

Social

Human Resources Strategy Summary

Basic approach

In the Daigas Group Corporate Principles, the Group declares its aim to create value primarily for customers, as well as for society, shareholders, and employees. Moreover, the Daigas Group Code of Business Conduct incorporates the 10 principles of the UN Global Compact and the content of ISO 26000. We develop our work environments in accordance with this Code and communicate it to all employees in Japan and overseas. Based on the belief that human capital is a source of value creation, the Group aims to be a company where employees can achieve personal growth through their work.

Moreover, based on the notion that creating comfortable work environment that takes into consideration the health and safety of employees is the foundation of all our operations, we are working to prevent occupational accidents and promote health and wellness of our employees. We also respect the individuality and self-reliance of all employees and actively promote diversity, equity, and inclusion so that they can take on challenging and rewarding work.

In the Medium-Term Management Plan 2026, the creation of an environment that enhances value for employees and the company has been positioned as one of our material issues to accelerate initiatives.

Theme	Items to be addressed	Specific initiatives										
Human resources management ➡ P.88 Human resources strategy targets ➡ P.89	<ul style="list-style-type: none">Retention of necessary personnel to respond to the evolution of our business portfolioMaximization of the entire Group's performance by assigning the right people to the right jobsRevitalization of individuals by increasing job satisfactionMaintenance and improvement of work engagement¹	<div>Policy and promotion system</div> <p>We are engaged in various initiatives to improve employee satisfaction and the Group's entire performance in a rapidly changing business environment with increasingly diversified employees' work perspectives. The personnel system of the Osaka Gas helps all employees understand their roles and expectations through meetings with their supervisors, who serve as personnel development advisors, and allows employees to choose their own career course to pursue. Each year, we measure employee engagement through the Attitude Survey of Daigas Group employees, reflecting the results in each policy.</p> <div>Initiatives undertaken in FY2026</div> <ul style="list-style-type: none">Strengthened recruitment of highly specialized human resources and established a multi-track career path system by offering new career paths Introduced a talent management systemContinued to implement improvements to the workplace environment to make it more comfortable to work in <table><tr><th>KPIs based on the materiality</th><th>FY2025 materiality result</th></tr><tr><td>Work engagement score²</td><td>52.8</td></tr><tr><td>Total number of new graduates and mid-career hires for career-track positions</td><td>250 people (cumulative total for FY2025 and FY2026)</td></tr><tr><td>Reserve ratio of next-generation management personnel</td><td>280%</td></tr></table> <p>1 Please refer to □□ P.16–P.18 for information on improving engagement through internal communication. 2 Deviation in work engagement results for companies using a survey provided by Advantage Risk Management Co., Ltd. Scores were compiled for Osaka Gas and its three core energy business companies (Osaka Gas Marketing Co., Ltd.; Daigas Energy Co., Ltd.; Daigas Gas and Power Solution Co., Ltd.), as well as Osaka Gas Network Co., Ltd.</p>	KPIs based on the materiality	FY2025 materiality result	Work engagement score ²	52.8	Total number of new graduates and mid-career hires for career-track positions	250 people (cumulative total for FY2025 and FY2026)	Reserve ratio of next-generation management personnel	280%		
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Human resources development ➡ P.90	<ul style="list-style-type: none">Revision of the specifics of the training contents in light of the employees' desired level of growth and the personnel profileImplementation of DX human resources education	<div>Policy and promotion system</div> <p>The Daigas Group's Long-Term Management Vision 2030 lists the promotion of work style reform and development of human resources as important goals. We consider it vital to develop personnel who are capable of working actively in a rapidly changing business environment, and to that end, we offer a range of training and educational programs aimed at developing individual capabilities. Osaka Gas offers a wide range of training programs for all positions and job descriptions, in addition to the training system for each career course. These include training programs by level along with self-directed training.</p> <table><tr><td>Human Resources Department</td><td>Leading the development of common elements across the company</td></tr><tr><td>Respective organizations</td><td>Leading the development of organization-specific elements (operational expertise, acquisition of qualifications, etc.)</td></tr><tr><td>Supervisor</td><td>Person responsible for development</td></tr><tr><td>Instructor for new employees</td><td>Person promoting the development of new employees' skills during their first three years of employment</td></tr><tr><td>General affairs of the each organization</td><td>Confirmation of the development status and support</td></tr></table> <div>Initiatives undertaken in FY2026</div> <ul style="list-style-type: none">Common training hours to strengthen the management foundation (/person) 12.1 hoursPeriodically conducted follow-ups and assessments through meetings between employees and their supervisors based on Management by Objectives (MBO) approachDeveloped each individual's spontaneous desire and motivation for growth and formulated a future career plan	Human Resources Department	Leading the development of common elements across the company	Respective organizations	Leading the development of organization-specific elements (operational expertise, acquisition of qualifications, etc.)	Supervisor	Person responsible for development	Instructor for new employees	Person promoting the development of new employees' skills during their first three years of employment	General affairs of the each organization	Confirmation of the development status and support
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DE&I (Diversity, Equity, and Inclusion) ➤ P.93	For empowerment of female employees: <ul style="list-style-type: none"> • Implementation of career education (including balancing of work and childcare) • Creation of an environment where life events do not disrupt a career • Enhancement of recruitment activities for female students <hr/> Materiality Create an environment that enhances value for employees and the company	Policy and promotion system We take action across the organization in line with the UN Global Compact, related laws, and the Daigas Group Diversity Promotion Policy to make improvements in recruitment, human resources development and the workplace environment, led by the dedicated division for diversity promotion. Initiatives undertaken in FY2026 <ul style="list-style-type: none"> • Implemented self-motivated career development through the mentoring program • Strengthened cooperation between those engaged in employee development (supervisor, HR departments in the organization and head office), using meeting sheets from pregnancy to return to work • Held information sessions that introduce a range of actual career paths to clarify how employees can play active roles after joining the company <table> <tr> <th colspan="2">KPIs based on the materiality</th><th>FY2026 materiality result</th></tr> <tr> <td rowspan="2">Percentage of women among:</td><td>Newly promoted to middle management positions</td><td>17.4%</td></tr> <tr> <td>New recruits for career-track positions</td><td>31.5%</td></tr> </table>	KPIs based on the materiality		FY2026 materiality result	Percentage of women among:	Newly promoted to middle management positions	17.4%	New recruits for career-track positions	31.5%
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Work-life balance ➤ P.96	<ul style="list-style-type: none"> • Implementation of measures for supporting employees balancing work and life • Efforts to improve productivity and reduce working hours • Support for community activities involvement 	Policy and promotion system We aim to create a corporate culture in which employees can maximize their abilities by striking a balance between rewarding work and fulfilling personal lives and involvement with society. Furthermore, labor and management are working together to realize a work-life balance by systemizing support measures needed by employees at each life stage and creating a workplace environment that facilitates the use of such measures. We are working on work-style reform while considering measures to promote highly productive and creative work styles through corporate committees including the DX Committee. Initiatives undertaken in FY2026 <ul style="list-style-type: none"> • Promoted flexible work styles that are not bound by location or time through the use of telework, flexible work hours, and paid leave by hour • Implemented mindset-building programs to promote the penetration of systems that support balancing work with childcare 								
Labor safety and health ➤ P.98	<ul style="list-style-type: none"> • Continued implementation of measures to prevent occupational accidents • Practical implementation of Kenko Keiei* • Continued support for labor health and safety management at group companies <p>* The term "Kenko Keiei®" is a registered trademark of Non-profit Organization KenkoKeiei.</p>	Policy and promotion system In March 2021, we established the Daigas Group Declaration of Health and Productivity Management by summarizing our attitude toward Kenko Keiei (health and productivity management), which was indicated in the Daigas Group Corporate Principles, the Daigas Group Charter of Business Conduct, and the Daigas Group Code of Business Conduct. We also established the Daigas Group Action Guidelines "7 Rules for Being Healthy" to encourage employees to live healthy lifestyles. In addition, in order to create a workplace where employees can work safely, based on the idea that ensuring safety and maintaining and improving physical and mental well-being are key to all operations, we declared in the Daigas Group Code of Business Conduct that we will prevent occupational accidents and promote fitness. Moreover, we have established the Daigas Group Safety and Health Council to discuss measures for and share information on occupational accident prevention and health maintenance and enhancement. Initiatives undertaken in FY2026 <ul style="list-style-type: none"> • Continued implementation of measures to prevent occupational accidents: Continued implementation of safe driving education and heat stroke countermeasures • Practical implementation of Kenko Keiei: Health promotion activities based on the Daigas Group Action Guidelines "7 Rules for Being Healthy" • Implementation of health-related training: 25.4% of employees participated • Continued support for labor health and safety management at group companies: Once a year each group company prepares a safety and health action plan. Conducted a survey on the status of labor health and safety management in conjunction with the submission of the action plan. 14,293 employees from 33 companies (total of Osaka Gas and affiliated companies) received regular health checkups at the Osaka Gas Health Development Center. 								
Communication between employees and company ➤ P.103	<ul style="list-style-type: none"> • Continuing to set up opportunities for direct dialog between Osaka Gas President and group employees • Maintaining and strengthening sound and good labor-management relations to resolve issues • Continued implementation of the in-house award system 	Policy and promotion system The Daigas Group believes that it is important for employees and the company to work together to realize the healthy growth of each group company with a sense of mutual trust and tension. To this end, we promote communication between employees and the company by opinion exchanges at informal meetings between the labor union and management and various study committee meetings, as well as workplace visits by the President of Osaka Gas to group companies and organizations. Initiatives undertaken in FY2026 <ul style="list-style-type: none"> • Continued to set up dialogue between Osaka Gas President and Group employees (town hall meetings, etc.): 5 times (dialogue with 190 employees) • Maintaining and strengthening sound and good labor-management relations to resolve issues: 4 work councils held • Continued implementation of the in-house annual award system: President's Award granted once 								