

Initiatives to Achieve What We Aim to Be in FY2030

In order to become what we aim to be in FY2030, we will develop as a new era energy and service company to meet the energy needs of a new era by going beyond customer expectations, business boundaries and corporate boundaries.

We will continue to earn the trust of stakeholders by strengthening our management structure and improving our workplace environment.

Go beyond customer expectations, business boundaries and corporate boundaries

Develop energy marketer business of a new era

- ▣ Expand energy-related services and expand outside of the Kansai area to maximize customer accounts through efforts that go beyond customer expectations, business boundaries and corporate boundaries.
- ▣ Expand the volume of our natural gas business (including LNG) both inside and outside Japan through retail and energy services, power generation, trading, etc.
- ▣ Build a competitive power supply portfolio both inside and outside Japan that includes procurement from the market and other companies.

Accelerate the development of international energy business

- ▣ We are expanding our businesses across the entire value chain from upstream to downstream by leveraging the know-how we have developed in Japan and the international business bases we have established so far, focusing mainly on the priority areas including North America, Asia and Oceania.

Expand LBS business and developing new business fields and others

- ▣ **Real estate:** Expand business in the Tokyo area as well as in the Kansai area
- ▣ **Materials:** Play a leading role in niche markets mainly overseas
- ▣ **IT:** Provide new value by advanced ICT* innovation
- ▣ **New business fields:** Develop new businesses in the peripheral fields of energy businesses (through M&A, etc.)

Growth investing and M&A

- ▣ To achieve what we aim to be, we are investing in quality improvement, business growth and M&A, targeting a cumulative total of 2 trillion yen by FY2030.

Innovation that goes beyond customers' expectations

- ▣ By introducing advanced technologies and latest techniques as well as applying the capabilities we have developed in ICT* utilization, engineering and technology development, we are continuously providing products and services that go beyond customer expectations.

* Information and Communication Technology

Management that wins confidence of stakeholders (environmental contributions, CSR, etc.)

As a corporate group engaging in business globally, we are promoting our CSR commitment and ESG-conscious global standard management.

Environment-conscious Management

- ▣ Support customers in introducing high-efficiency energy equipment (fuel cells, CHP, etc.), and provide them with energy services
- ▣ Promote fuel conversion to natural gas, a clean energy source, and introduction of energy-saving technologies
- ▣ Develop and introduce leading-edge thermal power plants and renewable energy (bio, wind, solar, etc.)
- ▣ Promote environmental management focusing on resources recycling, biodiversity, chemical substances safety, etc.

Contribute to CO₂ reduction of approx. **70 million tons** in total for the period between FY2017 and FY2030 (equivalent to approx. **2%** of the national reduction target)



* Including contribution to reduction at customer sites and overseas

Society-conscious Management

- ▣ Pursue activities in accordance with international norms, such as the Global Compact
- ▣ Promote activities relevant to the entire value chain including initiatives to protect human rights
- ▣ Engage in co-creation with local communities (social design activities, community communication activities, community building, etc.)

Governance Enhancement

- ▣ Promote dialogues with stakeholders
- ▣ Disclose ESG information in accordance with global standards
- ▣ Enhance diversity of employees and executives
- ▣ Take measures to ensure information security
- ▣ Pursue fair business practices

Work-Style Reforms and Human Resource Development to Boost Productivity

To continue to be sound as a corporate group, we will hire individuals who bring diverse values to the table; we will create a workplace in which our employees feel motivated and proud to work; and we will encourage highly productive and highly creative work styles. We will raise awareness, reform work styles, and improve the environment to keep the Osaka Gas Group healthy and sound.

Attitude Reform

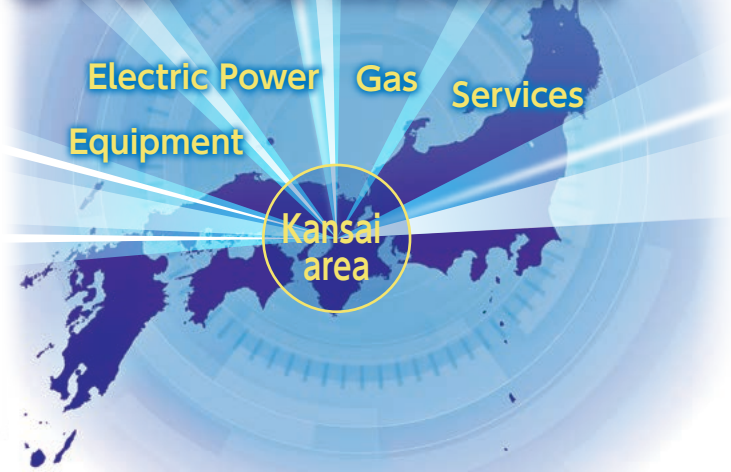
Work-Style Reform

Work Environment Improvement



Provide Comprehensive Energy Supply and Services

Customer accounts*¹ in FY2030
Over 10 million



Go Beyond Customer Expectations and Business Boundaries

- Expand the electric power and LPG businesses in addition to city gas
- Expand life support services for more comfortable living
- Provide one-stop services of Utility Agent*²

Go Beyond Corporate Boundaries

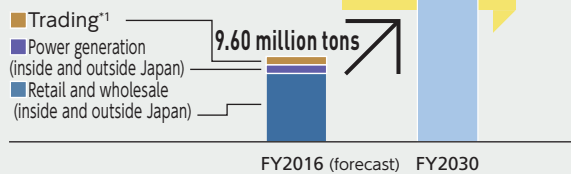
- Broadly deploy the know-how and services (energy & services) developed in the Kansai area through expanded alliances
- Promote new business development (M&A, etc.) in the energy peripheral fields

*1 Total number of contracts, including city gas, electric power, LPG, ENE-FARM, Sumikata Services (home services), Utility Agent contracts, etc.

*2 Trademark registered by OGCTS Co., Ltd. and Osaka Gas Co., Ltd. under which utility facilities (gas, electricity, water, etc.) are provided to customers for one-stop service, from maintenance and management services to energy procurement.

Gas (including LNG) sales and trading

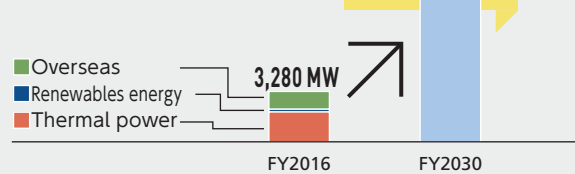
Scale of natural gas business



*1 Including LNG sold to energy business operators inside and outside Japan, and LNG used in operations of overseas LNG terminals

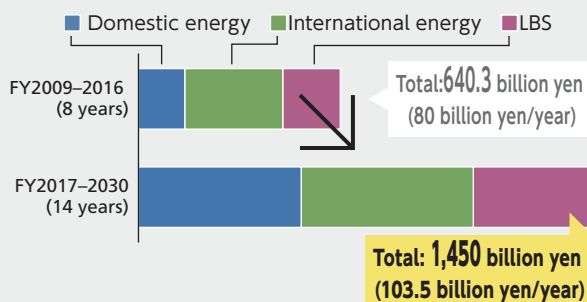
Electric power generation and sales

Power supply portfolio (inside and outside Japan)



*2 The ratio of procurement from markets and other companies will continue to be considered, depending on the situation of system design by the national government

Growth investing and M&A



Quality improvement investing

