



Daigas Group Medium-Term Management Plan 2026

— Connecting Ambitious Dreams —

March 7, 2024

Osaka Gas Co., Ltd.

Securities code	9532
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Foundation of business activities (corporate motto)

Service First

We are committed to serving customers and society wholeheartedly,
which is our group-wide business practice pursued since the company's inception.

What we aim to be

A corporate group that powers continuous advancement in customers' lives and businesses.

We aim to be a corporate group that enhances the quality of life and business for customers
by leveraging its global business capabilities developed continuously through challenges in energy and related fields.

Three guiding principles



Customer-oriented approach

Have a deep understanding of customers
and actively listen to their needs

Wholeheartedness and a sense of mission

Aim for shared goals, united by a bond of
trust and a sense of commitment

Enterprising spirit

Pursue new things with creativity and
ingenuity without being constrained by
existing frameworks

* Selected from Daigas Group Corporate Principles

The information presented in this material

- The Daigas Group's aspiration for 2030 and beyond.
- The Group's new Medium-Term Management Plan for the three-year period from 2024 to 2026, including **the Three Commitments we will pursue**.

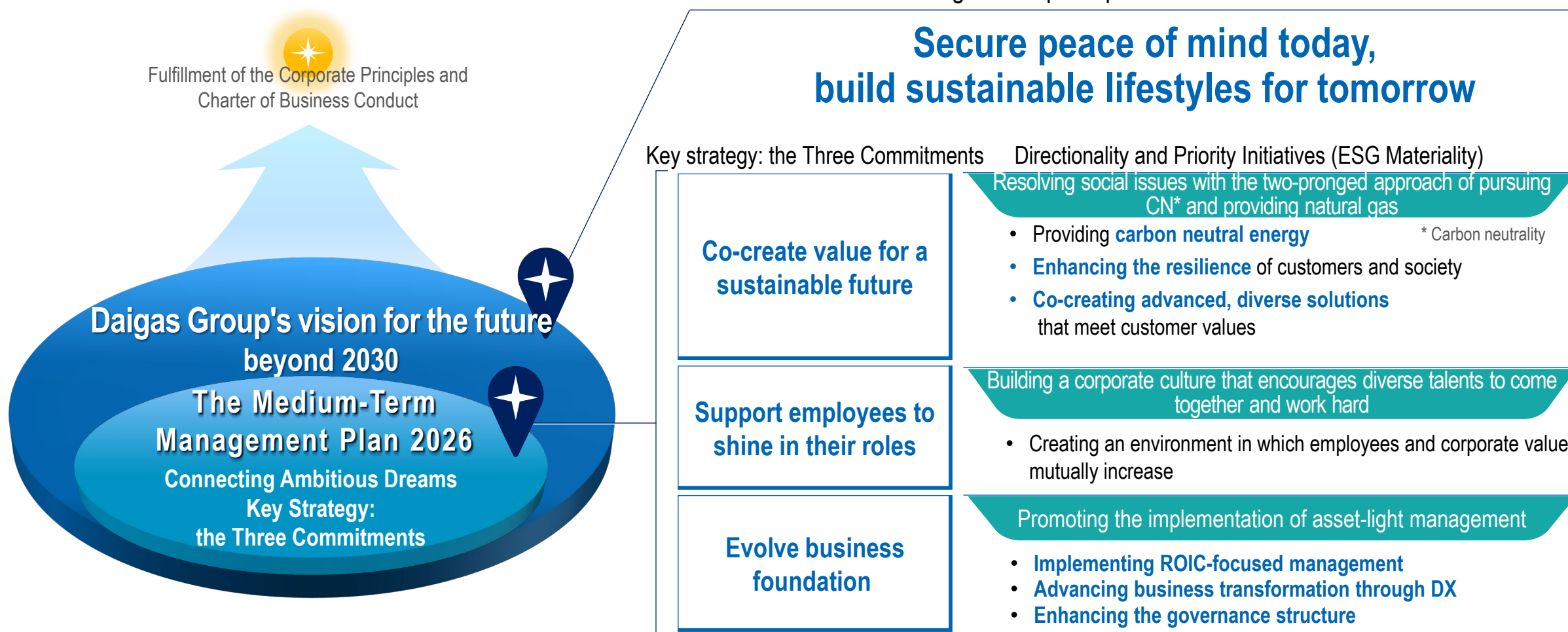


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Review of Medium-Term Management Plan 2023

- Various initiatives have made steady progress based on our priority strategies of co-creating value for a sustainable future¹ and evolving our corporate group. ¹ Value creation to resolve social issues, such as implementing low-carbon solutions, achieving decarbonization, meeting diversified needs, and enhancing the resilience of customers and society.
- In the coming years, our business activities will expand their scopes to respond to newly emerged changes, such as accelerating decarbonization and diversifying ways of work.



Co-create
value for a
sustainable
future

Realization of a low-carbon/carbon neutral society

- **2.5 GW renewable energy development contribution target achieved** (3 GW expected by the end of FY2024)
- **Fuel conversion to natural gas for customers' large-scale facilities**
- **Progress in demonstration projects and technological development for practical application of e-methane** (secured funding from the Green Innovation Fund and other sources of support)
- **Expansion of Sabine Oil & Gas' shale gas production in the USA**

Establishment of lifestyles and businesses adjusted to the new normal

- **10 million customer accounts reached**
- **More than 1.8 million reached in the number of electricity customers**
- **Development of new solutions** (D-Line up for industrial sector; Sumai-LINK, telecommunication, renovation for residential sector)
- Contribution to regional revitalization (e.g., new hometown-tax collection system, property development)
- **Expansion of LBS² business fields** (logistics real estate and REIT, ERP³)

² Life & Business Solutions ³ Enterprising Resource Planning

Enhancing the resilience of customers and society

- **Stable energy supply and LNG procurement** achieved by flexibly responding and collaborating despite the COVID-19 pandemic and soaring resource prices
- Establishment of Group-wide **safety and disaster prevention systems** based on pipeline business legal separation
- Comprehensive inspections and improvement of operation and maintenance



Evolve our
corporate group

Advancement of the portfolio-focused business management

- **Boosted profit contribution of the International Energy and LBS businesses**
- **Increased ROIC-focused business** execution, such as capital-efficient asset replacement and investment
- **Strengthened governance system** (establishing a management advisory committee, increasing the ratio of outside directors, and reflecting ESG targets in performance-linked remuneration)

Business transformation through DX

- **Strengthened organizational structure** to promote DX (DX Strategy Dept.)
- **Reform on the ways of work and how to execute work** (launch of Daigas DX⁴) ⁴ Daigas transformation
- Establishment of a system to **promote the integration of business and digital technology**
- Digital talent **training** provided to employees

Maximization of value for each employee

- **Promotion of flexible and diverse ways of work (remote work, etc.)**
- **Promotion of diversity and inclusion** (increased diversity of the Board of Directors by electing female directors and through other measures)
- Increased **mid-career hires** and **diversified ways of new graduate recruitment** to achieve business strategies

Response to social changes and business issues that have emerged since the announcement of the previous medium-term plan

Growing calls for resolving social issues

- Leadership in working towards carbon neutrality
- Continuation of a stable energy supply

Decline in labor force, accelerating diversification in ways of work

- Acquisition and development of human resources from a medium-to long-term perspective
- Promoting diversity, equity & inclusion

Increased uncertainty, necessity of continuous evolution

- Evolution and enhanced resilience of business portfolio
- Governance enhancement • Promotion of DX

Review of Medium-Term Management Plan 2023

- FY2024.3 profitability indicators are expected to reach the target level of the Medium-Term Management Plan 2023, mainly due to steady growth in the International Energy business and LBS business and the impact of increased profits from the time-lag effect in the Domestic Energy business.

		Medium-Term Management Plan 2023	FY2024. 3 forecast	Change
Profitability indicators	ROIC (Reference ROE)	approx. 5% (approx. 7.5%)	5.5% (8.0%)	+0.5% (+0.5%)
Shareholder returns	Dividend payout ratio	(excluding short-term profit fluctuation factors) 30% or more	25.6% ¹	-
Financial soundness Indicators	D/E ratio ²	approx. 0.7	0.56	-0.14
	Shareholders' equity ratio ²	approx. 50%	52.1%	+2.1%

¹ More than 30% excluding short-term profit fluctuation factors ² Calculated with 50% of issued hybrid bonds as equity

Investment for growth (FY2022.3-FY2024.3 cumulative, billion yen)

Medium-Term Management Plan 2023	LBS 158.0	International Energy 168.0	Domestic Energy 174.0	500.0
Forecast	127.5	194.3	151.6	473.5

Segment profit (FY2024.3, billion yen)

Medium-Term Management Plan 2023				Approx. 120.0
FY2024. 3 forecast	27.5	72.0	65.0	163.5 ³

³ Include adjustment -1.0 to segment total

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1) Daigas Group's aspiration for the future

Secure peace of mind today, build sustainable lifestyles for tomorrow

In 1897, around the middle of the Meiji era in Japan, Osaka Gas was established to promote the wide use of gas lamps, a safer and more economical alternative to oil lamps. Around those times, the safety of oil lamps was a significant concern as they often became a cause of fire in urban areas.

Since the inception of the company, we have never been in a position that guarantees the survival of our business. Faced with the rapid change of the times and society, we have identified the path we should pursue through the engagement with customers and society. We also have taken on new challenges with an enterprising spirit.

Today, society has reached a crucial turning point. Growing instability in the energy market and intensifying natural disasters are unsettling people's peace of mind and increasing the uncertainty of our future. Against this backdrop, there is a pressing need to develop sustainable lifestyles for tomorrow when decarbonization and digitalization are advanced.

The Daigas Group strive to achieve a stable supply and the wide use of energy, products, and services that respond to recent social changes. We aim to lead the creation and establishment of solutions to decarbonization, digitalization, and diversified values, aiming for our future business growth.

Although the paths to fulfilling these goals may be diverse and uncertain, there is one thing we know for sure: We are the ones who will shape the future.

While creating a work environment that supports our members to shine in their roles, we will continue taking on new challenges with a sense of mission and pride to be a corporate group that stakeholders can strongly identify with.

Secure peace of mind today

by achieving a stable supply, expanded use, and advanced utilization of the products and services that we currently provide.

Build sustainable lifestyles for tomorrow

by creating and implementing new innovative solutions that respond to changes in the social environment.

2) Our expected business environment and role in the 2040s

- People's values will be more diversified, the digital origin approach will be widely adopted, and there will be stronger calls to resolve social issues on a global scale.
- In order to realize a CN* society by 2050, it is essential to take initiatives from a super-long-term perspective. Particularly in the energy sector, there are **many tasks that need to be completed as part of the CN process** (from the present to the 2040s), such as **the conversion of energy systems**.
- The Daigas Group **will powerfully lead in paving the way** and **establishing practical solutions for a CN society**, navigating its way through highly uncertain situations.



The role of the Daigas Group

A leading player in realizing
the practical application of CN solutions

* CN = Carbon neutrality

The state of achieving net zero by balancing between emitting carbon and removing carbon from the atmosphere.

3) Sustainable lifestyles we envision for the 2040s

- **CN lifestyles and businesses** will be achieved through the highly efficient utilization of **low-carbon/decarbonized energy** and **digital origin approach**.
- Renewable energy and **other new energy resources, such as hydrogen and e-methane**, will be widely introduced to society. The mixed use of non-fossil-based energy and fossil-based energy will be **optimized through energy management systems, including decentralized power sources**.
- Customers and society will **enjoy an automatic transition to CN without significant burden or hassle** through **solutions provide by the Daigas Group**.

Low-carbon/decarbonized energy

Waste-free energy utilization and sharing

Digital origin and CN lifestyles and businesses

e-methane produced in Japan and overseas using recycled CO₂ and supplied through existing natural gas pipelines

Hydrogen used mainly in the industrial complex

Natural gas utilized as a transition fuel and applied widely as part of energy conservation solutions overseas

Renewable energy

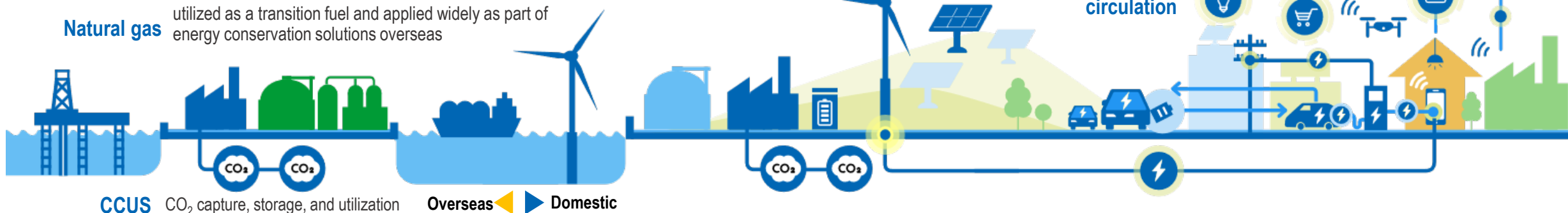
Energy management system

Decentralization of power sources

CN product and property development

Digital platform

Resource circulation



Daigas Group's contribution

Stable supply of low-carbon and decarbonized energy

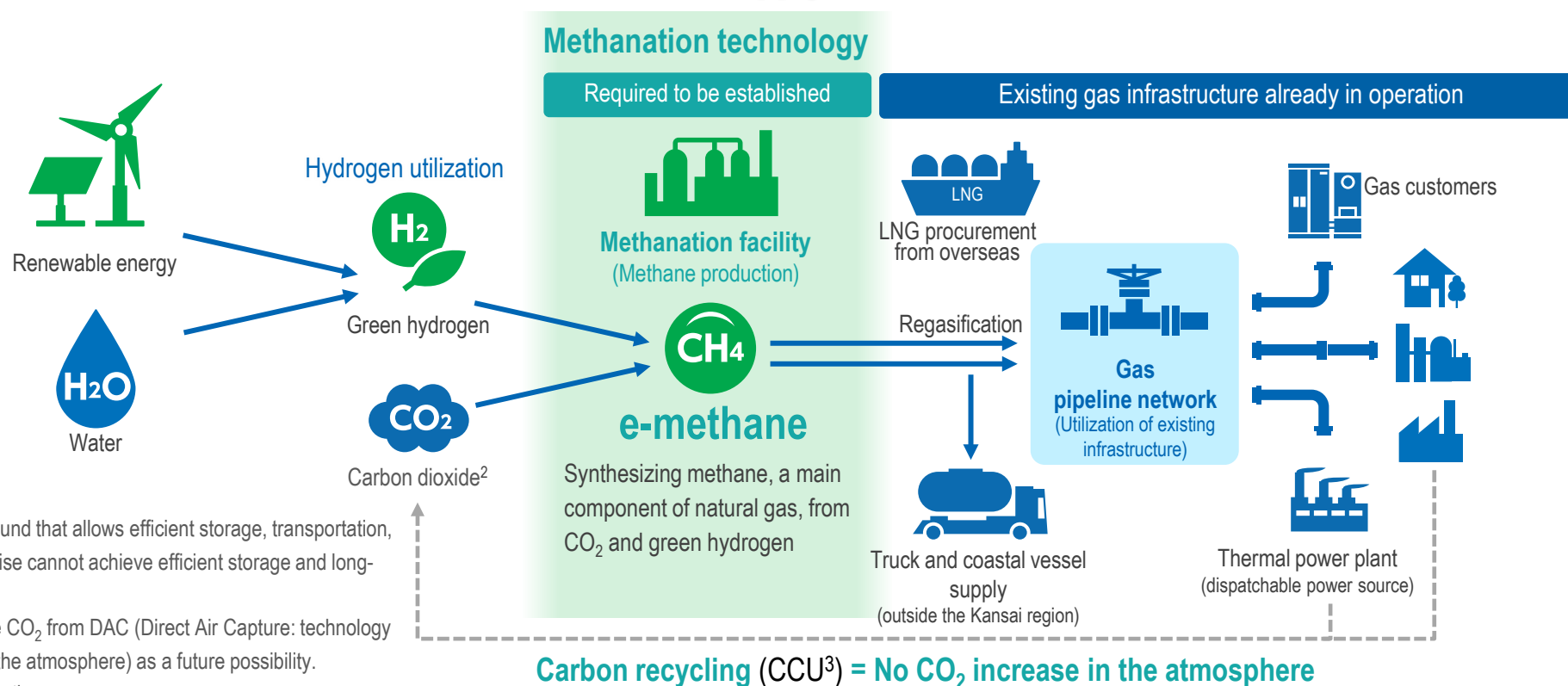
Seamless CN transition utilizing established equipment and infrastructures

Co-creation of solutions that powers the advancement of customers' lives and businesses

[Reference] e-methane: a product of methanation technologies and key to a low-carbon/carbon neutral future

- The Daigas Group will contribute to realizing a CN society through our initiatives to provide **CN gaseous energy** and decarbonize our power sources.
- **e-methane is a CN hydrogen carrier**.¹ It is produced by reusing CO₂ emitted into the atmosphere and synthesizing it with hydrogen.
- Consisting of essentially **the same components as natural gas**, **e-methane** can be supplied **through the existing gas infrastructure, including customers' gas equipment**.
- We aim to **lead the development of methanation technologies** to realize **the practical application of e-methane** by leveraging the Daigas Group's core technologies and **collaborating with various partners**.

e-methane supply chain



1 A hydrogen carrier is a hydrogen compound that allows efficient storage, transportation, and utilization of hydrogen, which otherwise cannot achieve efficient storage and long-haul transportation in the form of gas.

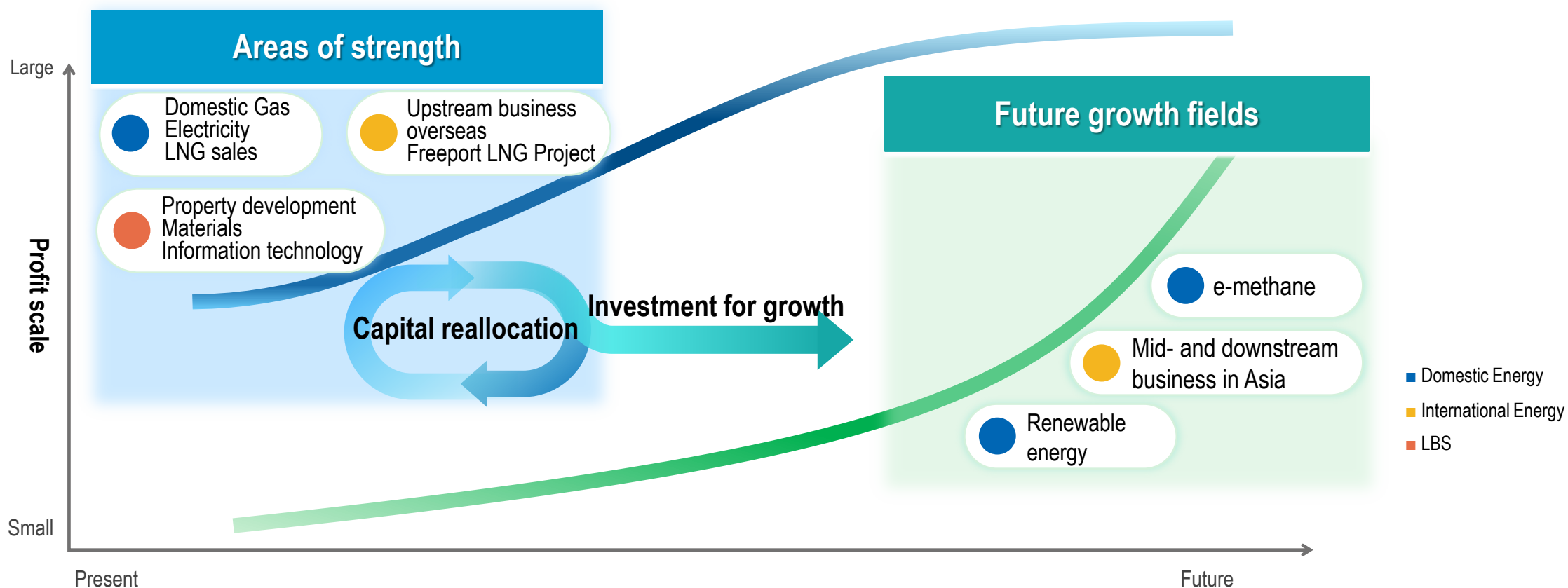
2 It includes biogenic CO₂. It might include CO₂ from DAC (Direct Air Capture: technology to absorb and remove CO₂ directly from the atmosphere) as a future possibility.

3 CCU = Carbon dioxide Capture and Utilization

4) Daigas Group's direction for sustainable growth

- Leveraging the Daigas Group's **strengths** in its Domestic Energy, International Energy, and LBS* businesses to contribute **to establishing a CN society and achieving a sustainable growth of the Group.**
- **Shifting our business focus to CN** through **our balanced approach** of achieving successful investment in next-generation energy solutions, such as e-methane, and earnings growth during the transition period.

* Life & Business Solutions



5) Daigas Group's targets for 2030

- We plan to **invest a cumulative total of approx. 220 billion yen in CN projects** during the FY2025.3-FY2031.3 period, aiming to **achieve 1% e-methane in the gas grid, 10 million tons/year of society-wide avoided emissions, and 5 GW of renewable energy development contribution** to realize a sustainable society.
- We aim at the **ordinary profit of approx. 200 billion yen** to achieve **ROIC of 6% and ROE of 10% by the early 2030s.**

Non-financial targets

- **1% e-methane in the gas grid**
- **10 million tons/year** of society-wide avoided emissions
- **5 million tons/year** of CO₂ emissions reduction in the Daigas Group's domestic supply chain
- **5 GW** of renewable energy development contribution
- **Approx. 50%** renewable energy in our power portfolio in Japan

Financial targets

- Ordinary profit: **approx. 200 billion yen**
 - ROIC: **approx. 6%**
 - ROE: **approx. 10%**
- by the early 2030s

Investment in CN: approx. 220 billion yen

*FY2025.3-FY2031.3 cumulative total

6) Significance of the Medium-Term Management Plan 2026

- The year 2030 will be a turning point for the Daigas Group to accelerate its initiatives to achieve CN by 2050.
- The 2024-2026 period will be focused on **embodying our aspiration and building bridges to our future**, which we refer to as "**Connecting Ambitious Dreams**," by **building a foundation to accelerate our CN initiatives** to meet our 2030 targets while **contributing to the energy transition and fulfilling our responsibility of a stable energy supply**.

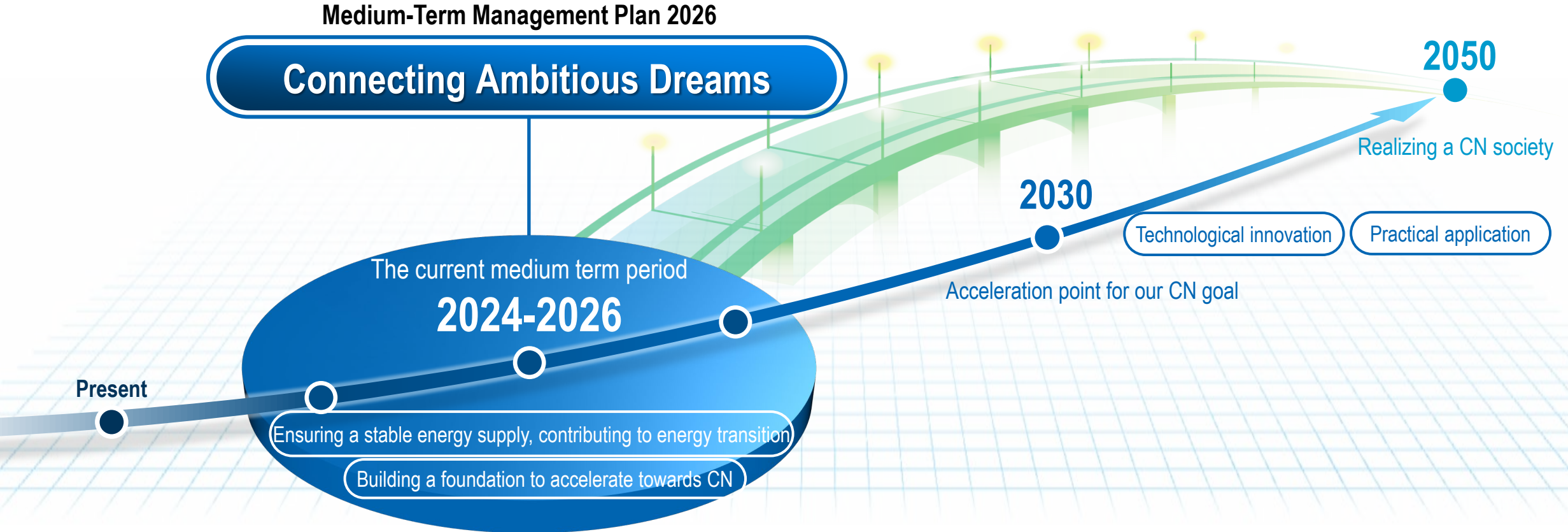


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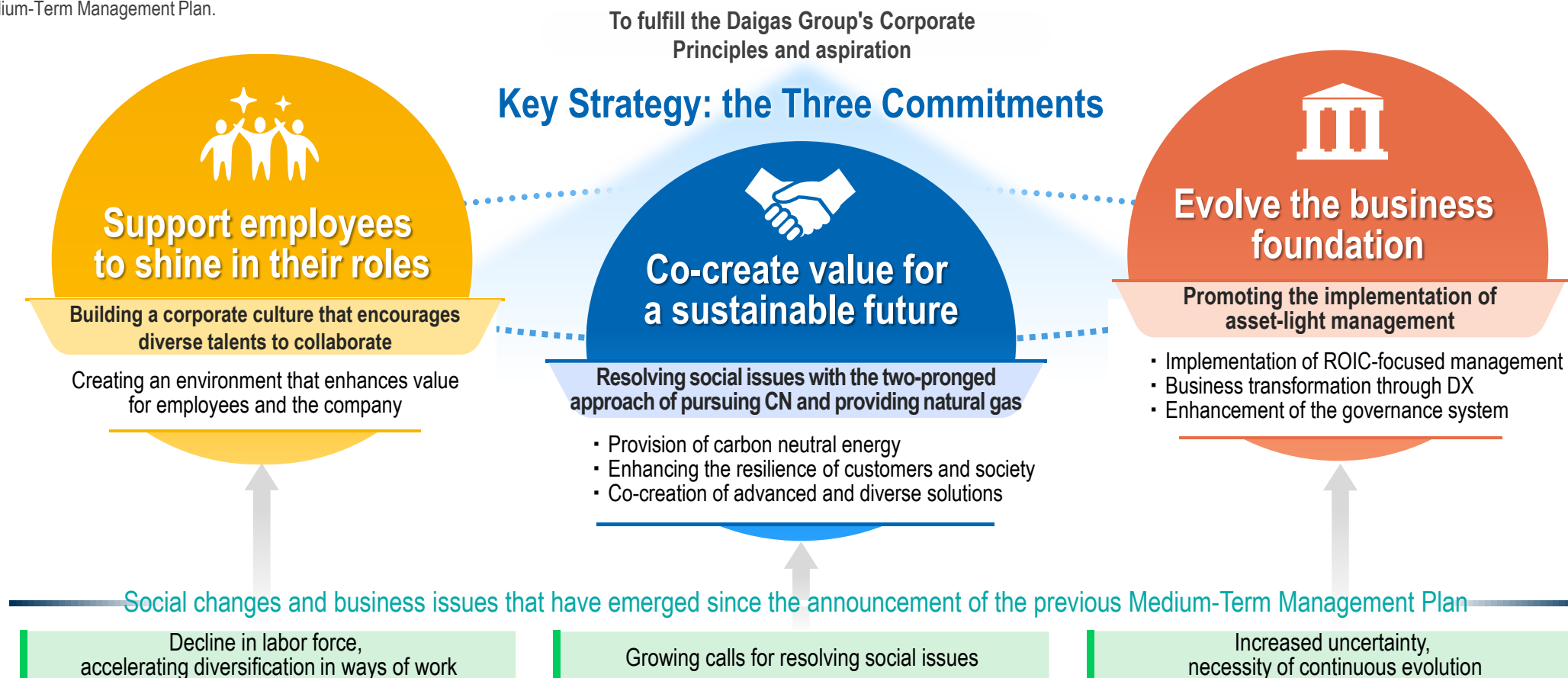
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1) Key Strategy: the Three Commitments

- Since the announcement of the previous Medium-Term Management Plan, we have been facing new changes in the business environment. There has been a **growing need to resolve social issues** due to the global-scale acceleration of decarbonization and increased risks of energy security. At the same time, **people's mindset on how they want to work have been diversified**.
- In the current medium-term period, we will work on **the Three Commitments**. First is to **co-create value for a sustainable future*** that contributes to resolving social issues. Second is to **support employees to shine in their roles**. Third is to **evolve the business foundation**.

* Value creation to resolve social issues, such as implementing low-carbon solutions, achieving decarbonization, meeting diversified needs, and enhancing the resilience of customers and society, as aimed to achieve under the previous Medium-Term Management Plan.



2) Co-creation with stakeholders

- We are committed to co-creating value for a sustainable future that contributes to resolving social issues. We **will share the fruits of the co-creation with stakeholders**. We aim for the targets and goals shown below.



Commitment to each stakeholder

(All figures without notes are targets for FY2027.3.)

Customers	Local communities and society	Shareholders and investors	Employees	Partners
- Leadership in carbon neutral initiatives - Stable energy supply - Co-creation of optimal solutions to meet diverse needs - Co-creation of a community-based society	1% e-methane in the gas grid (FY2031.3 target) - Society-wide avoided emissions: 7 million tons/year Zero serious accidents and supply disruptions caused by the Group companies - Creation of new businesses and services	- ROIC: approx. 5.0% - ROE: approx. 8.0% - Progressive dividend - Dividend on equity: 3.0% - Continuation of constructive dialogue - Voluntary information disclosure	- Provision of support for diverse ways of work - Implementation of talent management - Work engagement deviation:* 50 or more - Development of DX core staff: 300 people	- Establishment of trust with business partners - Development of the entire value chain - Renewable energy development contribution: 4 GW - Respect for human rights throughout the value chain

* Deviation in work engagement results for companies using the Advantage Toughness Survey.

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3) Initiatives to achieve sustainable growth

- We aim for sustainable growth by **investing in growth areas in the CN space, such as renewable energy, and building the future business foundation**. In the meantime, we will pursue **the development, power generation, and advanced utilization of natural gas, a crucial energy resource during the transition period**, to continue increasing the Group's earnings.

Peace of mind today

Growth drivers during the transition period

- **Advanced utilization of natural gas**
Identifying low-carbon needs and promoting the fuel conversion to natural gas and the introduction of CHP units in and outside the Kansai region
- **Highly efficient natural gas power generation**
Expanding electricity marketing activities to utilize the newly built Himeji Natural Gas Power Plant (approx. 1.2 GW to be launched in 2026)
Equivalent power source for domestic thermal power generation: 3.2 GW
(1.6-fold increase) (FY2024.3 forecast: 2 GW) **【FY2027.3】**
- **Sabine Oil & Gas shale gas development in USA**
Playing a central role in steadily expanding production of transition fuel
- **LBS business**
Steadily increasing profits in the three core areas of property development, IT solutions, and materials solutions



Sustainable lifestyles for tomorrow

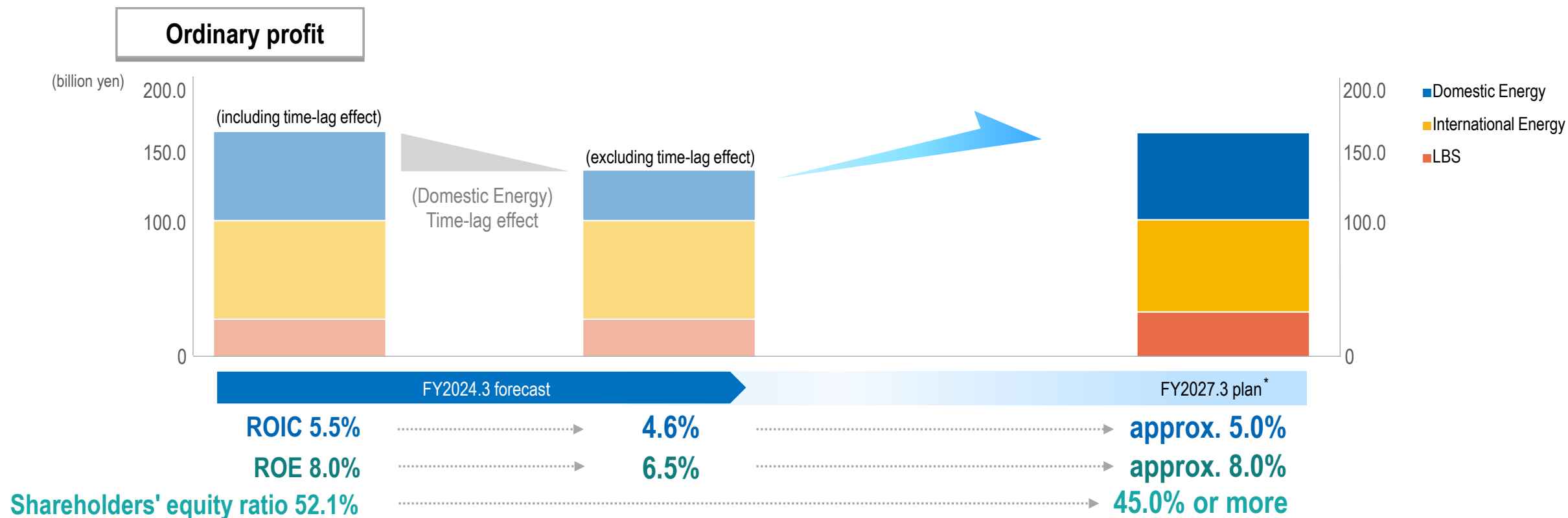
Next-generation businesses for a CN society

- **e-methane**
Developing multiple projects in Japan and overseas to achieve practical application and 1% injection into the gas grid by FY2031.3
- **Renewable energy**
Leading efforts to increase handling volume, aiming to achieve 5 GW development contribution in Japan and overseas by FY2031.3
Renewable energy development contribution: 4 GW
(1.3-fold increase) (FY2024.3 forecast: 3 GW) **【FY2027.3】**



4) Ordinary profit, ROIC, and ROE targets

- **Steady profit increase** by expanding the Domestic Energy, International Energy, and LBS businesses.
- **ROIC of approx. 5%** through the **improvement of capital efficiency** by **ensuring short-term profit growth, replacing assets** in our portfolio, and revising our business portfolio.
- **ROE of approx. 8%** by expanding our financial leverage and closely monitoring our financial soundness (Shareholders' equity ratio of 45% or more), in light of our enhanced cash flow and more robust business portfolio than before.

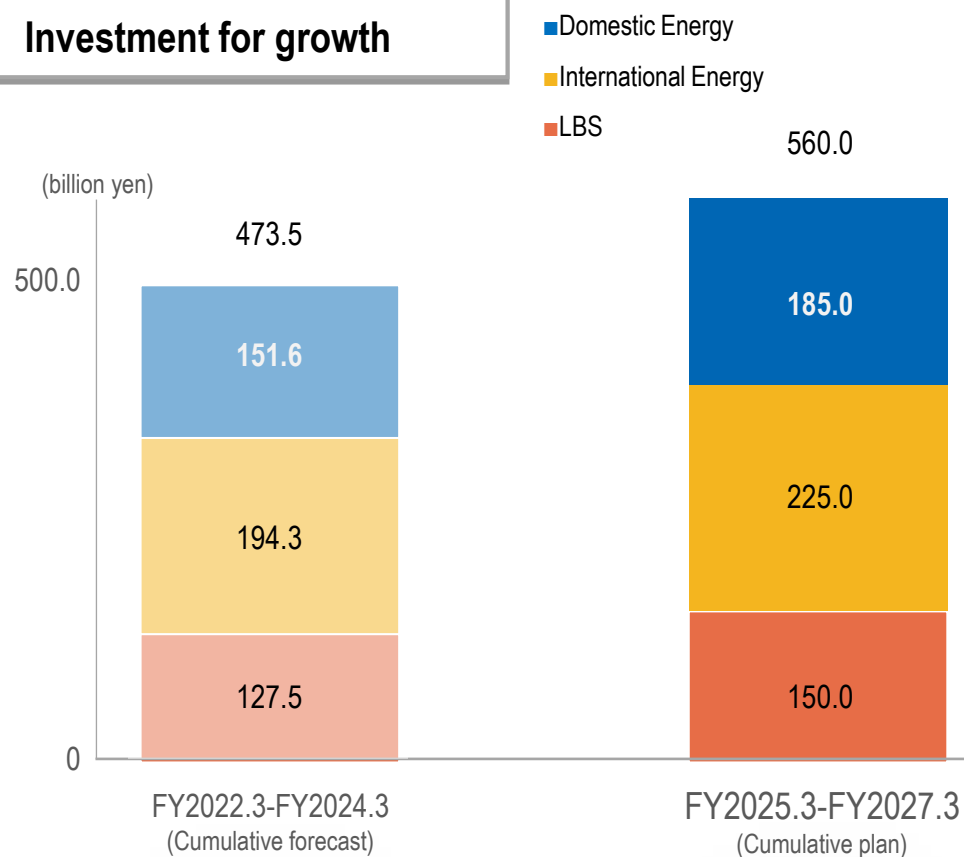


* Excluding the impact of increased least liabilities under the new lease accounting standard
[FY2027.3 assumptions] Crude oil price: 75 USD/bbl, exchange rate: 135 yen/USD

5) Investment for growth

- To ensure **profit increase during the transition period**, we intend to continue investing in the **existing assets, such as thermal power plants and shale gas business**. At the same time, we will expand investment in **CN projects, including renewable energy and e-methane** to shift the focus of our business portfolio to **assets for a CN future**. Throughout our investment activities, we will take various measures to maximize capital efficiency.

Investment for growth



FY2025.3-FY2027.3

Investment in **the primary growth fields** as an **immediate earnings drivers**

Approx. **460** billion thermal power plants, shale gas development, LBS, etc.

Investment in **the CN field** for **a future earnings growth**

Approx. **100** billion yen for domestic renewable energy, e-methane, etc.

6) Shareholder return policy

- As our short-term profit fluctuation grows, we will **introduce a progressive dividend policy, aiming to maintain or increase dividends, in principle**, depending on the medium-term profit growth.
- We will change our shareholder return index from the dividend payout ratio of 30% to **a dividend on equity (DOE*) of 3.0%**, aiming to achieve a long-term stable dividend increase.
- We aim to improve capital-efficiency by examining the possibility of repurchasing own shares flexibly, etc.

Previous shareholder return policy (until FY2024.3)

- Continuation of stable dividends
- Dividend payout ratio of 30% or more, excluding short-term profit fluctuation factors
- Executing additional shareholder return policy flexibly



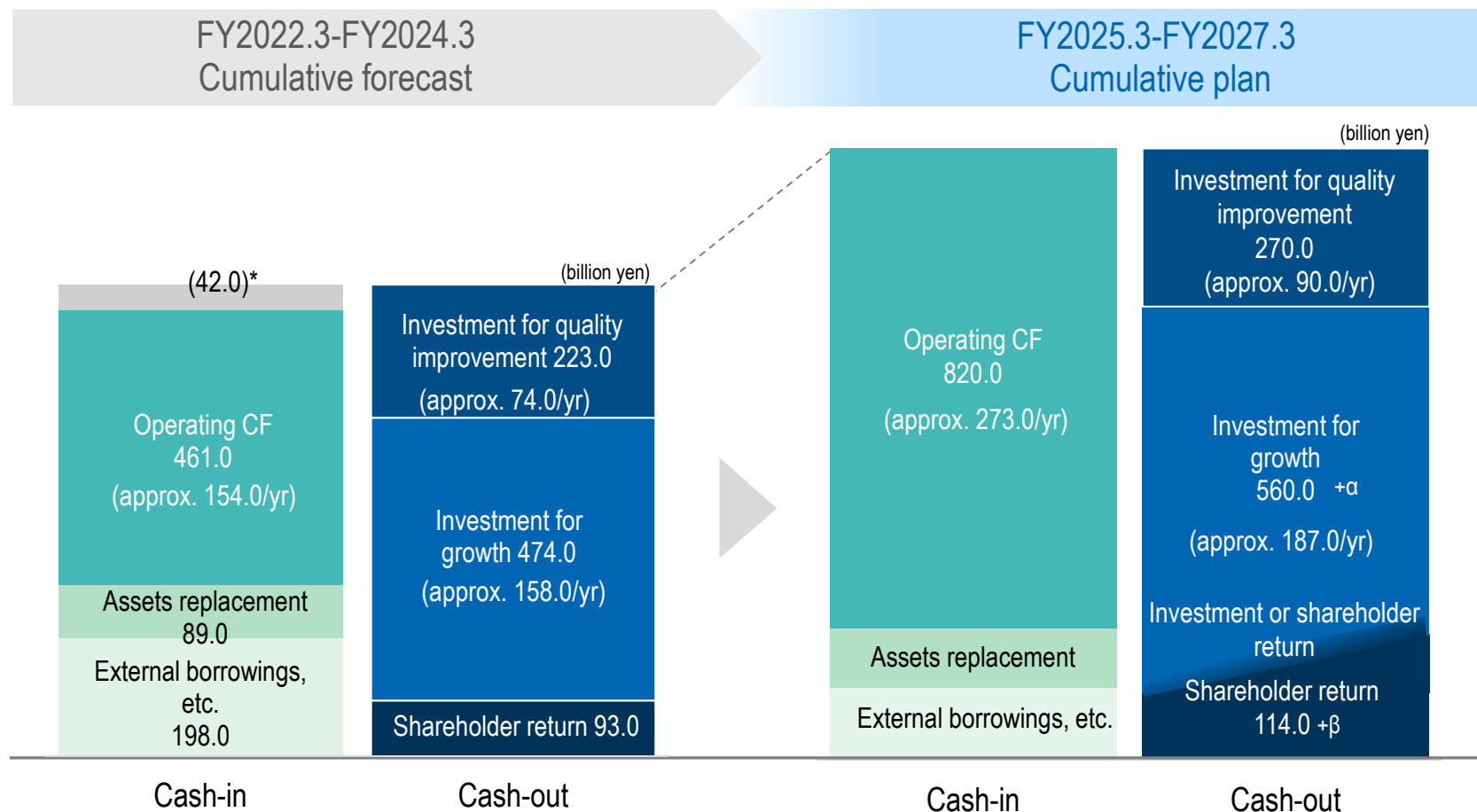
New shareholder return policy (effective FY2025.3)

- **Introduction of progressive dividends**
(in principle, maintaining or increasing dividends)
- **Dividend on equity (DOE): 3.0%**
(paying dividends based on shareholders' equity unconstrained by short-term earnings fluctuations)
- Executing additional shareholder return policy flexibly

* In our DOE calculation, accumulated other comprehensive income is excluded from shareholders' equity as the denominator to eliminate the effect of growing exchange rate fluctuations.

7) Cash allocation

- Business growth to date have enhanced the company's ability to generate operating cash flow.
- We aim to **improve our corporate value through shareholder returns** and the aforementioned investment for growth while **maintaining the financial soundness**.



* Impact of increased cash and deposits at the end of FY2021.3 due to profit increase and short selling in investing

8) Financial and non-financial targets

- We aim to become **a corporate group with which stakeholders will continue to identify**, by meeting the financial and non-financial targets shown below.
- **The executive compensation will be linked to these key management indicators¹** to incentivize management to enhance the Group's business activities.

¹ The items linked to executive compensation are ROE, EBITDA and non-financial targets listed below.



Financial targets (FY2027.3)

ROIC: approx. 5%

ROE: approx. 8%

Shareholders' equity ratio :

45% or more²

D/E ratio: 0.8 or less²

² Calculated with 50% of issued hybrid bonds as equity



Major non-financial targets (FY2027.3)

Provision of carbon neutral energy

- Avoided emissions: **7 million tons/year**
- Renewable energy development contribution: **4 GW**
- CO₂ reduction in the Group's offices and cars: **67%**



Enhancement of the resilience of customers and society

- **Zero** serious accidents and supply disruptions caused by the Group companies



Co-creation of advanced, diverse solutions

- Customer accounts: **10.9 million**
- Customer satisfaction rate: **90%**



Creation of an environment that enhances value for employees and the company

- Work engagement deviation: **50 or more**



Establishment of sound, flexible business foundation

- Percentage of female directors: **25%**
- **Zero** serious violations of laws and regulations



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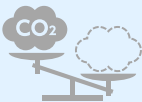
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1) Co-create value for a sustainable future i. Provide CN energy: Next-generation business development

- Accelerating the development of **supply chains and advanced technologies** for e-methane and other carbon neutral gaseous energy solutions.
- **Expanding renewable energy sources** and developing energy-saving and supply-demand management technologies to decarbonize power sources.
- **Establishing specific milestones** for the above activities and contributing to the realization of a CN society.

Direction		Initiatives	Main targets (FY2027.3)
Gas	Provision of CN gaseous energy 	Supply chain development and technology development	■ FID (Final Investment Decision) in e-methane supply chain project ■ Transition to phase 2 of GI Fund project for SOEC methanation (end of FY2025.3) ■ Demonstration of e-methane at the Osaka/Kansai Expo ■ Renewable energy development contribution: 4 GW ■ Avoided emissions: 7 million tons/year Baseline: FY2017.3 ■ CO₂ reduction in the Group's offices and vehicles: 67% Compared to FY2018.3
	Decarbonization of power sources 	Development/acquisition of power sources, advanced utilization of electricity	
	Carbon negative, etc. 	New technology utilization and structure enhancement	
Electricity		• e-methane -To build supply chains at home and abroad -To develop innovative SOEC methanation techniques -Large-scale demonstration of Sabatier methanation -Technological demonstration of biomethanation - Development of hydrogen and ammonia combustion technologies	
		• Development and acquisition of renewable power sources (solar, wind, and biomass) • Provision of green power solutions, such as D-Green • Demonstration of VPP, advancement of supply-demand management systems	
		• Studies on CO₂ value chain development (CCS/ CO₂ aggregation) • Development of biomass utilization technology and CO₂ direct air capture technology • Sales expansion of SPACECOOL[®], a radiative cooling material • CN improvement of the Group's offices and vehicles • Further promotion of development and co-creation at new R&D facilities	

1) Co-create value for a sustainable future i. Provide CN energy: Low-carbon solutions using natural gas, etc.

- Contributing to CO₂ emissions reduction during the transition period by strengthening both gas and electricity initiatives, such as **constructing highly efficient natural gas-fired power plants**, in addition to **wider usage and advanced utilization of natural gas**, a low-carbon energy resource, **on a global scale**.

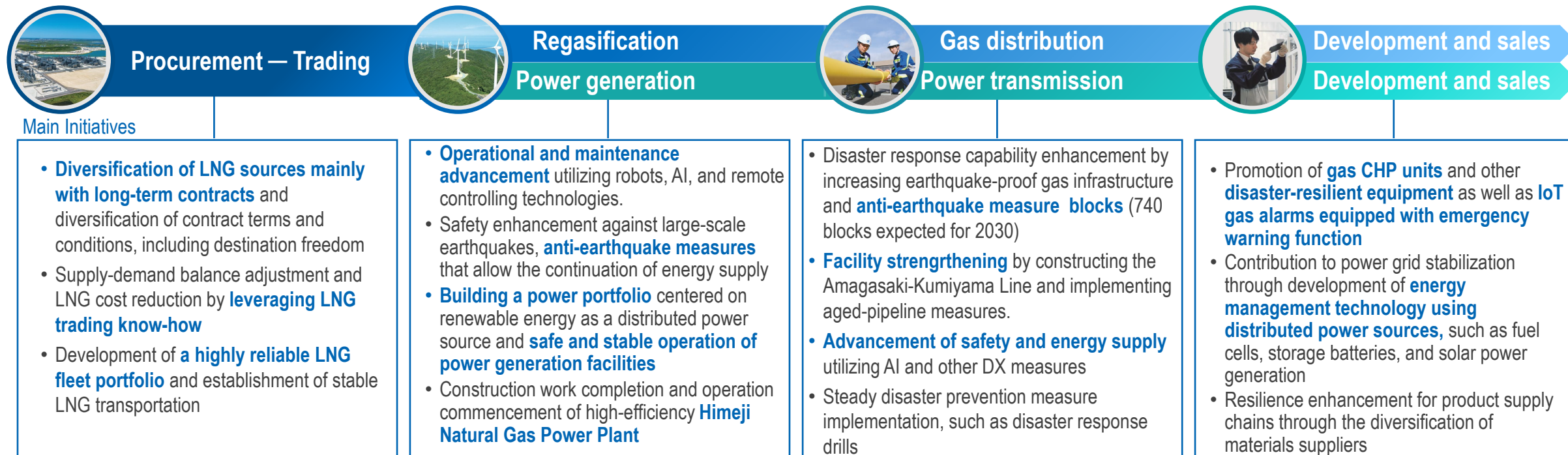
	Domestic	Overseas
Gas		

1) Co-create value for a sustainable future ii. Enhance energy resilience for customers and society

- Strengthening the safety and stability of **the energy supply chain** and **continue to fulfill our mission of a stable energy supply**.
- **Contributing to enhancing the resilience of customers and society** by **promoting disaster-resistant equipment and energy systems**.
- **Enhancing technological, operational and maintenance capabilities** in new business domains to **achieve a stable energy supply with safety as the top priority**.

Targets to realize a safe and stable supply chain

► **Zero supply disruption** caused by the Group companies ► **No serious accidents** ► **Resilient facility development**



1) Co-create value for a sustainable future iii. Co-creation of advanced, diverse solutions

- Creating advanced, diverse options **for customers' comfortable lifestyles and enhanced corporate value** in a world where CN and digitalization are advanced.
- Continuously evolving as **a reliable marketer for customers and society** through **co-creation with stakeholders** by leveraging the strengths we have cultivated.

Early achievement of 10.9 million customers accounts

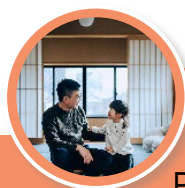
Accumulated customer feedback and data



Wide and deep connections with customers

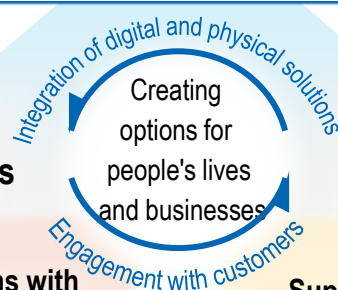


Long-accumulated expertise and know-how



Residential segment

Providing optimal services to optimal timing for customers
as a partner in creating comfortable living spaces and lifestyles



Commercial and industrial segment

Continuously contributing to the development of business and society
Co-creating **total solutions**
that go beyond the boundary of energy field



Expanding value proposition for
comfortable living spaces

Low-carbon/decarbonized housing, smart housing

- ENE-FARM
- Solar power generation
- Storage battery
- Services for EV
- IoT equipment
- Energy Management

Expansion of product lineups offered
in living spaces

- Telecommunication
- Renovation
- Sumai-LINK
- FitDish

Enhancing communications with
customers

Utilization of data to achieve optimization for customers

- Combination of digital and physical contact points to provide proposals and responses tailored to each customer
- Improvement of UX (user experience) through the evolution and connection of various digital services and channels, such as My Osaka Gas

Digitalization

- **Support for DX activities**
- Efficient management of customers' business through **support for introducing ERP package**

Environmental solutions

- **SPACECOOL®**, a radiative cooling material
- **High-value-added activated carbon**
- Control and utilization of **second-life batteries**

Supplying energy to achieve CN

Low-carbon/decarbonized energy supply

- Nationwide fuel conversion from oil and coal to natural gas
- Provision of renewable electricity (D-Green)

CN activities through co-creation with society

- Participation in the Challenge Carbon Neutral Consortium as a decarbonation support partner

Property development

- **Sustainable property development** in cooperation with local communities
- Integration of real estate and services
- **Regional development** through digital ticketing

Expanding services to
enhance customers' corporate value

Customers business support

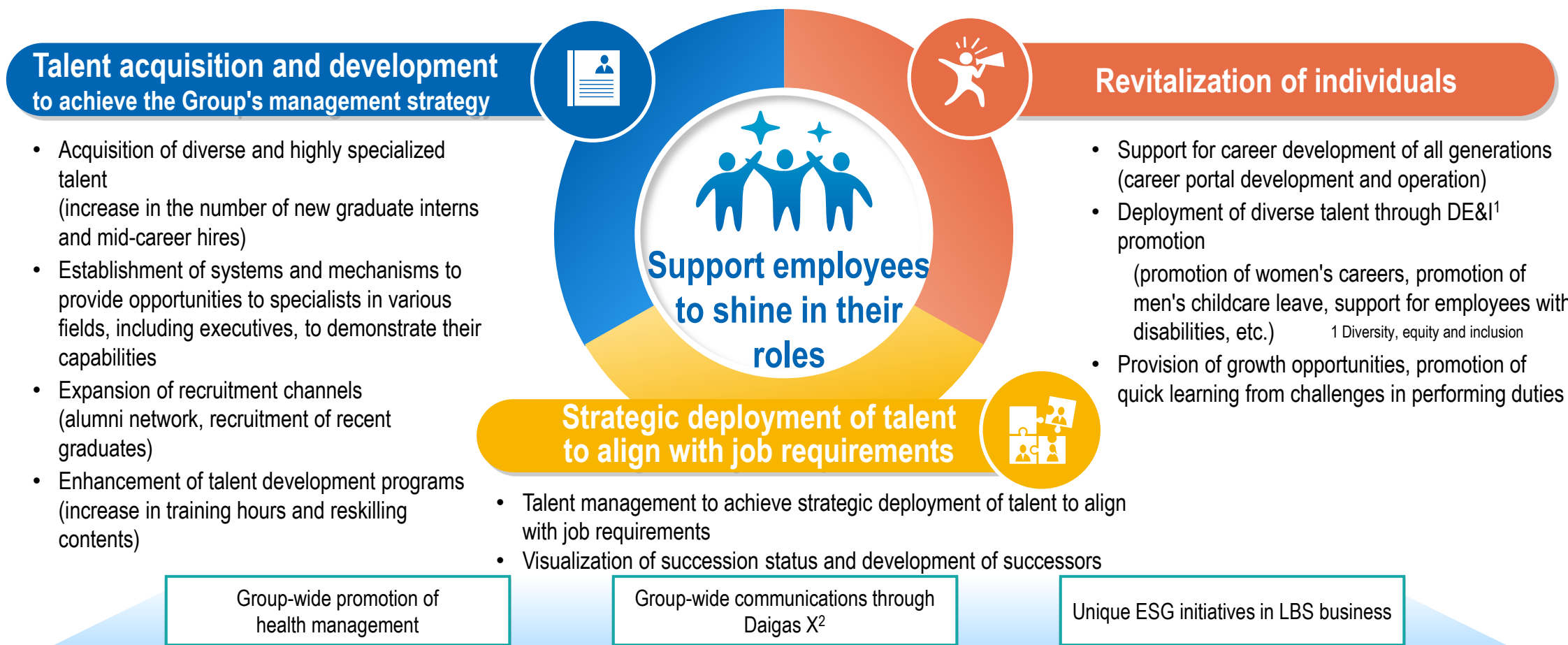
- Expansion of D-Lineup to add solar power generation, water treatment, air conditioning, and other non-conventional energy-related services
- Contribution to enhancing customers' corporate value while creating an environment where customers can focus on their core business

Creation of innovations

- Collaboration with WiL from Silicon Valley, promotion of **open innovation**
- Commercialization of **supplement feedstock (OKETOA®)**

2) Support employees to shine in their roles i. Creation of an environment that enhances value for employees and the company

- **Expanding recruitment** and providing a workplace that supports employees to achieve their full potential through collaboration with diverse talent to **maximize the Daigas Group's output** against the backdrop of shrinking labor market and diversifying ways of work.
- Fostering **mutual-growth relationships between employees and the company** by boosting business activities through **two-way communications** between them.



² Daigas transformation to reform ways of work and how to execute tasks

2) Support employees to shine in their roles ii. Initiatives and targets

- Advancing newly introduced HR initiatives to meet the new KPI targets

...ESG indicators

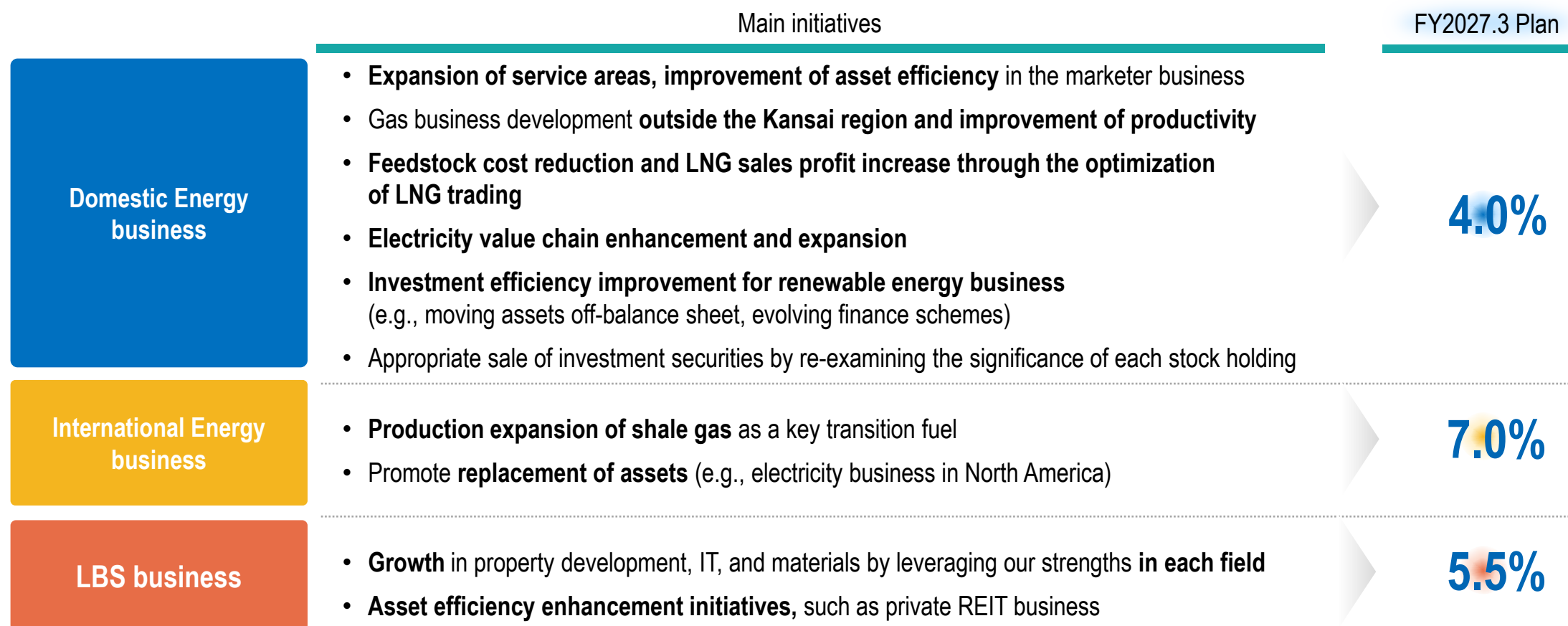
Strategy to enhance employee success in their roles		Specific initiatives and KPI	Current status ¹	FY2027.3 target
 Talent acquisition and development	Expansion of recruitment	Total number of new graduates and mid-career recruitments (career-track hires)	Previous medium-term plan: 266 people	New medium-term plan: 330 people (approx. 1.25 fold increase)
		Mid-career hire ratio	22.4%	approx. 30%
		Recruitment of recent graduates	-	In practice
		Ratio of female career-track employees	32.8%	30% or more
		Development of an alumni network	-	More than 50 people
	Enhancement of talent development	Development of DX core staff	180 employees	300 employees
		Common training hours to strengthen the management foundation (/person)	-	15 hours
		Management training participation rate	36%	100%
		Extension of retirement age	Age 60	Phased extension planned to start in the current mid-term period
 Strategic deployment of talent to align with job requirements	Talent management	Expanded to all employees	In testing in limited fields	Applied to all employees
	Succession plan	Reserve ratio of next-generation management personnel	-	250% or more
 Revitalization of individuals	Autonomous career development	Information disclosure and exchange at career portal (number of registered employees)	150 employees	More than 300 people
		Assignment of employees in light of their preferences	In practice	Continued implementation
	Provision of support for diverse ways of work	Female directors	20.0%	25% or more
		Percentage of female employees promoted to managerial positions	15.9%	20% or more
		Percentage of male employees who have taken childcare leave	87.8%	90% or more
		Group company programs applied to LGBT partners	-	Put into practice
		Employment of people with disabilities and continuous support	In practice	Continued implementation
		Work engagement score ²	-	50 or more

¹ "Number of employees registered at Career Portal" as of October 2023 /"Percentage of male employees who have taken childcare leave" FY2023.3 Results /Other Figures not specifically stated are FY2024.3 forecasts

² Deviation in work engagement results for companies using the Advantage Toughness Survey.

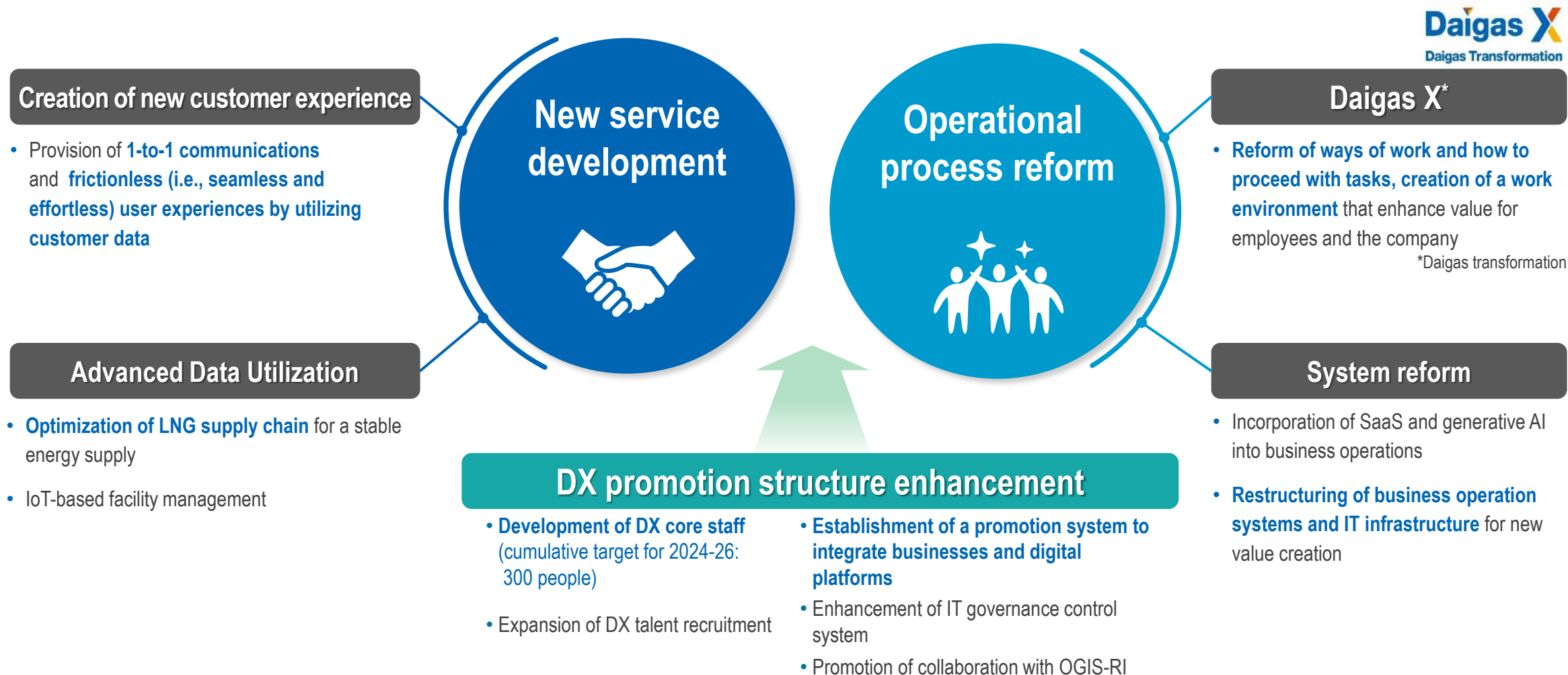
3) Evolve the business foundation i. ROIC-focused management

- ROIC-focused management that started in FY2022.3 resulting in improved earning power of each business and robust business portfolio development.
- **Developing our CN investments** to **enhance our corporate value without reducing capital efficiency**.
- **Improving capital efficiency** in each field by pursuing asset-light management that identifies value sources and maximizes the value of owned assets.



3) Evolve the business foundation ii. Business transformation through DX

- **Advancing the integration between businesses and digital platforms** to continue creating attractive solutions for customers and society.
- Accelerating our internal activities, such as **operational process reform**, and external activities, such as **new service development**, by demonstrating **the Group's comprehensive strengths** and **enhancing its human resources and organizations**.

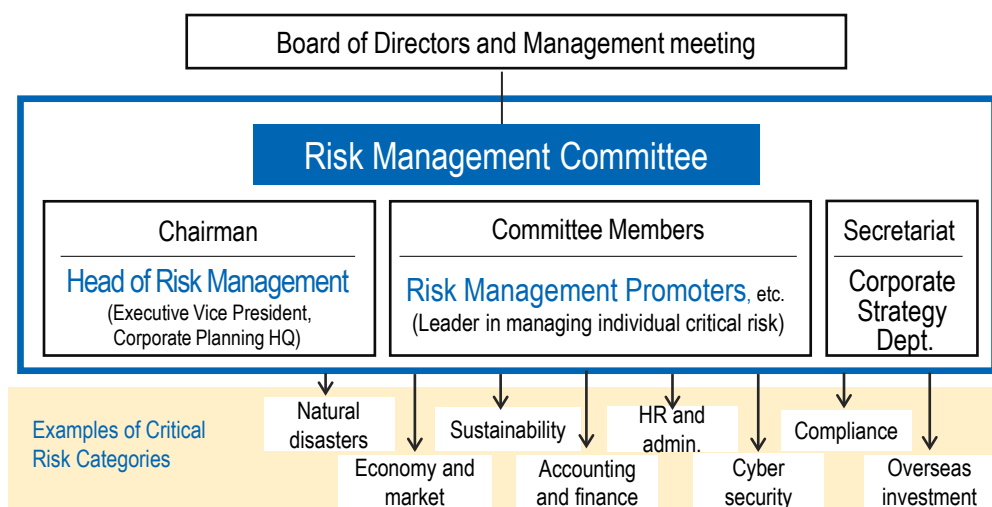


3) Evolve the business foundation iii. Governance system enhancement

- **Establishing a new Risk Management Committee** to comprehensively manage the risks of Daigas Group's expanding business domains
- **Changing our organization to a company with an Audit and Supervisory Committee,*** separating execution and supervision, and strengthening supervisory functions to improve the speed and soundness of management.

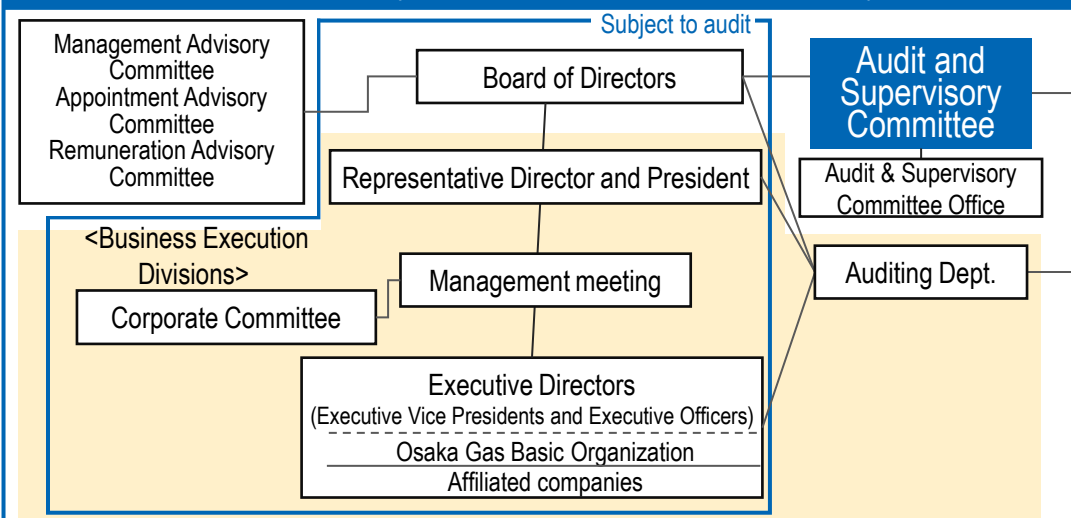
*It is assumed that this change will take place following the Ordinary General Meeting of Shareholders, which is scheduled to be held in June 2024.

Establishment of the Risk Management Committee



- **The Risk Management Committee was newly established** to comprehensively manage the risks of Daigas Group's expanding business domains.
- Our aim is to achieve an efficient and effective risk management by **selecting critical risks** among all risks and taking priority countermeasures.
- The selection of critical risks and the activity plans/results **are reported in a timely manner both inside and outside the company** (to the Board of Directors, the Management Meeting, etc.), and disclosed in Securities Report, etc.

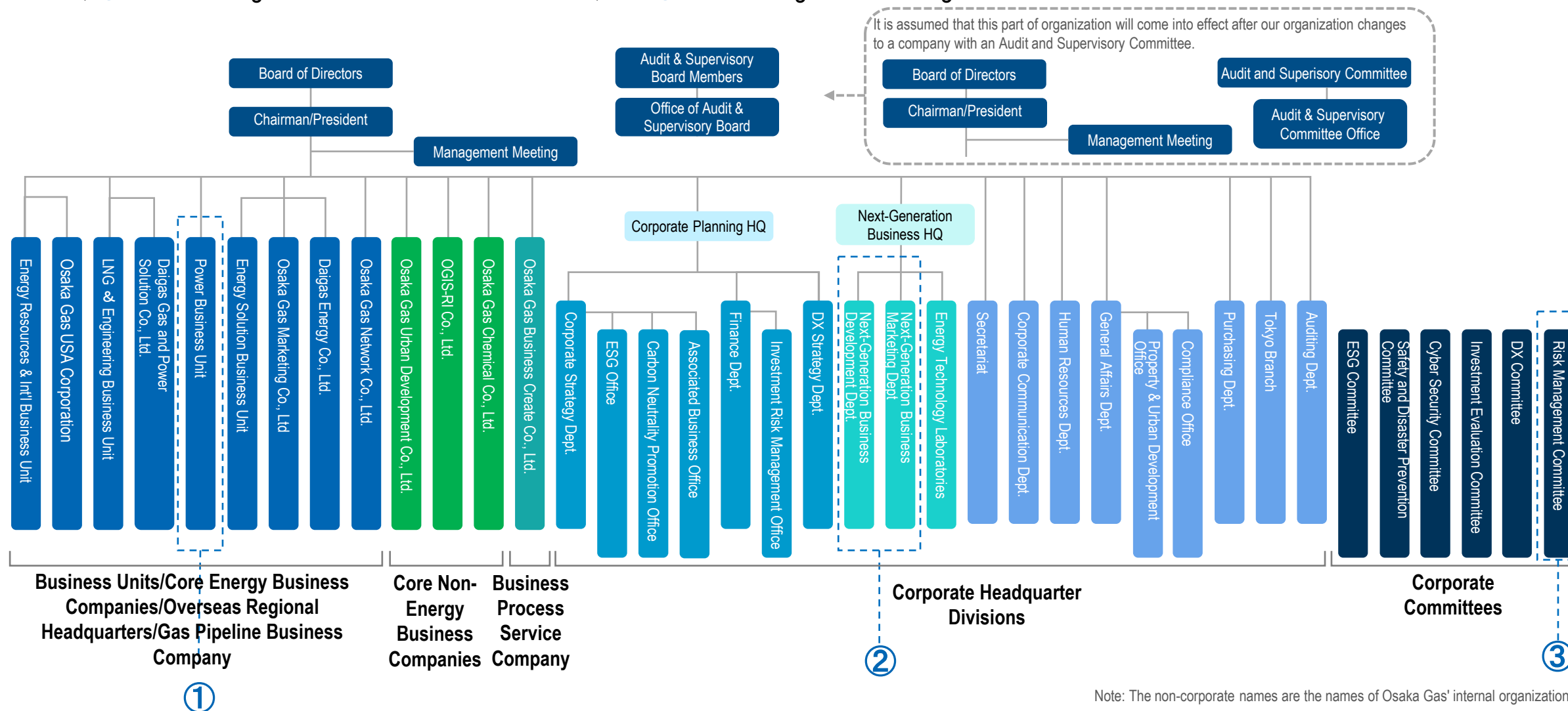
Transition to a company with an Audit and Supervisory Committee



- As business environment changes grow, **a management system** that manages risks from diverse perspectives and **quickly creates value** is required.
- Our organization will change from a company with a board of auditors to **a company with an audit and supervisory committee to enhance discussions on management policies and strategies** by the Board of Directors and other bodies, **further strengthen supervisory functions**, and **make flexible decisions**.
- All decision-making for business execution is delegated to business execution divisions by the Board of Directors.

Daigas Group's Organizational Structure (As of April 1, 2024)

- Aiming to achieve growth in each business and enhance the governance by ① transforming the electricity business into a business unit, ② consolidating new business creation functions, and ③ establishing a Risk Management Committee.



Note: The non-corporate names are the names of Osaka Gas' internal organizations.

Table of Contents

0 Review of Medium-Term Management Plan 2023

1 Daigas Group's vision for the future

- | | |
|--|---|
| 1) Daigas Group's aspiration | 2) Business environment and our role |
| 3) Sustainable lifestyles for tomorrow | 4) Direction of sustainable growth |
| 5) Daigas Group's targets for 2030 | 6) The significance of this medium term |

2 Basic policies of Medium-Term Management Plan 2026

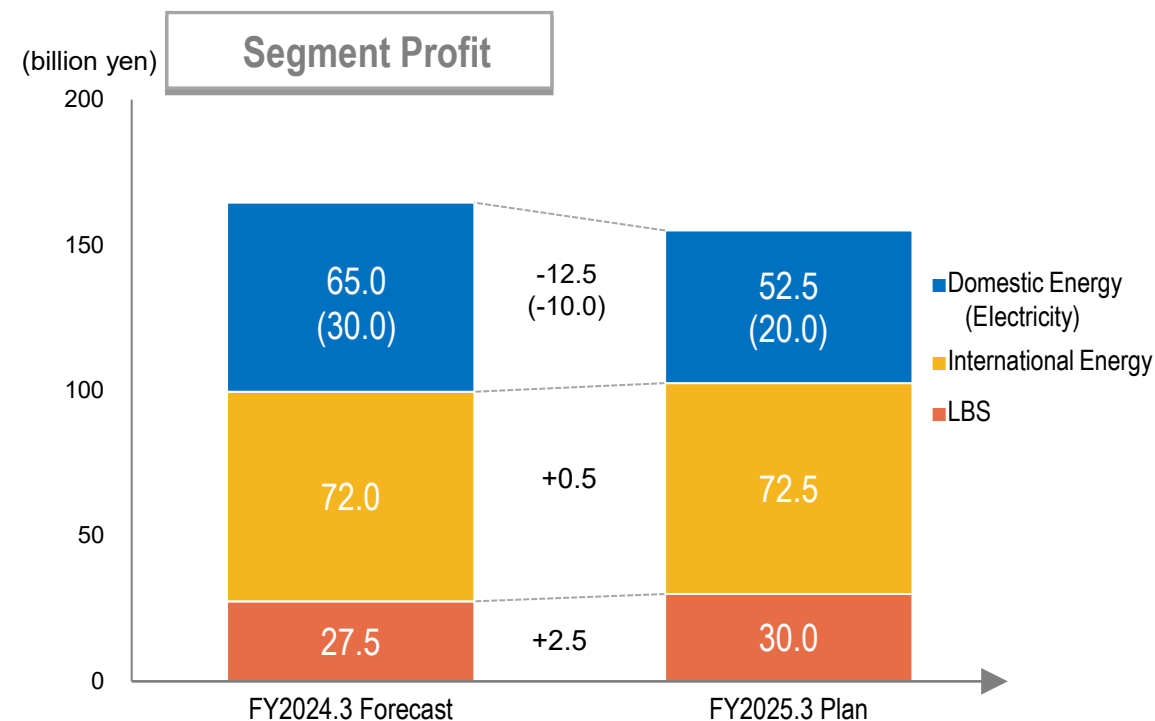
- | | |
|--|--|
| 1) Key Strategy: the Three Commitments | 2) Co-creation with stakeholders |
| 3) Initiatives to achieve sustainable growth | 4) Ordinary profit, ROIC, and ROE |
| 5) Investment for growth | 6) Shareholder return policy |
| 7) Cash allocation | 8) Financial and non-financial targets |

3 Priority initiatives based on basic policies in Medium-Term Management Plan 2026

4 FY2025.3 Business Plan (management indicators)

FY2025.3 Business Plan (Management Indicators)

(billion yen)	FY2024.3 Forecast	FY2025.3 Plan	Rate of change
Net sales	2,121.0	1,986.0	-6.4%
Operating profit	139.5	123.5	-11.5%
Ordinary profit	170.0	153.0	-10.0%
Profit attributable to owners of parent	116.0	112.0	-3.4%
EBITDA	283.5	280.0	-1.2%
ROIC	5.5%	4.7%	-
ROE	8.0%	7.2%	-
Dividend Forecast	72.5 yen/share	95 yen/share	-
DOE	2.5%	3.1%	-
Time-lag effect (gas)	18.0	11.0	-
Time-lag effect (electricity)	11.0	1.0	-
Ordinary profit excluding time-lag effects	141.0	141.0	-



FY2025.3 assumptions

Note: Figures provided in parentheses represent the FY2024.3 forecasts.

Crude oil price (All-Japan CIF Prices)	75 USD/bbl (83.6 USD/bbl)
Exchange rate	145 yen/USD (143.8 yen/USD)

FY2025.3 Business Plan (Management Indicators)

(billion yen)	FY2024.3 Forecast	FY2025.3 Plan
Investment for quality improvement	90.0	94.0
Investment for growth	160.0	206.0
Domestic Energy	45.5	47.0
International Energy	74.0	108.0
LBS	40.5	51.0
Total investment amount	250.0	300.0

Capital expenditures (incl.)	214.0	248.0
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Shareholders' equity ratio *	52.1%	53.1%
D/E ratio*	0.56	0.62

* Calculated with 50% of issued hybrid bonds as equity

(Millions of m3)	FY2024.3 Forecast	FY2025.3 Plan	Rate of change
Gas Sales Volume (Consolidated)	6,678	6,659	-0.3%
Residential	1,693	1,707	+0.8%
Non-residential	4,985	4,952	-0.6%

(GWh)	FY2024.3 Forecast	FY2025.3 Plan	Rate of change
Electricity Sales Volume(Consolidated)	15,620	15,964	+2.2%

Sensitivity of consolidated ordinary profit to changes in the crude oil price and the yen/USD exchange rate

+1 USD/bbl in crude oil price	-0.65 billion yen
+1 yen/USD (JPY depreciation)	+0.01 billion yen



Disclaimer

This document has been translated from the Japanese original for reference purpose only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Cautionary Statement with Respect to Forward-Looking Statements

These materials include forecasts, plans and strategies for future performance, which are based on the judgment of the Group based on information currently available.

Actual results could differ materially from these forward-looking statements due to a number of important factors.

Factors that could affect the Company's actual results include, but are not limited to, fluctuations in the Japanese economy, sudden changes in foreign exchange rates and Crude oil price, and changes in the weather.

A thick black vertical bar is positioned on the left side of the slide. To its right, the text 'Reference Materials' is displayed in a bold, black, sans-serif font. The background features a large, light gray geometric shape that resembles a stylized 'V' or a chevron, pointing downwards. This shape is composed of two triangles meeting at a point at the bottom center. The overall design is minimalist and modern.

Reference Materials

ESG Indicator targets for FY2027.3 and FY2031.3

- Enhancing the linkage between the ESG indicators and the management strategy to drive the co-creation of value for a sustainable future, strengthening of human capital, and evolution of management foundations.

Key issue (materiality)	ESG indicators	FY2027.3 targets	FY2031.3 targets
Provide carbon neutral energy	Avoided emissions (compared to FY2018.3)	7 million tons/year	10 million tons/year
	Renewable energy development contribution	4 GW	5 GW
	Percentage of renewables in our power generation portfolio in Japan	approx. 30%	approx. 50%
	CO ₂ emissions of Daigas group	-	-5 million tons/year in Japan (compared to FY2018.3)
	CO ₂ emissions reduction in the Group company offices and vehicles	67%	100%
	Promotion of e-methane practical application	Final investment decisions in e-methane supply chain PJ	1% e-methane in gas grid
	Promotion of methanation technology development	Transition to the second phase of SOEC GI funds business	Establishing a pilot-scale (400 Nm ³ /h class) SOEC technology
Enhance the resilience of customers and society	Number of serious accidents and serious energy supply disruptions caused by the company	Zero	Zero
	Establishment of resilient facilities	Implementation of measures for disaster prevention and aging pipes	
Co-create advanced, diverse solutions that meet customer values	Customers accounts	10.9 million accounts	11.5 million accounts
	Customer satisfaction rate	90%	-
	Creation of innovation	Creation of new business and services	
Create a work environment where employees and the company resonate and enhance each other	Percentage of women in members newly promoted to middle management positions	20% or more	30% or more
	Percentage of women in new recruits for career-track positions	30% or more	30% or more
	Work engagement score	50 or more	50 or more
	Total number of new graduates and mid-career hires	Cumulative total of 3 years: 330 people	-
	Reserve ratio of next-generation management personnel	250%	-
Maintain and improve the soundness and flexibility of management foundation	Percentage of female directors	25% or more	30% or more
	Number of serious violations of laws and regulations	Zero	Zero
	Recruitment of DX core staff	300 employees	-
	Respect for human rights	Implementation of human rights initiatives within the Daigas Group and throughout the supply chain	
	Contribution to local communities	Engagement with local communities	
	Sustainable growth of LBS business	Implementation of unique ESG initiatives in LBS business	

Creating new value through technology development

- Leveraging the Group's technologies of gas synthesis, catalysts, combustion, and materials evaluation, to advance the development of technologies that will become low-carbon and decarbonization solutions.

e-methane and hydrogen

Development of methanation technologies

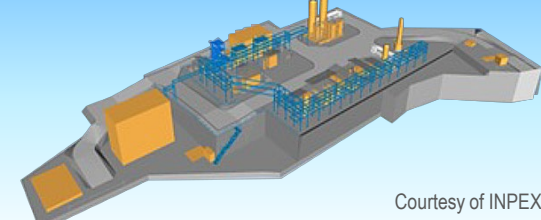
Developing SOEC methanation, Sabatier methanation, and bio methanation through national projects, such as the Green Innovation Fund Project

SOEC methanation



NEDO Green Innovation Fund Program
"Development of innovative technology for synthetic methane regasification"

Sabatier methanation



NEDO subsidy program
"Development CO₂ utilization technology for gaseous fuels"

Courtesy of INPEX

CN-related technologies for hydrogen, ammonia, etc.

Developing technologies to produce hydrogen (chemical looping combustion,* etc.) and combust hydrogen, ammonia, etc.

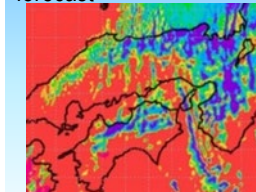
* NEDO commissioned project "Development of CO₂ separation-/recovery-type poly-generation system technology"

Materials evaluation and simulation

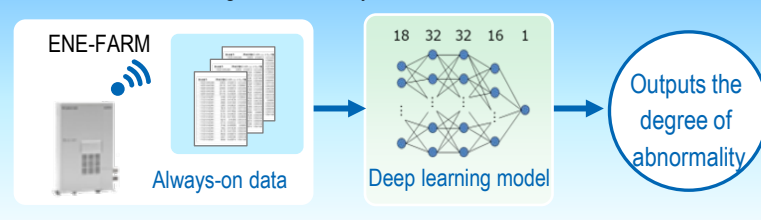
Utilization of simulation, material evaluation, and AI technologies

Contributing to the advancement of existing businesses, such as the prediction of renewable power generation, the deterioration diagnosis and prediction for metallic materials and polymer materials, and the detection of failure signs in gas equipment, such as ENE-FARM

Solar power generation forecast



ENE-FARM failure sign detection system



Storage battery-related technologies

Developing technologies that contributes to extending the life of storage batteries for a long-term utilization.

Creating new businesses

- Commercializing the Group's proprietary technologies and promoting open innovation that combines our strengths with other companies' technologies and services to contribute to resolving social issues.

Commercialization of Daigas Group's proprietary technologies



SPACECOOL

Radioactive cooling material, SPACECOOL®

- A material that reduced the temperature than the outside air using zero energy by insulating itself from heat and releasing heat by radiating it into space
- Selected for use at the Gas Pavilion in the World Expo. Overseas marketing are being planned.



Natural material-derived ketones, OKETOA®

Gaining visibility as a supplement feedstock and an energy source superior to sugar.

The world's first ketone mass production using natural materials.



Antimicrobial and antivirus agent, TioClean™

A coating agent that is highly antimicrobial, antivirus, transparent, and peel-resistant.

Promotion of open innovation

Development of new businesses with startups and other partners

- EV-related businesses, such as EV charging infrastructures, commercial EV leasing, and the utilization of second-life storage batteries used for vehicles.
- Circular economy-related businesses, including chemical recycling of PET bottles
- Collaboration with venture capital WiL from Silicon Valley

Foundation of new business creation

- Carbon Neutral Research Hub as our R&D center to promote research work and collaboration with partners.
- A new R&D center scheduled to open in 2025



Domestic Energy business (residential, commercial and industrial segments)

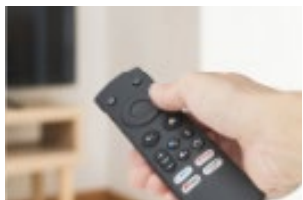
- Expanding solutions to enhance customers' corporate value through various measures, such as the integration of physical and digital solutions
- Co-creating sustainable, diverse solutions, as a comprehensive service provider that benefits customers and the community

Residential



Attractive rate plans for gas and electricity

Offering various options, including those combined with services provided by partner companies, to meet customers' diverse lifestyles and needs



Enhancement of communications with customers

Proposing optimal solutions for individual customers at optimal timing through Sumai-LINK, My Osaka Gas, and other digital services



Advancement of living space services

Providing one-stop solutions for a variety of options that advance the IoT and CN of gas systems (e.g., highly efficient gas appliances, power generation and storage units).
Expanding lifestyle-related services, such as telecommunications, renovation, and FitDish.

Commercial and industrial



Solutions that contribute to enhancing customers' corporate value

Expanding total solutions for energy-related products (e.g., gas, electricity, CHP units, solar power, DR*) and peripheral products (water treatment, air conditioning, biotechnology, etc.)

*Demand response



Optimal energy-related proposals for CN

Converting fuels from coal to natural gas for customers' plants and equipment. Enhancing CN gas proposals.



Expansion of renewable energies

Further expanding renewable power sources to provide renewable electricity, D-Green, for customers' CO₂ emissions reduction.

Domestic Energy business (LNG regasification and energy engineering)

- Ensuring a stable gas supply through advanced operations and maintenance as well as facility upgrade and disaster countermeasures.
- Focusing energy engineering activities on the CN related fields to make progress in the Group's domestic and overseas initiatives.

LNG regasification



Continuation of safe and stable gas supply

Strengthening control system security and measures against earthquakes and other natural disasters. Maintaining and improving the quality of operations and maintenance through digital technology utilization, work inspections, and training.



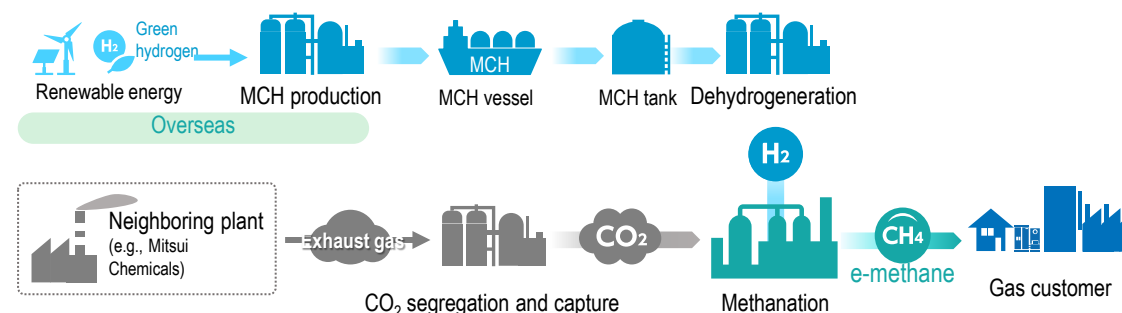
Shift to next-generation infrastructure platform

Building infrastructure for the Himeji Natural Gas Power Plant and bunkering business. Optimizing the utilization of existing assets

Energy engineering

Establishment of e-methane supply Infrastructure

Advancing technical studies in collaboration with ENEOS on large-scale e-methane production in the Osaka port area



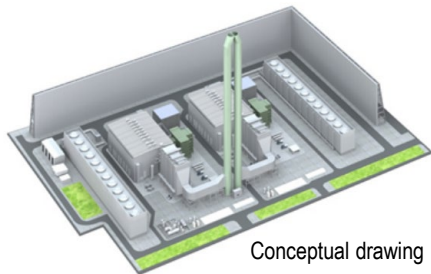
Development and acquisition of CN-related technologies

Pursuing multiple technological studies in collaboration with domestic and overseas players, considering overseas supply chain development as an effective option besides domestic.

Domestic Energy business (electricity)

- Effective April 1, 2024, the Group's electricity business will be transferred to a newly-established business unit to accelerate self-sustaining growth.
- Further strengthening the electricity value chain by starting operation of the Himeji Natural Gas Power Plant and expanding renewable energy.

Electricity



Conceptual drawing

Operation commencement at Himeji Natural Gas Power Plant

Making steady progress in the plant construction to meet the schedule of commercial operation start in 2026, which is expected to strengthen Daigas Group's electricity value chain.

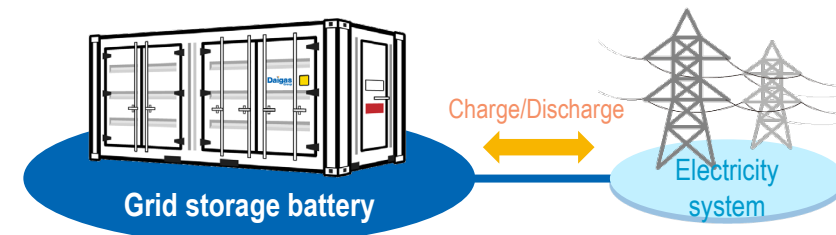


Development and procurement of renewable energy sources

Developing diverse schemes and active alliances to achieve a 4GW renewable energy development contribution by FY2026, including offshore and onshore wind, solar, and biomass power generation.

Promote next-generation business models

Examining business models that use storage batteries for grid storage batteries and EVs. Providing added value and building energy management system for EV-related businesses.



Advancement of power market transactions

Ensuring profit and optimization through flexible transactions based on our trading know-how in the diversifying electricity market.

Domestic Energy business (gas pipeline network)

- Ensuring a safe and stable gas supply through operation upgrade and reform from a medium-to long-term perspective
- Leveraging our long-accumulated expertise and know-how to develop new businesses

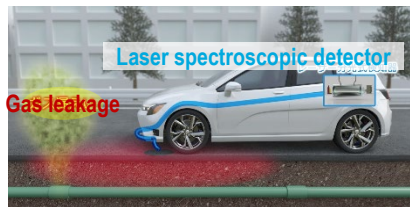
Osaka Gas Network



Remote OJT using real-time cameras

Enhancement of gas distribution security and stabilization

Passing on distribution security capabilities to younger generations, using digital technology, preventing human errors, and replacing manual work with digital tools, with the people-system-goods-focused approach to improve the level of safety.



Leakage inspection using an automotive detector

(Received Prime Minister's Award at the 7th Infrastructure Maintenance Awards)

Optimization of operations

Implementing operational reform by developing and utilizing technologies to build business systems and perform efficient excavation work, with the aim of establishing a business that can be managed even with low manpower over the medium to long term.

Development of new businesses by leveraging the Group's proprietary technologies

Leveraging our technologies, know-how, and assets in the gas pipeline business to develop new businesses. Enhancing business idea creation in collaboration with research institutions and partner companies.



Technology to automatically create pipe construction drawings using 3D photography

Left: Generated 3D model data (usable as construction drawings)

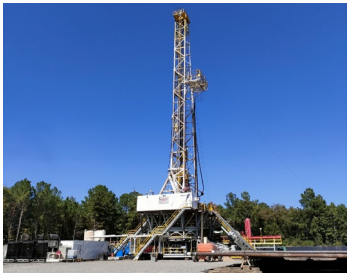
Right: Image of actually laid pipes (required information was captured when taking photos)

International Energy business (natural gas-related businesses)

- Promoting the widespread and advanced utilization of natural gas as a key transition fuel
- Evolving our natural gas-related assets into a sustainable portfolio by replacing existing assets, such as gas-fired power plants in North America

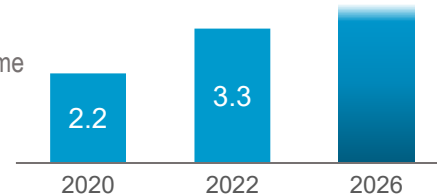
Natural gas

Ensuring the stable procurement, development, and supply of LNG as a key transition fuel to contribute to low-carbon emissions and decarbonization



- Expanding Sabine Oil& Gas' shale gas production in the USA

Production volume
(million tons/year
LNG equivalent)



Courtesy of Freeport LNG Development, L.P.

- Prioritizing a stable operation at the Freeport LNG plant in the USA



- Maintaining a stable LNG procurement and optimizing LNG procurement by leveraging our know-how on LNG trading and transportation and collaborating across the value chain

- Launching an LNG bunkering business in Osaka Bay and Seto Inland Sea
- Continuation of Gorgon and Ichthys upstream businesses in Australia
- Improving efficiency by replacing assets for North American gas-fired thermal power generation

International Energy business (new energy, renewable energy, growth markets, and advanced markets)

- Accelerating our activities in new energy domains, such as e-methane and hydrogen, and renewable energy domains to achieve CN
- Expanding our activities in growth markets, particularly in Asia, by leveraging strengths cultivated in areas such as infrastructure construction and energy-saving technologies

New energy and renewable energy

Developing e-methane supply chains and evolving business models to achieve CN and sustainable growth



EverFuel Ltd.



Brighter Future Solar Power Generation

- Selection and investment decision of projects to produce e-methane overseas and import it to Japan
- [Europe] Development of the European green hydrogen business through investment by EverFuel (Hydrogen), etc.
- Evolution of the North American renewable energy business model

Activities in growth and advanced markets

Expanding our activities in growth market and advanced markets by leveraging strengths cultivated in areas, such as infrastructure construction and energy saving technologies to contribute to the sustainability of society



- [Asia] Establishment and expansion of city gas business in India



Courtesy of Eastwood Forests, LLC.

- Consideration of CCS and carbon credit businesses that contribute to CO₂ offsets for domestic and overseas businesses

Life & Business Solutions business

- Leveraging strengths in co-creation-based property development, high value added system, activated carbon, to contribute to society.
- Cultivating new business fields and further accelerating autonomous growth.

Property development

Evolution of real estate business

- Development of sustainable, high-quality housing and offices in response to social issues and customer needs
- Improvement of asset efficiency through asset sales, replacement, etc.

Expansion of business fields

- Acceleration of new businesses, such as logistics real estate and REIT
- Execution of the west gas building plan and participation in large-scale projects through collaboration with public organizations



Information technology

DX and AI utilization

- Provision of support for the DX of the Daigas Group and other companies, from IT strategy creation to execution
- Utilization of AI in business platforms, such as new services creation

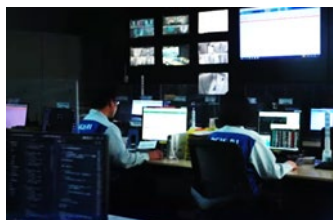
Expansion of ERP* businesses

*Abbreviation of
Enterprising
Resource Planning

Advancement and efficiency enhancement of customers' business operation management by providing high-value-added ERP through collaboration among OGIS-RI Group companies

Global expansion

Expanding businesses by acquiring IT talent and identifying new strategic partners, mainly in Asia



Chemical materials

Sales expansion in Japan and overseas

- Fine Materials: polyester resins for optical applications, BHB (ketone body)
- Preservative: wood protective coating, antibacterial and anti-virus agents
- Mizusawa Chemical: anti-blocking agent, adsorbent for oil and fat regeneration

Enhancement of production capacity and efficiency

- CF material: molded insulation material for semiconductors and heat treatment
- Activated carbon: rotary kiln introduced to production process in a Philippine manufacturing subsidiary.
- Jacobi: coconut shell activated carbon, ion-exchange resin



Initiatives related to the World Expo 2025 Osaka Kansai

- Utilizing the Group's advanced technologies, such as methanation technology demonstration, to contribute to realizing the Expo's theme, "Designing Future Society for Our Lives."



■Expo 2025

Future society showcase project

- Producing e-methane from biogas from kitchen waste at the Expo site, carbon dioxide from the atmosphere, and green hydrogen that is generated using renewable energy* (plan)

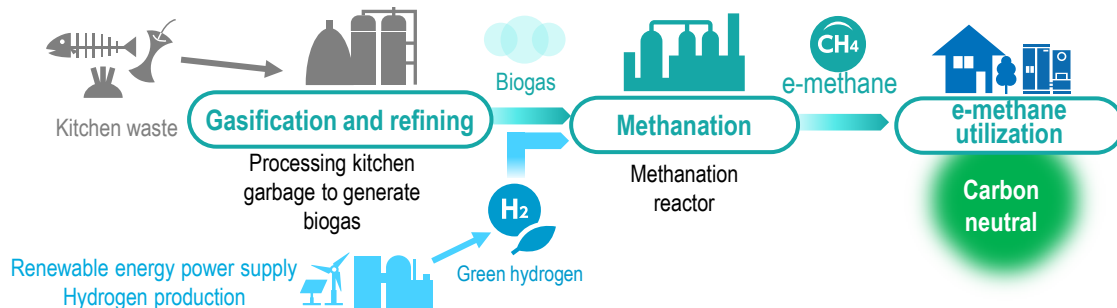
*Commissioned by the Ministry of the Environment

Hydrogen supply model-building demonstration project to reduce costs utilizing the existing infrastructure

- Utilizing e-methane in gas equipment, such as kitchen stoves in the guest hall and gas cogeneration units at the Expo site. (plan)



Courtesy of Japan Expo 2025



Gas pavilion

Utilizing SPACECOOL[®], a radioactive cooling material developed by the Group, for the external membranes of the gas pavilion exhibited by the Japan Gas Association.



Courtesy of Japan Gas Association

Technical demonstration of AI weather forecasting

- Demonstrating AI-enabled weather forecasting for construction sites in cooperation with Obayashi Corporation to support safe and efficient construction work.
- Positive feedbacks on the accuracy of the weather forecasts already received from Okumura Corporation in the construction work of the gas pavilion.

Development of a multipurpose building on the west side of the Gas Building and renovation of the Gas Building

- Developing a multipurpose building at the Daigas Group-owned land on the west side of the Gas Building and renovating the Gas Building.
- The new building construction is scheduled to be completed around 2027, and the Gas Building renovation around 2031.

Integrated construction of new building and the Gas Building preservation

- Renovating the Gas Building, a landmark of Midosuji street, preserving most of the exterior and floors
- Developing a multipurpose building consisting of commercial and office spaces with a design inspired by the Gas Building, which will have an open Atrium connecting to the new building.



Conceptual drawing of the new building (right) with the Gas Building after renovation



Conceptual drawing of the Atrium Space

CN and resilience

- Achieving CN throughout the building by Introducing high-efficiency energy-saving facilities, utilizing renewable electricity and non-fossil certificates, etc.
- Installing highly earthquake-resistant medium-pressure pipes to achieve the disaster-proof supply of power and gas
- Establishing energy sharing system of heat during normal times and power during disasters for neighboring facilities

Development of innovation center

- Developing an innovation center that utilizes the Gas Building and the new west building in an integrated manner
- Promoting interactions among diverse talent to create innovation