

Characteristics of Capitals and Future Initiatives

	The Group's characteristics and strengths in each form of capital	Major issues	Future initiatives	Related materiality
 Financial capital	A sound financial base and investment for growth We have set ROIC and ROE as management indicators, and aim to improve the earning capacity of each business and establish a robust business portfolio.	Pursue profit growth and control shareholders' equity to achieve ROIC of approximately 6% and ROE of approximately 10% in the early 2030s, while maintaining a sound financial base	- Execution of investments for growth that will contribute to profit growth - Implementation of progressive dividends and execution of flexible additional shareholder return policy	Maintain and improve the soundness and flexibility of management foundation
 Manufactured capital	Diverse energy facilities and an LNG value chain that ensures stable supply As a growth domain for the transition period, we are strengthening manufactured capital such as highly efficient natural gas power plants and shale gas development, and began operation of the Himeji Natural Gas Power Plant in 2026. We are strengthening various facilities for supplying energy, leading to stable energy supply.	- Optimize the operation of existing facilities during the transition period and amid the accelerating diffusion of AI - Strengthen the resilience of facilities to cope with increasingly severe natural disasters	- Optimization of the entire energy value chain in response to supply-demand balance and shifts in market fluctuation - Establishment of resilient facilities - Expansion of city gas, shale gas, and other businesses overseas	Enhance the resilience of customers and society
 Intellectual capital	Synergies from an array of technologies developed from the energy field We are expanding our business domains by leveraging synergies across technologies in a wide range of fields, such as the development of technology related to gas synthesis and catalysts in the energy business, the sophisticated utilization of natural gas, and materials derived from coal chemistry.	- Accelerate development of CN technology and other technologies for medium- to long-term growth - Secure rights to development outcomes and establish an intellectual property portfolio	- Development of technologies toward provision of carbon neutral energy - Promotion of the development of new technologies that can give rise to new businesses	Provide carbon neutral energy Co-create advanced, diverse solutions that meet customer values
 Human capital	Diverse employees who embody the Daigas Group Corporate Principles With the spirit of Service First, which has guided us since our founding, and the three guiding principles (customer-oriented approach, wholeheartedness and a sense of mission, and enterprising spirit) serving as a base, a corporate culture in which diverse employees work to bring out the best in one another has taken root. A high employee engagement score is also being maintained, and we have established an environment in which employees can tackle their work with enthusiasm.	- Further develop and secure highly specialized talent to drive business portfolio evolution as well as business transformation through DX, etc. - Retain employees with diverse backgrounds, and maintain and improve employee engagement - Visualize HR information, including portable skills, and enhance accuracy in matching the right person to the right position	- Hiring diverse, highly specialized talent - Supporting employee development through HR policy improvements - Creating an environment where the right person is appointed to the right position through more sophisticated talent management	Create an environment that enhances value for employees and the company Co-create advanced, diverse solutions that meet customer values
 Social capital	A strong foundation of trust with communities and society Through more than 120 years of gas supply, the Group has become deeply rooted in local communities and built trust in our corporate brand. In response to customer needs that change with the times, we have deepened engagement by diversifying points of contact for peripheral services and the creation of new businesses in collaboration with other companies. By accelerating co-creation with stakeholders, we are creating new social value and achieving sustainable business growth.	- Provide new services and value in response to changing lifestyles - Build co-creation models with multiple stakeholders for the realization of a sustainable society - Respond to intensifying competition due to energy liberalization	- Offering a diverse range of solutions beyond traditional energy services while expanding into new service areas - Expansion of services and enhancement of added value in line with customer needs	Co-create advanced, diverse solutions that meet customer values Maintain and improve the soundness and flexibility of management foundation
 Natural capital	Effective use of finite resources and conservation of natural capital We recognize that natural gas is a finite resource and strive to use it efficiently and effectively. Through the effective use of natural gas and renewable energy, which is important during the transition period, we contribute to reducing CO ₂ emissions across society as a whole. We are also working to maintain and restore natural capital through sustainable biomass resource use, forest conservation, and other means.	- Balance the provision of carbon neutral energy with stable supply, while giving consideration to biodiversity and forest conservation - Curb GHG emissions in the LNG procurement supply chain	- Diversification of carbon neutral power sources, such as renewable energy - Greenhouse gas emissions reductions and forest conservation across the entire supply chain	Provide carbon neutral energy Enhance the resilience of customers and society