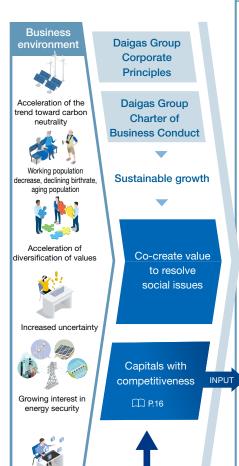
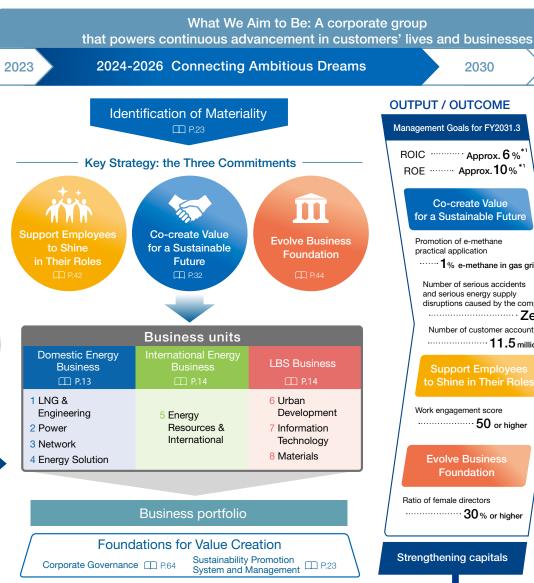
Value Creation Process

We aim to realize a sustainable society and value creation by leveraging our capitals with competitiveness and following our values that have been long cherished since the company's foundation.



Acceleration of digitization



Realization of **Daigas Group Corporate Principles**

2030

OUTPUT / OUTCOME

Management Goals for FY2031.3

ROIC Approx. 6 %*

ROE Approx. 10%*1

Co-create Value

for a Sustainable Future

······ 1% e-methane in das grid

disruptions caused by the company -----Zero

Number of customer accounts

----- 11.5 million

to Shine in Their Roles

50 or higher

· 30% or higher

Work engagement score

Evolve Business

Foundation

Ratio of female directors

Strengthening capitals

Number of serious accidents and serious energy supply

Promotion of e-methane

practical application

2050

Realization

of a

sustainable

society

Achievina

a carbon

neutral

society

We create four types of value

P.4-P.5

Creating Value for Customers



Creating Value for Society



Creating Value for Shareholders



Creating Value for Employees



- *1 ROIC and ROE figures are goals for the early 2030s
- *2 Deviation in work engagement results for companies using the Advantage Toughness Survey.

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