

■ Corporate Governance Initiatives

		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Long-Term Management Vision		Field of Dreams 2020				Vision 2030: Going Forward Beyond Borders						
Medium-Term Management Plan		Catalyze Our Dream				Vision 2030: Going Forward Beyond Borders				Creating Value for a Sustainable Future		
	Priority themes	① Strengthening the energy business in the Kansai region ② Expanding the area of the energy business ③ Creating the next core businesses (International Energy Business, Life & Business Solutions Business)				① Develop energy marketer business of a new era ② Accelerate the development of international energy business ③ Expand LBS business and developing new business fields				① Co-create value for a sustainable future Pursuing the creation of value for solving social issues alongside stakeholders ② Evolve our corporate group Building a robust business portfolio and strengthening the management foundation to support the enhancement of our business portfolio management		
Separation of business execution and supervision	Chairperson of the Board	Representative Director and President	From 2015: Representative Director and Chairman of the Board						From 2021: Director and Chairman of the Board			
	Execution system	From 2009: adoption of an executive officer system										
	Outside Directors	From 2009: 2 persons			From 2016: 3 persons				From 2021: 4 persons			
	Outside Audit & Supervisory Board Members	From 2014: 3 persons										
	Voluntary advisory committee	In 2013: established (appointment and remuneration)									In 2022: expanded (management, appointment, and remuneration)	
Diversity	Female officers	From 2014: one person (one Audit & Supervisory Board Member)							From 2021: 2 persons (one Director and one Audit & Supervisory Board Member)			
	Skills Matrix										Since 2021: disclosed	
Linkage between sustainable growth and remuneration	Remuneration system	In 2013: established performance-linked remuneration system									Since 2022: linked remuneration to ESG indicators achievement	
Internal Control	Corporate committee ^{*1}	From 2003: Investment Evaluation Committee										
		From 2006: CSR Committee ^{*3}						From 2020: ESG Committee				
		From 2019: Cyber Security Committee										
		From 2021: DX Committee										
	From 1996: Executive Safety Council										From 2022: Safety and Disaster Prevention Committee	
	Strengthening risk management (operation of G-RIMS ^{*2})	From 2006: targeting Osaka Gas and domestic affiliates				From 2017: scope expanded to include overseas affiliates						
	Cross-shareholdings	In 2013: established policies regarding cross-shareholdings ^{*4}										

*1 Established for the purpose of coordinating and promoting matters (important issues for the entire Group) across multiple basic organization

*2 Systematized self-assessment of risk management practices (Gas Group Risk Management System)

*3 The new "CSR Committee" was established to coordinate and promote the activities of the committees (Compliance Committee and Energy & Global Environment Committee), which had been operating separately by field, as well as community and social contribution, human rights, employment, and other activities promoted by the organizations in charge, on a cross-organizational basis.

*4 Rules on the purchase and management of third-party stocks was established. The Board of Directors examines the significance of each individual stock holding. If the significance of holding an issue has waned, we sell it sequentially.

With respect to the exercise of voting rights, a standard for exercising voting rights was established (in 2016). We examine the content of proposals through various methods, including dialogue with investee, and decide whether to approve or disapprove.