

# Table of Contents

## Introduction

- 01 Editorial Policy /  
Positioning of Our Reports and Disclosures
- 02 Table of Contents

## What Is the Vision of the Daigas Group?

### Value Creation and Growth Strategies

- 04 Daigas Group Corporate Principles
- 05 The Daigas Group's Four Value Creation Tracks
- 07 Message from the President
- 11 Message from the President of the Corporate Planning HQ (Financial Strategy Overview)



## What kind of Company Is the Daigas Group?

### Overview of the Daigas Group

- 16 At a Glance
- 17 History of Growth in the Daigas Group's Businesses
- 19 Businesses
- 20 Value Creation Process
- 21 Capitals with Competitiveness

## What Value is the Daigas Group Creating Today?

### Value Creation Practices

- 23 Roadmap to Realizing Our Long-Term Management Vision
- 24 Medium-Term Management Plan 2026
- Key Strategy: Co-create Value for a Sustainable Future**
- 25 [Special Feature] Daigas Group Energy Transition 2050
- 28 Providing Carbon Neutral Energy
- 33 Enhancing Resilience of Customers and Society
- 35 Co-creating Advanced, Diverse Solutions

### Key Strategy: Support Employees to Shine in Their Roles

- 36 Creating an Environment That Enhances Value for Employees and the Company

### Key Strategy: Evolve the Business Foundation

- 37 Advancing Business Transformation Through DX
- 38 Implementing ROIC-Focused Management
- 39 Business Strategies by Segment



## What Are the Initiatives That Support the Daigas Group's Sustainable Growth?

### Sustainability

- 47 Sustainability Management
- 48 Recognition of Risks and Opportunities and Materiality in Sustainability Management
- 49 Materiality Indicators, Targets and Results
- 51 Disclosure Based on the TCFD Recommendations
- 54 Environmental Impact throughout the Daigas Group Value Chain
- 55 Initiatives to Comply with the TNFD / Initiatives for Compliance
- 56 Initiatives for Human Rights

## What Initiatives for Corporate Governance is the Daigas Group Implementing to Build Trust?

### Corporate Governance

- 58 Communication with Shareholders and Investors
- 59 Dialogue between Outside Directors and Institutional Investors
- 62 Introducing Our Directors
- 65 Corporate Governance



### Corporate Data

- 80 Financial Data
- 81 Non-Financial Data
- 82 Summary of Consolidated Operating Results
- 84 Group Companies
- 86 Company Data
- 87 External Evaluation



### Key Highlights of Integrated Report 2025

This report focuses on the key strategy of the Medium-Term Management Plan 2026 "Connecting Ambitious Dreams". It introduces the Daigas Group's initiatives and progress made in FY2025.3, the first year of the plan, and clearly explains our approach to value creation.

#### Key Points

##### Pages 28-38 Progress of the Medium-Term Management Plan 2026

Based on our Three Commitments to "Co-create Value for a Sustainable Future," "Support Employees to Shine in Their Roles," and "Evolve Business Foundation," we have presented the progress of the Medium-Term Management Plan 2026 as well as our initiatives toward achieving our targets.

##### Pages 39-45: Business Strategies by Segment

In order to more clearly communicate the Daigas Group's growth strategies, we have systematically organized each segment's earnings structure, vision, business environment awareness, progress of initiatives, etc.

##### Pages 59-61: Dialogue between Outside Directors and Institutional Investors

We have provided details on a dialogue between Outside Directors and institutional investors on improving capital efficiency and responding to climate change, which was conducted as part of our efforts to deepen relationships of trust with our stakeholders.

##### Pages 25-27: [Special Feature] Daigas Group Energy Transition 2050

The Energy Transition 2050, announced in February 2025, introduces the Daigas Group's policies and specific roadmap for achieving a carbon neutral society.

