

Capitals with Competitiveness

The Daigas Group strives for the maximization of corporate value while maintaining a strong and sound financial base supported by disciplined financial strategies to achieve sustainable business growth.

Financial capital	Manufactured capital	Intellectual capital	Human capital	Social capital	Natural capital
<p>The Daigas Group maintains a strong and sound financial base supported by disciplined financial strategies, to achieve sustainable business growth.</p>	<p>Our various facilities for energy supply are indispensable capital of the Group.</p> <p>We will strengthen our manufactured capital such as natural gas power plants and shale gas development as growth domains in the transition phase.</p>	<p>The Group possesses expertise in diverse technological development, including technologies related to gas synthesis and catalysts, and technologies related to the design and construction of LNG receiving terminals, etc, cultivated in the energy business. We will utilize these intellectual properties as well as strengthen technological development that contributes to carbon neutrality including the introduction of e-methane.</p>	<p>We believe it is important to create discontinuous innovation to improve corporate value over the medium to long term, and that the driving force for such innovation is co-creation by diverse individuals. We aim to achieve sustainable growth by strengthening the recruitment and development of human resources, in addition to increasing the engagement of each employee.</p>	<p>The Group, which develops businesses rooted in the local community, has opportunities for contact with stakeholders in a wide range of fields, and has built relationships of trust. We will aim to achieve sustainable business growth by strengthening service creation through collaboration with stakeholders.</p>	<p>Recognizing that natural gas is a finite resource, we are striving for its efficient and effective use, while also pursuing the diversification of energy sources for a stable supply of energy and to ensure security. Our aim is to realize S+3E*3 through the effective use of natural gas and renewable energy.</p>
As of March 31, 2024					
<p>Financial soundness*1</p> <p>Equity ratio: 55.9%</p> <p>D/E ratio: 0.51 times</p>	<p>Capital expenditures (FY2024.3 results)</p> <p>198.4 billion yen</p> <p>Gas manufacturing plant</p> <p>2 locations</p> <p>Central Control Office*2</p>	<p>Number of patents held:</p> <p>2,751 patents</p> <p>R&D expenses (FY2024.3 results):</p> <p>9.89 billion yen</p> <p>R&D expenses by segment (Domestic Energy: 6.67 billion yen, LBS: 3.22 billion yen)</p>	<p>Number of Group employees:</p> <p>21,159 employees</p> <p>Employee attitude survey</p> <p>Four comprehensive indicators remained at appropriate levels</p>	<p>Service chain partners:</p> <p>Approx. 200 stores</p> <p>Low-voltage electricity supply contracts:</p> <p>Approx. 1.83 million</p> <p>Gas supply contracts:</p> <p>Approx. 5.04 million</p> <p>Building and maintaining co-creation relationship with stakeholders</p>	<p>LNG handled (FY2024.3 results):</p> <p>Approx. 11.50 million tons</p> <p>Renewable energy development contribution</p> <p>3,170 MW</p>

Medium-Term Management Plan 2026 Targets

Increase financial leverage while monitoring financial soundness

ROIC: approx. 5.0%

ROE: approx. 8.0%

Shareholders' equity ratio: 45% or higher

D/E ratio: 0.8 or lower (FY2027.3)

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Electricity business such as construction of Himeji Natural Gas Power Plant, acceleration of shale gas development in the US

Investment in primary growth fields: approx. 460.0 billion yen (FY2025.3-FY2027.3)

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Promotion of methanation technology development

Investment in the carbon neutral field: Approx.100.0 billion yen (FY2025.3-FY2027.3)

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Strengthen recruitment and development of human resources

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Creation of new businesses and services through collaboration with stakeholders

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Contribution to the widespread use and expansion of renewable energy

Renewable energy development contribution: 4 GW (FY2027.3)

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Direction for further enhancement

*1 Calculated with 50% of issued hybrid bonds as equity *2 Operating 24 hours a day, 365 days a year to ensure stable supply and safety *3 S+3E: Safety, Energy security, Economic efficiency, and Environment

