

Materiality Indicators, Targets and Results

We have developed indicators for materiality that are more strongly associated with management approaches. We will thus drive the co-creation of value for a sustainable future, strengthening of human capital, and evolution of the business foundation.

Key issues (materiality)	What we aim to be	Sustainability indicators	Main achievements in FY2025.3	Related pages	FY2027.3 targets	FY2031.3 targets
Provide carbon neutral energy 	We will contribute to the achievement of a carbon neutral society through the advanced use of natural gas, the introduction and popularization of e-methane, the expansion of renewable energy, and other efforts to achieve carbon neutral thermal and electrical energy, as well as negative emission initiatives.	Avoided emissions* ¹	6.29 million tons/year	 P.042	7 million tons/year	10 million tons/year
		Renewable energy development contribution	3.7 GW	 P.043	4 GW	5 GW
		Percentage of renewables in our power generation portfolio in Japan	30.4%		Approx. 30%	Approx. 50%
		CO ₂ emissions of Daigas Group* ²	23.44 million tons -8.58 million tons (compared to FY2018.3)		—	27.02 million tons -5 million tons (compared to FY2018.3)
		CO ₂ emissions reduction in the Group company offices and vehicles	50%		67%	100%
		Promotion of e-methane practical application	Conducted a detailed FEED study on e-methane supply chain projects	 P.063-P.064	Final investment decisions in e-methane supply chain projects	1% e-methane in gas grid
		Promotion of methanation technology development	Completed the first phase of SOEC GI funds business and formulated the second phase implementation plan		Transition to the second phase of SOEC GI funds business	Establishing a pilot-scale (400 Nm ³ /h class) SOEC technology
Enhance the resilience of customers and society 	We will strengthen the safety and stability of the energy supply chain and continue to fulfill our mission of ensuring a stable supply.	Number of serious accidents and serious energy supply disruptions caused by the company	Zero	 P.107-P.109	Zero	Zero
		Establishment of resilient facilities	- Ratio of strengthening of earthquake resistance: Approx. 90% - Number of supply blocks: 738 blocks - Completed countermeasures for gray cast iron pipes	 P.108-P.109	Implementation of measures for disaster prevention and aging pipes	
Co-create advanced, diverse solutions that meet customer values 	We will provide cutting-edge and diverse options to realize comfortable living and increased corporate value.	Customer accounts	10.71 million accounts	Integrated report 2025  P.35	10.9 million accounts	11.5 million accounts
		Customer satisfaction rate	92%	 P.112-P.113	90%	—
		Creation of innovation	Social implementation of new services that contribute to low/decarbonization and efficient infrastructure maintenance	 P.076	Creation of new business and services	

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Create a work environment where employees and the company resonate and enhance each other 	By attracting diverse talents and creating an environment where employees can work hard, we will maximize the potential of our employees and build relationships in which both employees and the company can grow.	Percentage of women in members newly promoted to middle management positions	18.2%	P.084-P.085	20% or higher	30% or higher
		Percentage of women in new recruits for career-track positions	39.4%		30% or higher	30% or higher
		Work engagement score*3	52.2	P.079	50 or more	50 or more
		Total number of new graduates and mid-career hires	116 people		Cumulative total of 3 years: 330 people	—
		Reserve ratio of next-generation management personnel	260%		250%	—
Maintain and improve the soundness and flexibility of management foundation 	By maintaining and improving the management foundation of the Group, we will steadily address each of our key issues and contribute to the development of the supply chain and the local community as a whole.	Ratio of female directors	26.7%	P.127	25% or higher	30% or higher
		Number of serious violations of laws and regulations	1 case*4	P.140	Zero	Zero
		Recruitment of DX core staff	243 employees	P.072	300 employees	—
		Respect for human rights	Implemented human rights due diligence	P.097-P.098	Implementation of human rights initiatives within the Daigas Group and throughout the supply chain	
		Contribution to local communities	● Provided next-generation education on energy and the environment, disaster prevention, etc. ● Provided support for children in need of social care and employment support for people with disabilities ● Supported various government agencies in implementing global warming countermeasures plans, etc.	P.116-P.119	Engagement with local communities	
		Sustainable growth of LBS business	● Materials business: Reduced environmental impact by introducing power generation equipment that uses waste heat from an activated carbon factory in India ● Information Technology business: Supported employment for people with disabilities and contributed to the environment through PC reuse ● Urban Development business: Implemented initiatives at each company, such as obtaining ZEH-M certification for rental and for-sale apartments, etc.	P.043 P.047 P.117	Implementation of unique sustainability initiatives in LBS business	

*1 Calculate the estimated effect of CO₂ emissions reduction in one year of the target FY by introducing high efficiency facilities and low carbon energy, etc. to customer sites and the company's business activities in and after FY2018.3.

*2 CO₂ emissions in the domestic supply chain (Scope 1, 2 & 3).

*3 Deviation in work engagement results for companies using the Advantage Toughness Survey.

*4 Included in this figure is inappropriate conduct in the sales of ENE-FARM. We voluntarily reported this matter to the Consumer Affairs Agency on March 27, 2025, in accordance with the Act against Unjustifiable Premiums and Misleading Representations. The Agency is currently investigating this matter, and we will respond in a sincere manner (as of June 30, 2025).