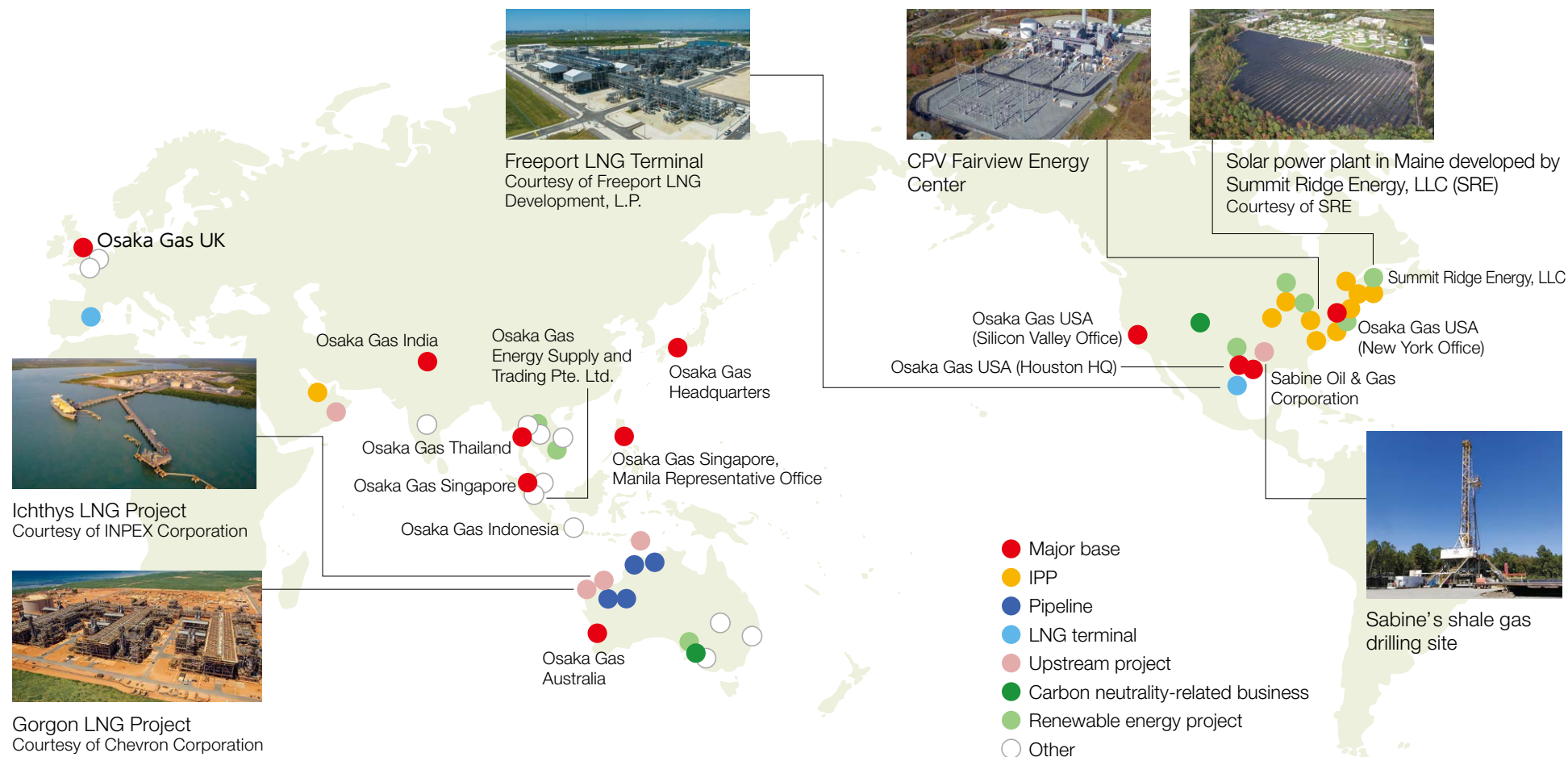
<p>Financial capital</p>	<p>The Daigas Group maintains a strong and sound financial base supported by disciplined financial strategies, to make sustainable business growth possible.</p>	<p>Cash flows from operating activities <b>33.5</b> billion yen</p> <p>Financial soundness D/E ratio: <b>0.71</b> times    Equity ratio: <b>49.3%</b></p>
<p>Manufactured capital</p>	<p>With the number of customer accounts exceeding 10 million, the Group recognizes that our greatest mission is to ensure the stable and safe supply of energy, such as gas and electricity, to our customers. Our various facilities for energy supply are indispensable capital of the Group.</p>	<p>Power generation capacity (in operation) <b>4.58</b> GW <small>(Of which, renewable energy: 777 MW)</small></p> <p>Total pipeline length Approx. <b>63,600</b> km</p> <hr/> <p>Carriers owned by the Group <b>9</b> ships</p> <p>Gas manufacturing plant <b>2</b> locations</p> <p>Central Control Office* <small>*Operating 24 hours a day, 365 days a year to ensure stable supply and safety</small></p>
<p>Intellectual capital</p>	<p>The Group possesses expertise in diverse technological development, including technologies related to gas synthesis and catalysts, cultivated in the energy business, and technologies related to the design and construction of LNG receiving terminals, etc. We positioned intellectual property rights as an important management resource and are actively working to secure and utilize rights in conjunction with our business and technology development strategies.</p>	<p>Number of patents held: <b>2,885</b> patents <small>📖 P.10</small></p> <p>R&amp;D expenses: <b>9.6</b> billion yen</p>
<p>Human capital</p>	<p>We believe it is important to create disruptive innovation to improve corporate value over the medium to long term, and that the driving force for such innovation is the blend of diverse individuals. We aim to achieve sustainable growth by increasing the engagement of each employee.</p>	<p>Number of employees: <b>21,017</b> employees</p> <p>Employee attitude survey Four comprehensive indicators remained at appropriate levels <small>📖 P.54</small></p>
<p>Social and relationship capital</p>	<p>The Group has opportunities for contact with stakeholders in a wide range of business fields. In addition to building relationships of mutual trust through dialogue and cooperation with diverse stakeholders, we will further refine the Group's solutions and innovation and create value through co-creation with stakeholders, and share our achievements with them.</p>	<p>Number of customer accounts*: Approx. <b>10.02</b> million <small>📖 P.39</small></p> <p>Low-voltage electricity supply contracts: Approx. <b>1.70</b> million</p> <p>Gas supply contracts: Approx. <b>5.00</b> million</p> <p>Service chain partners: Approx. <b>200</b> stores</p> <p>Co-creation relationship with stakeholders</p> <p><small>*Total number of contracts, including city gas, electricity, LPG, "ENE-FARM," "Sumikata Services," and utility agent contracts.</small></p>
<p>Natural capital</p>	<p>Recognizing that natural gas is a finite resource, we are striving for its efficient and effective use, while also pursuing the diversification of energy sources for a stable supply of energy and to ensure security. Our aim is to realize S+3E* through the effective use of natural gas and renewable energy.</p> <p><small>*S+3E: Safety, Energy security, Economic efficiency, and Environment</small></p>	<p>Natural gas resources <small>(LNG handled: 10,608 thousand tons)</small></p> <p>Renewable energy <small>(Contribution to developing renewables capacity on a global bases: 2,110 MW) 📖 P.32</small></p>



## Overseas Energy Infrastructure

In the International Energy Business, we strive to ensure the stable procurement, supply, and wider use of natural gas, a key transition fuel, and strengthen our efforts in businesses in the fields of renewable energy and new energy and businesses that aim to achieve carbon neutrality.

### Investments in the International Energy Business (As of March 31, 2023)



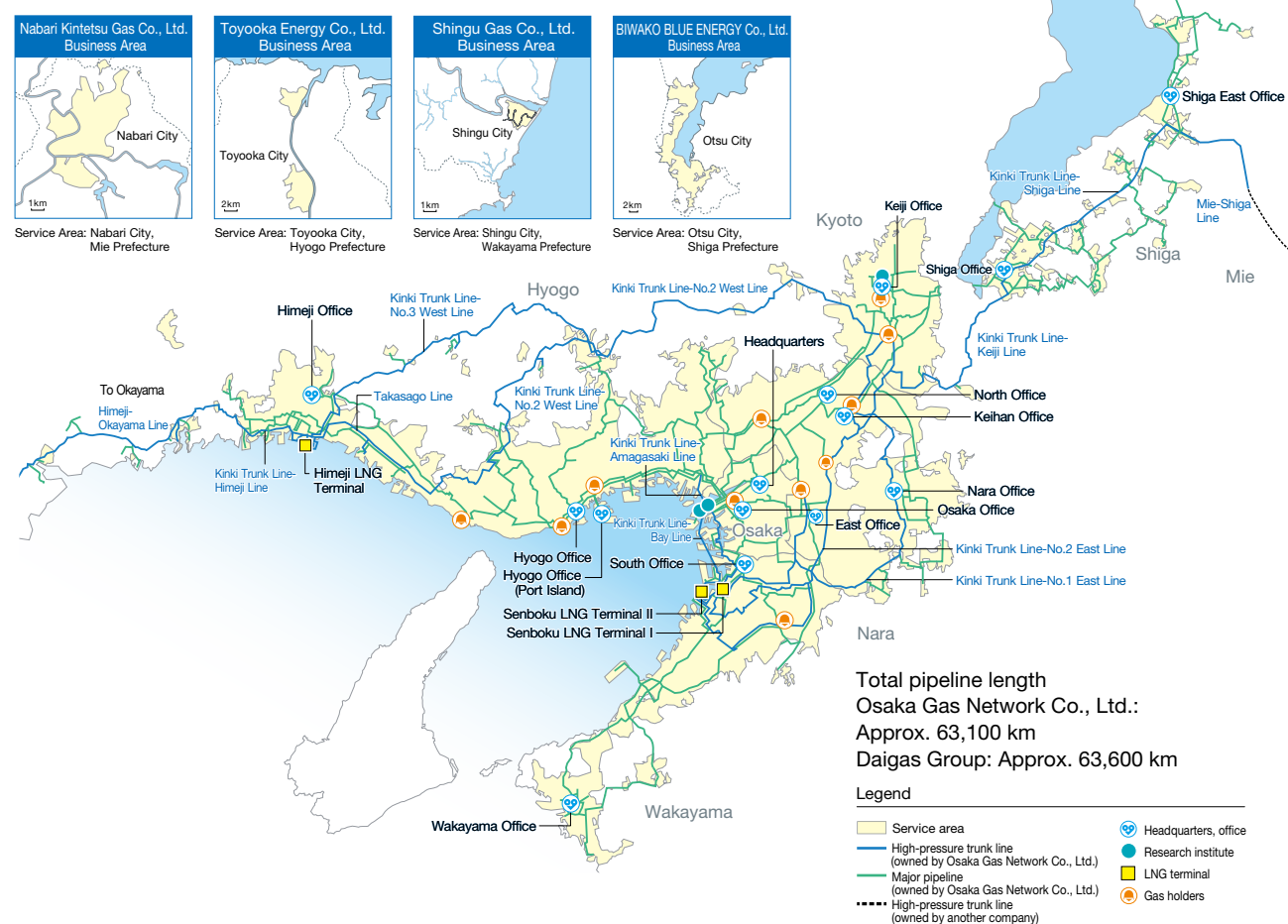
\*Please refer to the [Fact Book](#) for investments in the International Energy Business.



## Domestic Energy Infrastructure

The Daigas Group systematically extends and expands the gas pipeline network for wider use and expansion of city gas and improved capacity for stable supply. In addition to the city gas business centered on the Kansai region, we will work to expand the development and acquisition of renewable energy in all parts of Japan. We will also leverage the strengths that we have built up to promote the construction of competitive infrastructure and the provision of services nationwide.

### ■ Gas Service Area of the Daigas Group (As of March 31, 2023)



### ■ Major Energy Infrastructure in Japan (As of March 31, 2023)

