

# The Daigas Group's Four Value Creation Tracks

The Daigas Group formulated the “Long-Term Management Vision 2030” in March 2017.

To achieve the vision for FY2031.3 outlined in the Long-Term Management Vision, under the Daigas Group Corporate Principles, we have created four types of value:

“Value for Customers,” “Value for Society,” “Value for Shareholders,” and “Value for Employees.”

## Value We Have Created So Far



### Creating Value for Customers

We continue to provide services that meet customer expectations for comfort, convenience, and reliability in diverse fields.



#### Number of customer accounts

FY2018.3  
8.27 million → **10.71** million  
FY2025.3

#### Customer satisfaction rate\*1

13 consecutive years **90%** or higher

#### Continue to meet customers' expectations in various fields

The Daigas Group has strengthened its social capital by maintaining a high level of customer satisfaction and building relationships of trust.

In addition, we have expanded our business domains by leveraging our human and intellectual capital, and increased points of contact with customers by providing useful services such as telecommunications, home renovation, and a refrigerated food delivery service.

Going forward, we will continue to create new services and businesses that meet the increasingly diverse values of our customers, thereby increasing the number of customer accounts and strengthening our financial capital.

\*1 Results of a satisfaction survey on 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).



### Creating Value for Society

We conduct fair and transparent business operations and contribute to the sustainable development of society and the improvement of the global environment.



#### Promote widespread use of highly durable polyethylene (PE) pipes\*2

FY2018.3  
Extension of PE pipeline length  
15,900 km → **18,600** km  
FY2025.3

#### Avoided CO<sub>2</sub> emissions

FY2018.3  
0.61 million t-CO<sub>2</sub> → **6.29** million t-CO<sub>2</sub>  
FY2025.3

#### Contribute to a sustainable society through the supply of clean energy in a safe and stable manner

As a business operator responsible for social infrastructure, the Daigas Group has realized a stable energy supply by systematically developing and strengthening the gas pipeline network. Increasing the resilience\*3 of infrastructure also leads to the continuation of stable business.

It is also important for the Group, which is centered on the energy business, to contribute to a carbon neutral society. As part of our current efforts in the transition period, we are strengthening our manufactured capital through the construction of natural gas power plants, and contributing to reducing CO<sub>2</sub> emissions throughout society by switching from heavy oil to natural gas. Looking to the future, we aim to transition to a seamless carbon neutral society by introducing e-methane, which can be used with existing gas appliances.

\*2 PE pipeline length extension of approx. 1,200 km at the time of the Great Hanshin-Awaji Earthquake (1995).

\*3 Resilience: With an original meaning of “recoverability,” “flexibility,” “adaptability,” in a business context, it also refers to “recoverability and adaptability that makes it possible to overcome difficulties.”

## Value We Have Created So Far



## Creating Value for Shareholders

We strive to achieve stable long-term growth and maximize corporate value while maintaining a sound financial foundation.



### Ordinary profit

FY2018.3

77.0 billion yen

FY2025.3

→ 189.6 billion yen

### ROE

FY2018.3

3.8%



FY2025.3

8.2%

### ROIC

FY2018.3

4.0%



FY2025.3

5.4%

### To maximize corporate value with stable growth

The Daigas Group will improve ROE by increasing profits and controlling shareholders' equity in order to increase shareholder value. To achieve this, it is essential that we maintain a stable level of profits and promote ROIC-focused management.

By maintaining a sound financial base through stable profits, we will enable active investment for sustainable growth.

In addition, by implementing ROIC-focused management, we will maximize profits on invested capital. Through these measures, we will strengthen returns to shareholders and increase corporate value.



## Creating Value for Employees

We respect the individuality of each employee and provide support for their personal growth and professional fulfillment.



### Enhancement of systems

- Establishment of remote working system (work-from-home and satellite offices)
- Introduction of flextime and hourly paid leave
- Enhancement of childcare and nursing care leave systems
- Support for balancing work and medical treatment, etc.

### Employee attitude survey

Comprehensive indicator remained at appropriate levels in FY2025.3\*1

### Percentage of male employees who have taken childcare leave/leave for childcare purposes\*2

FY2018.3

88.8%



FY2025.3

94%

### Ratio of female employees promoted to managerial positions\*2

FY2018.3

9.4%



FY2025.3

18.2%

### To become a company where people with diverse values can thrive

The Daigas Group believes that improving value for employee is the foundation for the other three types of value creation. Therefore, we are promoting the training of human resources necessary for our management strategy, and the acquisition of highly specialized human resources to quickly expand the number of people who will play a role in the development of technologies related to carbon neutrality and the promotion of digital transformation.

By enhancing each measure while monitoring the progress of diversity, equity, and inclusion promotion and the level of loyalty and satisfaction through employee attitude surveys, we will create a more comfortable working environment and lead to the sustainable growth of the company.

\*1 The comprehensive indicator is the "overall satisfaction" score, which represents the current level of employee satisfaction with the company. The scores for Osaka Gas and its affiliates were higher than the society average.

\*2 Scope : Osaka Gas