

Value Creation Process

The Daigas Group aims to realize a sustainable society and create value, guided by the spirit of our corporate motto, “Service First,” and leveraging our values and competitive capital built over the years.

Realization of a sustainable society

What We Aim to Be A corporate group that powers continuous advancement in customers’ lives and businesses.

Four types of value



Creating Value for Customers



Creating Value for Society



Creating Value for Shareholders



Creating Value for Employees

INPUT (FY2026)

Financial capital



- Ordinary profit: 204.5 billion yen
- Investment for business growth: 203.4 billion yen
- Investment for quality improvement: 79.8 billion yen

Manufactured capital



- Domestic thermal power generation capacity: 3.2 GW¹
- Gas manufacturing plant: 2 locations
- Global LNG value chain

Intellectual capital



- R&D expenses: 14.3 billion yen
- Number of projects utilizing GI funds: 1 case
- Broad technical capabilities in fields such as energy and materials

Human capital



- Diverse, highly specialized talent
- Work engagement score: 52.8

Social capital



- Number of customer accounts: 10.89 million accounts
- Number of gas supply contracts: 5.16 million
- Building and maintaining co-creation relationship with stakeholders

Natural capital



- Renewable energy development contribution: 4,540 MW
- LNG handled: 12.40 million tons

Business Model

OUTPUT / OUTCOME

External environment

Materiality Book P.17

Growth Strategies and Practices Book P.20-40

Key Strategy: the Three Commitments Book P.21

Support Employees to Shine in Their Roles

Co-create Value for a Sustainable Future

Evolve Business Foundation

Business portfolio

Domestic Energy Business Book P.31

International Energy Business Book P.34

LBS Business Book P.36

Foundations for Value Creation Book P.41-54

Strengthening the business foundation

Earning trust from stakeholders

Dialogue with stakeholders

Corporate Governance Book P.48

Sustainability Management Book P.54

Management Goals for FY2031

ROIC Approx. **6%**³

ROE Approx. **10%**³

Co-create Value for a Sustainable Future

Promotion of e-methane, etc. practical application
..... **1% e-methane in gas grid**

Number of serious accidents and serious energy supply disruptions caused by the company
..... **Zero**

Number of customer accounts
..... **11.5million**

Support Employees to Shine in Their Roles

Work engagement score²
..... **50 or higher**

Evolve Business Foundation

Ratio of female directors
..... **30% or higher**

Strengthening capitals

¹ Includes Himeji Natural Gas Power Plant Unit 2, which began operations in May 2026 ² Deviation in employee engagement results for companies using the Advantage Toughness Survey ³ ROIC and ROE figures are goals for the early 2030s.