

Daigas Group's Businesses and Capitals with Strengths (Data as of March 31, 2022)

We aim to create value for a sustainable future and evolve as an aggregate of multiple businesses through expansion into new global fields. We will strive to achieve that by leveraging our capitals with strengths and our expertise in the three core business segments: the Domestic Energy Business, International Energy Business, and Life & Business Solutions Business.

International Energy Business

Business unit: Energy Resources & International



Upstream Business



Mid- & Downstream Business in North America



IPP in North America



Asia

Domestic Energy Business

Business unit: LNG, Power & Engineering, Network, Energy Solution



LNG Trading



LNG & Engineering



Network



Power Generation Renewable Energy

Supplying electricity through the power grids operated by other companies such as Kansai Transmission and Distribution, Inc.

Electricity Transmission



Residential Market / Non-residential Market

LBS Business

Business unit: Urban Development, IT, Materials



Urban Development



IT



Materials

*Capital is organized in accordance with the International Integrated Reporting Framework.

✂ Manufactured capital	📊 Financial capital	💡 Intellectual capital	👤 Human capital	🌿 Natural capital	🏢 Social and relationship capital
<p>Natural gas liquefaction processing plant 1 location</p> <p>Carriers owned by the Group 8 ships</p>	<p>Cash flows from operating activities 145.3 billion yen</p> <p>Financial soundness D/E ratio 0.65 times</p>	<p>Number of patents held 2,913 patents</p> <p>R&D expenses 9.5 billion yen</p>	<p>Number of employees 20,961 employees</p> <p>Employee Attitude Survey</p>	<p>Natural gas resources</p> <p>Renewable energy</p>	<p>Number of customer accounts* Approx. 9.81 million</p> <p>Low-voltage electricity supply contracts: Approx. 1.61 million</p> <p>Gas supply contracts: Approx. 5.02 million</p> <p>Service chain partners Approx. 200 stores</p> <p>Co-creation relationship with stakeholders</p>
<p>Power generation capacity (in operation) 4.409 GW <small>(Of which, renewable energy: 523 MW)</small></p> <p>Gas manufacturing plant 2 locations</p>	<p>Shareholders' equity ratio 49.0%</p>	<p>Shareholders' equity ratio 49.0%</p>	<p>Shareholders' equity ratio 49.0%</p>	<p>Shareholders' equity ratio 49.0%</p>	<p>Shareholders' equity ratio 49.0%</p>
<p>Total pipeline length Approx. 63,300 km</p> <p>Central Control Office* <small>* Operating 24 hours a day, 365 days a year to ensure stable supply and safety</small></p>	<p>Shareholders' equity ratio 49.0%</p>	<p>Shareholders' equity ratio 49.0%</p>	<p>Shareholders' equity ratio 49.0%</p>	<p>Shareholders' equity ratio 49.0%</p>	<p>Shareholders' equity ratio 49.0%</p>

*Total number of contracts, including city gas, electricity, LPG, ENE-FARM, Sumikata Service, and utility agent contracts.