



Outline of the Daigas Group

Corporate Profile of Osaka Gas Co., Ltd. (As of March 31, 2023)

Head Office	4-1-2, Hiranomachi, Chuo-ku, Osaka 541-0046, Japan
Date of Establishment	April 10, 1897
Date of Founding	October 19, 1905
Net Sales ¹	[Non-consolidated] 1,716.7 billion yen [Consolidated] 2,275.1 billion yen
Ordinary Profit ¹	[Non-consolidated] -77.4 billion yen [Consolidated] 75.6 billion yen
Profit ¹	[Non-consolidated] -45.2 billion yen [Consolidated] 57.1 billion yen ²
Capital	132,166 million yen
Number of Employees	[Non-consolidated] 1,163 (including executive officers, directors and temporary employees; excluding employees temporarily transferred to affiliated companies) [Consolidated] 21,017

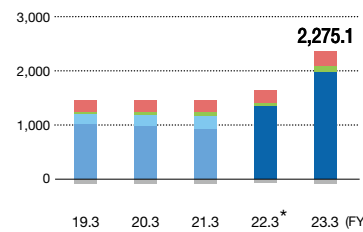
¹ Fiscal year ended March 31, 2023

² Profit attributable to owners of parent

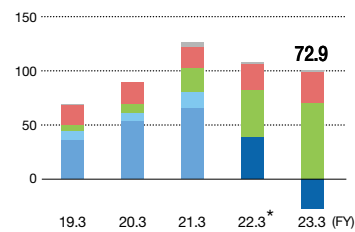
Main Business Lines of the Daigas Group (As of March 31, 2023)

Business segments	Main business lines
Domestic Energy	Production, supply and sale of city gas, sale of gas appliances, gas pipe installation, sale of LNG, LNG transport, sale of LPG, sale of industrial gas, power generation and sale of electricity
International Energy	Development of and investment regarding natural gas, energy supply
Life & Business Solutions (LBS)	Development and leasing of real estate properties, information-processing services, sale of fine materials and carbon material products

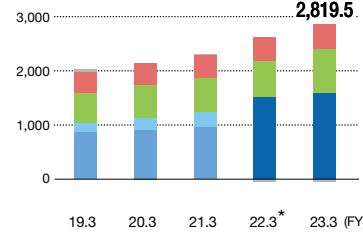
Net sales by segment (billion yen)



Segment profit (billion yen)



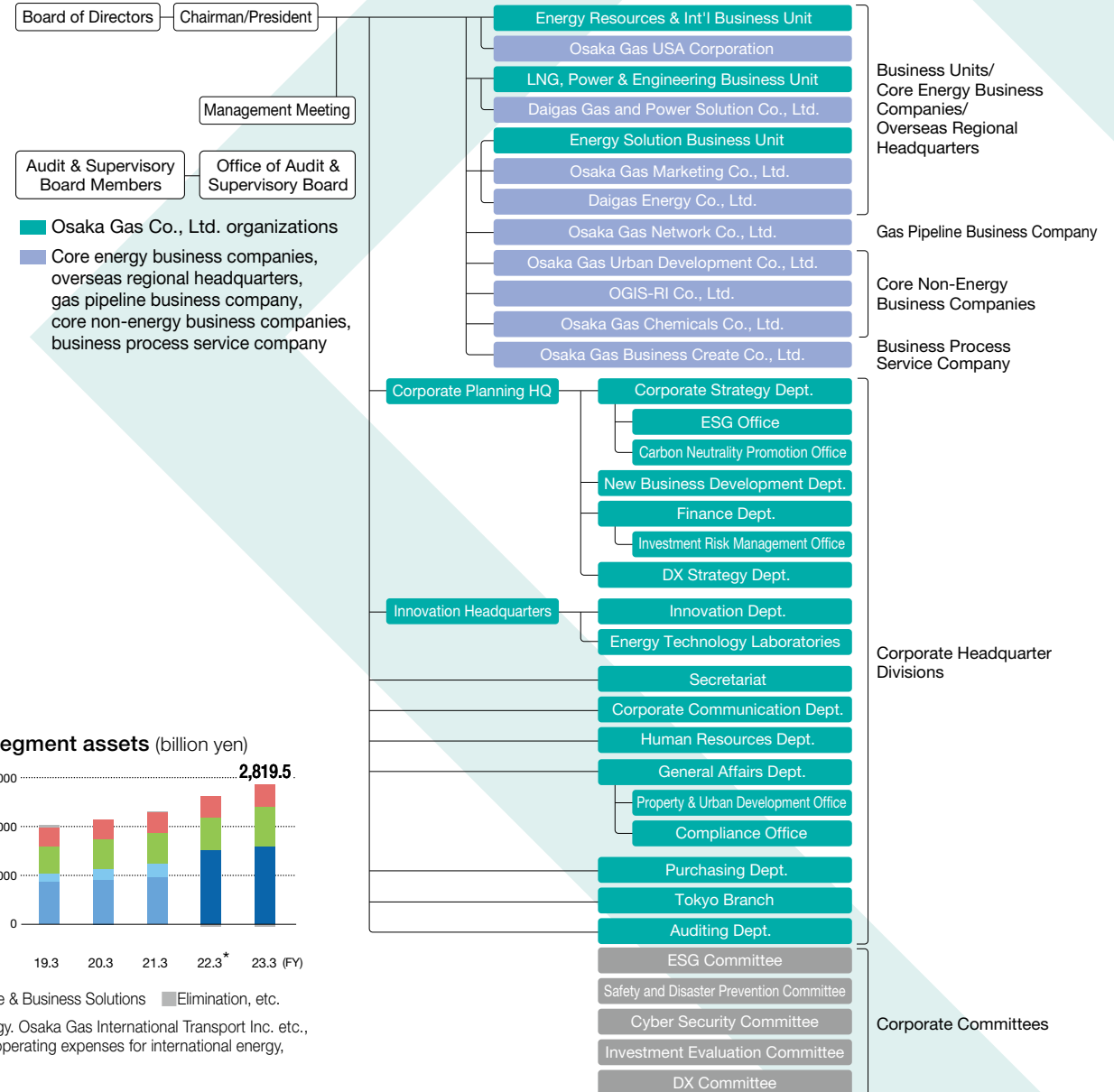
Segment assets (billion yen)



■ Domestic Energy/Gas ■ Domestic Energy/Electricity ■ Domestic Energy ■ International Energy ■ Life & Business Solutions ■ Elimination, etc.

*From FY2022.3, Domestic Energy/Gas and Domestic Energy/Electricity were integrated into Domestic Energy. Osaka Gas International Transport Inc. etc., which were previously included in International Energy, were transferred into Domestic Energy. Osaka Gas' operating expenses for international energy, which were previously included in Domestic Energy/Gas, were transferred into International Energy.

Daigas Group Organization (As of April 1, 2023)





Courtesy of Freeport LNG Development, L.P.



Table of Contents

Getting to Know the Daigas Group

Our Commitment	5
Daigas Group's Values	6
History of Co-creation of Value	7
Financial Data	9
Non-Financial Data	10

Business Strategies

Message from the President	12
Our Financial Strategy	16
Daigas Group's Sustainability Promotion System and Management	20
Value Creation Process	21
Daigas Group's Businesses	22
Capitals with Strengths	23
Long-Term Management Vision 2030 and Medium-Term Management Plan 2023	26
Medium-Term Management Plan 2023	28
Materiality and Daigas Group Charter of Business Conduct	29

Value Creation Stories

I. Co-create Value for a Sustainable Future	
Achieving a Low-Carbon/Carbon-Neutral Society	32
Energy Transition 2030	33
Establishing Lifestyles and Businesses Adjusted to the New Normal	39
Enhancing Resilience of Customers and Society	42
II. Evolve Our Corporate Group	
Enhancing Business Portfolio Management	45
Domestic Energy Business, International Energy Business, Life & Business Solutions Business	47
Promoting Business Transformation with DX	51
Maximizing Value for Each Employee	53
Building Foundations that Support the Realization of Value for a Sustainable Future	56
Disclosure based on the TCFD Recommendations	59
Environmental Impact throughout the Daigas Group Value Chain	62

Corporate Governance

Corporate Governance	65
Message from Outside Directors	79

Corporate Data

Summary of Consolidated Operating Results	83
Group Companies	85
Company Data	87



Editorial Policy

In Integrated Report 2023, we pay attention to business strategies and value-creation stories as well as non-financial information in order to present how assets accumulated to date will lead to future value creation and realize sustainable growth to our stakeholders, which include shareholders and investors.

Tool Map

The Daigas Group disseminates diverse information with a variety of tools in order to promote communication with stakeholders. The Daigas Group works on proactive information disclosure for better understanding of the Group.

	Leaflets (downloadable from the web)	WEB
Financial information	<ul style="list-style-type: none"> ● Business Report ● Securities Report ● Fact Book 	<ul style="list-style-type: none"> ● Investor Relations https://www.daigasgroup.com/en/ir/
Non-financial information	<ul style="list-style-type: none"> ● Corporate Governance Report ● Sustainability Report 	<ul style="list-style-type: none"> ● Sustainability https://www.daigasgroup.com/en/sustainability/

Financial Result Figures and Forward-Looking Statements

Whereas the Company previously prepared its consolidated financial statements based on the "Gas Industry Accounting Regulations" (1954, Ministry of Trade and Industry Ordinance No. 15) and the "Regulations Concerning the Terminology, Forms and Preparation Methods of Consolidated Financial Statements" (1976, Ministry of Finance Ordinance No. 28; hereinafter referred to as the "Regulations on Consolidated Financial Statements"), it prepares these statements based only on Regulation on Consolidated Financial Statements from FY2023.3. Figures for FY2022.3 are on a retrospective basis.

Tax effect accounting calculations as of March 31, 2023 were done on a group tax sharing basis. These materials include forecasts on future performance, plans, and strategies, which are based on the judgment of the Group upon currently available information. Please note that actual financial results may differ from forecasts due to various factors. Factors that can affect actual financial results include economic trends in Japan, sharp fluctuations in exchange rates and crude oil prices, and extraordinary weather conditions.

Scope of This Report Osaka Gas Co., Ltd. and its group companies
 *Some information, as noted in this report by phrases such as "Osaka Gas" or "the Company," refers exclusively to Osaka Gas Co., Ltd.

Period Covered April 1, 2022, to March 31, 2023
 *Matters on other periods are partially included.

Guidelines Referred to

- International Integrated Reporting Framework of the IFRS Foundation
- Guidance for Collaborative Value Creation of the Ministry of Economy, Trade and Industry
- Environmental Reporting Guidelines 2018 of the Ministry of the Environment
- Final Report of the Task Force on Climate-related Financial Disclosures (TCFD)
- ISO26000 (guidance on social responsibility) of the International Organization for Standardization
- Sustainability reporting standards of the Global Reporting Initiative (GRI Standards)
- The United Nations Global Compact COP Policy