

Daigas Group Business Plan for FY2027.3

March 13, 2026
Osaka Gas Co., Ltd.

1. Primary Focus of FY2027.3

The Daigas Group will advance initiatives aimed at achieving sustainable and robust long-term growth while continuing to ensure the stable supply of energy and services, even amid an uncertain business environment marked by volatility in the supply-demand balance of energy resources driven by global developments.

As the final year of our Medium-Term Management Plan 2026, we will pursue our Three Commitments—co-creating value for a sustainable future, supporting employees to shine in their roles, and evolving the business foundation—across our three business domains: Domestic Energy, International Energy, and Life & Business Solutions.

2. Financial Plan

For FY2027.3, we expect consolidated net sales of 2,070.0 billion yen, operating profit of 150.0 billion yen, ordinary profit of 190.0 billion yen, and profit attributable to owners of the parent of 145.0 billion yen.

	Consolidated		
	FY2026.3 Forecast (billion yen)	FY2027.3 Plan (billion yen)	Rate of change (%)
Net sales	2,050.0	2,070.0	+1.0
Operating profit	160.0	150.0	-6.3
Ordinary profit	186.0 (169.0)	190.0 (183.0)	+2.2 (+8.3)
Profit attributable to owners of the parent	142.0 (129.5)	145.0 (140.0)	+2.1 (+8.1)
EBITDA	321.0 (304.0)	337.0 (330.0)	+5.0 (+8.6)
ROIC	5.7% (5.2%)	5.4% (5.2%)	---
ROE	8.4% (7.6%)	8.3% (8.0%)	---

Figures in parentheses exclude profits and losses from time-lags. *

For FY2027.3, we expect consolidated segment profits as follows.

	Segment Profit		
	FY2026.3 Forecast (billion yen)	FY2027.3 Plan (billion yen)	Rate of change (%)
Domestic Energy	75.5 (58.5)	55.5 (48.5)	-26.5 (-17.1)
Electricity (included in Domestic Energy)	26.0 (23.0)	10.5 (9.5)	-59.6 (-58.7)
International Energy	74.0	85.5	+15.5
Life & Business Solutions	34.0	40.5	+19.1
Adjustments	0.5	0.5	---
Consolidated	184.0 (167.0)	182.0 (175.0)	-1.1 (+4.8)

Figures in parentheses exclude profits and losses from time-lags.*

* Time lags arise because changes in feedstock and fuel prices are reflected in selling prices under the gas and fuel cost adjustment mechanisms with a delay, resulting in temporary increases or decreases in profits and losses.

Note: Assumptions for the FY2027.3 Financial Plan

Crude oil price (all-Japan CIF price): 65 dollars per barrel

Exchange rate: 155 yen per dollar

3. Gas Sales Volume and Electricity Sales Volume Plan

For FY2027.3, we expect consolidated gas sales of 6,692 million m³ (a 1.4% increase from the FY2026.3 forecast) and consolidated electricity sales of 20,932 GWh (a 26.1% increase from the FY2026.3 forecast).

[Gas sales volume (Domestic)]		calculated based on 45 MJ/m ³	
Residential		1,704 million m ³	(+2.1%)
Non-residential		4,988 million m ³	(+1.2%)
Total gas sales volume		6,692 million m ³	(+1.4%)

[Electricity sales volume (Domestic)]	
Total	20,932 GWh (+26.1%)

Figures in parentheses represent the rate of change compared with the FY2026.3 forecast.

4. Investment Plan

For FY2027.3, we plan to invest 320.0 billion yen on a consolidated basis.

	Investment amount (billion yen)
Investment for quality improvement	77.0
Domestic Energy	52.0
International Energy	116.0
Life & Business Solutions	75.0
Investment for growth	243.0
Total investment	320.0