

Notice Regarding the Introduction of an Employee Stock Incentive Plan
— Introducing a Reward System to Strengthen the Link Between Performance and Stock
Prices of the Company and Compensation —

February 2, 2026
Osaka Gas Co., Ltd.

Aiming to increase the company's corporate value over the medium to long term, Osaka Gas Co., Ltd. (Representative Director and President: Masataka Fujiwara; hereinafter "Osaka Gas") will introduce an employee stock incentive plan (hereinafter the "Plan") in February 2026. This Plan will grant the company's shares to managerial-level employees (hereinafter the "Eligible Employees") using an ESOP trust structure (hereinafter the "Trust").

1. Purpose of Introducing the Plan

This Plan forms a reward system closely linked to the company's earnings. Under the Plan, rises in the company's share prices driven by increases in its corporate value will contribute to the asset formation of Eligible Employees. By introducing this Plan, we aim to increase the awareness and engagement of Eligible Employees toward the company's earnings.

Previously in 2021, Osaka Gas introduced a restricted stock remuneration plan for directors* and executive officers. The latest plan is expected to foster greater unity between management and Eligible Employees and their commitment to continuously increasing our corporate value.

* Excluding directors who serve on the Audit & Supervisory Committee and outside directors

2. Outline of the Plan

The Plan grants the company shares to Eligible Employees who meet specified requirements, based on the share-granting rules established in advance by the company.

Shares will be acquired using funds set aside by the company in a trust in advance, and the shares will be granted to Eligible Employees after they have completed a three-year continuous service period. The number of shares to be granted is set in advance based on the stock price at the time the shares are acquired and thus will remain fixed. However, the difference between the stock price at the time the shares are acquired and the stock price at the time they are granted will be reflected in the reward amount. This structure is expected to increase Eligible Employees' awareness of the company's earnings.

3. Details of the Acquisition of the Company's Shares by the Trust

- Type of shares to be acquired: Common stock of the company
- Total amount of shares to be acquired: 300,000,000 yen (planned)
- Share acquisition period: February 10, 2026 to March 19, 2026 (planned)
- Method of share acquisition: Acquired from the stock market

(Outline of the Trust)

Trust type	Money trusts other than specified individually managed money trusts (third-party benefit trusts)
Trustee	Mitsubishi UFJ Trust and Banking Corporation (Co-trustee: The Master Trust Bank of Japan, Ltd.)
Beneficiary	Eligible Employees who meet the beneficiary requirements
Trust agreement date	February 5, 2026 (planned)
Trust period	February 5, 2026 – March 31, 2029 (planned)
Start date of the Plan	February 5, 2026 (planned)