# Realizing the Group's Corporate Principles

We strive to increase value for employees and engagement by building frameworks and mechanisms for communication within the Daigas Group and by using our internal media to share information. We also encourage communication between management and employees with the aim of realizing our Corporate Principles using both top-down and bottom-up approaches.

## Activities for Dissemination of the Corporate Principles

In its Long-Term Management Vision 2030, the Group has set its sights on evolving into an innovative energy & service company that continues to be the first choice of customers. In addition, the Medium-Term Management Plan 2026 presents the Group's aspiration, "secure peace of mind today, build sustainable lifestyles for tomorrow." These plans have been formulated based on the Daigas Group Corporate Principles ("Principles"), which the Group has valued since its founding.

Based on the belief that it is important for each and every employee to understand and be on board with the Principles in order to realize value creation, we designated October, which is the anniversary of our founding, as "Group Corporate Principles Month" in FY2022, and we have provided e-learning and workshops in continuous efforts to promote familiarization of the Principles among Group employees.

What's more, in FY2026, to commemorate the Group's 120th anniversary, we created the Daigas Group 120th Anniversary Book. This publication, posted on the intranet, presented how the Group has innovated and progressed over the past decade in accordance with its Corporate Principles.




**Three Daigas Group Guiding Principles That Support the Realization of the Daigas Group Corporate Principles**

We think our employees are the driving force behind the embodiment of the Daigas Group Corporate Principles and continuous innovation and progress. To ensure that our Corporate Principles are reflected in the day-to-day activities of our employees, we work to thoroughly establish three guiding principles of "customer-oriented approach," "wholeheartedness and a sense of mission," and "enterprising spirit."

We believe that having all of our employees apply these guiding principles will help us solve the problems faced by our customers and society, and will help us become a corporate group that powers continuous advancement in customers' lives and businesses.

■ **Daigas Group Guiding Principles**



**“Town hall meetings” that provide opportunities for direct dialogue between the President and Group employees**

With the aim of fostering expectation for the future of the Group and a sense of unity among employees, the Daigas Group provides opportunities for the President to visit workplaces and engage in direct dialogue with employees through “town hall meetings.” The President communicates his thoughts on “a corporate group that powers continuous advancement in customers’ lives and businesses,” the goal of the Daigas Group Corporate Principles, and engages in a frank exchange of opinions with members at each workplace, thereby working to better disseminate the Corporate Principles by the President himself and foster a sense of unity within the Group. In FY2026, the town hall meetings were held for the Power Business Unit, the LNG & Engineering Business Unit, Energy Solution Business Group (the Energy Solution Business Unit, Osaka Gas Marketing Co., Ltd., and Daigas Energy Co., Ltd.), the Next-Generation Business HQ, and more.

### Holding online town hall meetings

In December 2025, we held our first online town hall meeting for all Group employees.

The President and roughly 100 participants shared their opinions on the theme of the “three guiding principles (Daigas Group guiding principles)” that support the realization of our Corporate Principles.

Questions from employees included requests for examples of times when the President felt that Daigas Group’s corporate culture enabled him to achieve something, and questions about what is most important when listening to customers’ needs. The President responded based on his own experience, conveying the importance of realizing the Corporate Principles and practicing the Group guiding principles from the top down. The participants also deepened their understanding of and resonance with the Corporate Principles through the dialogue.

In June 2026, we held another online town hall meeting on the theme of the Daigas Group FY2027 Management Plan, attended by more than 450 employees. The content of the meeting was also made available in video format on the intranet and shared throughout the Group via articles in Gasuto, the Group’s newsletter.



**Feedback from a participating mid-level employee**

It reaffirmed for me that our foundation is a culture of continually taking on new challenges, even when we experience failure.

**Feedback from a participating junior-level employee**

It made me realize how important it is to first understand our customers’ businesses in order to solve their problems.



## Promoting Communication Within the Company

**Laying the groundwork for fostering a sense of unity among all employees through “Daigas Yomoyama” events**

We conduct “Daigas Yomoyama,” online events where employees discuss a wide range of topics across departmental and hierarchical boundaries, with the aim of creating opportunities for employees to connect and fostering a sense of unity across the Group.



In these events, participants share their values and deepen their mutual understanding through their interactions. They also combine their diverse knowledge to prepare the groundwork for new value creation.

These events have a broad range of themes, covering everything from work-related topics such as interacting with local staff and changing how we work to topics of interest to employees such as childcare and travel. 17 of these events were held in FY2026, attended by roughly 2,200 people.

**Sharing challenges based on our Corporate Principles through the web-based Group newsletter “Gasuto”**

Gasuto, which means “gas lamp” and is the Daigas Group’s newsletter, serves as a communication tool for approximately 20,000 employees engaged in diverse businesses in Japan and overseas, playing an important role in connecting management with the frontlines and employees with one another.

Through Gasuto, we communicate management policy and the challenges being taken on in the field in a timely manner. By leveraging the interactive nature of the web, we get employees fully on board with our policies, share the pride and sense of mission inherent in their daily work, and foster greater attachment to the organization and willingness to contribute voluntarily.

Furthermore, our efforts to stimulate internal communication and motivate our employees to take action led to Gasuto being recognized with several awards in FY2026. We won the Overall Award in the online in-house newsletter category of the Keidanren Recommended In-House Newsletter Review and the Silver Award in the In-House Newsletter Awards presented by wis works, Inc.

## Formulating and Disseminating the Code of Business Conduct, Which Sets Out Specific Standards of Conduct

**Revision of the Daigas Group Code of Business Conduct in line with the 10 principles of the UN Global Compact and ISO 26000**

We fully embrace the UN Global Compact, and in June 2007, we became the first utility in Japan to join. We uphold the 10 principles for enterprises to follow (supporting and respecting the protection of human rights, not being complicit in human rights abuses, upholding the freedom of association and recognizing the right to collective bargaining, eliminating forced labor, effectively abolishing child labor, eliminating discrimination in respect of employment and occupation, supporting a precautionary approach to environmental challenges, undertaking initiatives for environmental responsibility, developing and diffusing environmentally friendly technologies, and working against corruption in all its forms, including extortion and bribery) in the four fields of human rights, labor, environment, and anti-corruption.

In May 2008, the Daigas Group revised its Code of Business Conduct to incorporate the 10 principles of the UN Global Compact and in doing so clearly prohibited activities such as bribes to foreign officials and the use of child labor (currently, details are described in the internal guide for understanding the Code). Because these principles also relate to the dealings that the Group has with its business partners, in June 2009 the “Policy for Purchasing” (currently the “Daigas Group Procurement Policy” and the “Daigas Group Procurement Policy for Suppliers (Daigas Group Procurement Guidelines for Suppliers)”) were also revised to stipulate adherence to the UN Global Compact.

In FY2024, we prepared the Daigas Group Anti-Bribery Guidebook, which prohibits the following acts and items:

Major items ・Bribes to Japanese and foreign officials ・Inappropriate entertainment and gifts ・Small facilitation payments, etc.

**Familiarization of the Daigas Group Code of Business Conduct**

To promote understanding of the Daigas Group Code of Business Conduct, we have prepared Our Declaration (10 items) as a summary version extracting the essence of the Code and have made it known to all employees by distributing a portable card and posting it on the intranet. In addition, an annual survey is conducted to see the degree of awareness toward compliance among the Group employees, as well as the degree of its penetration at workplace. In FY2026, about 90% of approximately 21,000 employees (including temporary employees and part-time workers) responded to the survey, and their answers indicated that the level of understanding on the Daigas Group Code of Business Conduct remained high. We also reflected issues recognized through the survey to organizational countermeasures and took other measures to raise Group employees’ awareness.