

Co-creating Advanced, Diverse Solutions



In a world advancing toward carbon neutrality and digitalization, we will create progressive and diverse options. We will offer more comfortable lifestyles for residential segment customers, as well as create an environment where commercial and industrial segment customers can focus on business with peace of mind. Our strengths include extensive feedback received from customers over the years, deep connections with a wide range of customers, and technologies cultivated over time. By taking advantage of such strengths, we will keep evolving into a marketer trusted by customers and society through co-creation with our stakeholders.

FY2025.3 Results

Number of customer accounts **10.71** million

Customer satisfaction rate **92** %

Social implementation of new services that contribute to low carbon/decarbonized energy and efficient infrastructure maintenance

Progress through FY2025.3

With the aim of offering services helpful to customers and society and achieving business growth, we expanded new services and rolled out new solutions. As a result, the number of customer accounts reached 10.71 million. We also strived to ensure safety and improve the quality of services. The satisfaction rate for customer-facing operations* remained high at 92%. From FY2025.3, we have further strengthened the new business creation function of the Next-Generation Business HQ, and worked to consistently promote research and technology development, collaboration with various partners, and commercialization to further create new businesses. In November 2024, we invested in FPR Energy Limited, an Australian startup company developing next-generation concentrated solar thermal systems, with the aim of contributing to the decarbonization of industrial heat demand. In addition, the LBS business domain expanded, with the launch of new businesses in the property development business, enhancement of business domain through M&A in the information technology business, and further advancement in the development of materials with high added value in the materials business.

*Five areas of operation that have direct interaction with customers (opening gas valves, appliance repairs, appliance sales (with installation), periodic safety inspections [gas facility surveys], and telephone support [customer center]).

Domestic Energy business For more details, please see □□ P.39.

Life & Business Solutions (LBS) business For more details, please see □□ P.44.

For more details of our investment in FPR Energy Limited, please see □ the Sustainability Report 2025.

Major Projects Implemented in FY2025.3

Built a system to evaluate the quality of carbon credits using generative AI

For more details, please see □□ P.32.

Improved the efficiency of leak inspections with laser spectroscopic detectors and dedicated navigation systems
(Received Prime Minister's Award at the 7th Infrastructure Maintenance Awards, and Japan Gas Association Technology Award 2024)

Launched "D-Remove," a service that reduces CO₂ emissions from deodorization processes with zero initial investment

Challenges and Future Strategies

Competition has intensified due to the deregulation of the gas retail market and other factors. In addition, the energy business is facing a turbulent environment due to the accelerated move toward carbon neutrality. To secure new sources of revenue and ensure sustainable growth for the Daigas Group, we will continue to leverage the business know-how and strengths that each company has cultivated, as well as the synergies within the Group, to create new businesses that meet the diversifying needs of our customers.

