

## Message from Top Management



Chairman Hiroshi Ozaki

President Takehiro Honjo

## Our Commitment

To evolve into an innovative energy and service company that continues to be the first choice of customers and achieve sustainable growth

To maximize value for all stakeholders

We are delighted to extend our warmest greetings to all stakeholders as we issue this Annual Report 2017.

Competition in energy markets has intensified due to the broadened parameters introduced by the full deregulation of the retail electricity market last year and full deregulation of the gas market in April of this year. Meanwhile, uncertainty and a lack of clarity in the global economic and social landscape is making it difficult to predict how the business environment will develop as we go forward.

Nevertheless, the Osaka Gas Group has faced and survived numerous trials in its history dating back to 1905, taking on and overcoming significant challenges. We aim to continue evolving into a top-tier energy and service company capable of meeting the needs of each new generation with flexibility to achieve sustainable growth.

In March of this year, we announced our long-term management vision for 2030, which lays out what we aim to be in FY2030, and our Medium-term Management Plan 2020, which provides the strategies and business indexes for meeting long-term goals. Together they were announced as "Going Forward Beyond Borders."

We have consistently valued our relationships with customers, and we aim to further strengthen those ties to deliver high-quality services. We consider such relationships to be the source of our strength in the effort to continue evolving and advancing.

We foresee even further significant changes to come in the environment surrounding the Osaka Gas Group. While it is important to recognize and respond swiftly to changing social needs, requiring some internal aspects to be changed, other things need to remain unchanged. We need to remain faithful to our spirit, backed by our corporate philosophy. Where we can be more flexible is in our strategies and actions, responding with competence and agility to business imperatives. We need to seize new business opportunities amidst the change and be bold in taking on challenges so that we miss no opportunities. In carrying out business activities we place top priority on creating value for customers, which in turn leads to the creation of value for society, value for shareholders, and value for employees.

Thank you for your continued support and encouragement.

July 2017

Chairman

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Hiroshi Ozaki

President

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