Daigas Group Business Plan for FY2026.3

March 13, 2025
Osaka Gas Co., Ltd.

1. Primary Focus of FY2026.3

The Daigas Group will implement initiatives that foster sustainable and robust growth into the future while ensuring a stable energy supply and services. We are also addressing challenges posed by uncertainties in the business environment, particularly volatility associated with energy procurement and sales.

In the second year of our Medium-Term Management Plan 2026, we will pursue our Three Commitments: co-creating value for a sustainable future, supporting employees to shine in their roles, and evolving the business foundation. These key strategies will be executed across our three business domains: Domestic Energy, International Energy, and Life & Business Solutions.

2. Financial Plan

For FY2026.3, we project consolidated net sales of 2,040.0 billion yen, an operating profit of 139.0 billion yen, an ordinary profit of 165.0 billion yen, and a profit attributable to owners of the parent of 127.0 billion yen.

	Consolidated		
	FY2025.3 Forecasts (billion yen)	FY2026.3 Plan (billion yen)	Rate of change (%)
Net sales	1,986.0	2,040.0	+2.7
Operating profit	123.5	139.0	+12.6
Ordinary profit	153.0	165.0	+7.8
Profit attributable to owners of the parent	112.0	127.0	+13.4
EBITDA	278.0	300.0	+7.9
ROIC	4.7%	5.0%	---
ROE	6.9%	7.5%	---

For FY2026.3, we project consolidated segment profits as detailed below.

	Segment Profit		
	FY2025.3 Forecasts (billion yen)	FY2026.3 Plan (billion yen)	Rate of change (%)
Domestic Energy	54.5	67.5	+23.9
Electricity (included in Domestic Energy)	30.0	23.0	-23.3
International Energy	70.5	61.0	-13.5
Life & Business Solutions	30.0	34.0	+13.3
Adjustments	-1.0	0.5	---
Consolidated	154.0	163.0	+5.8

< FY2026.3 financial plan is based on the following assumptions >

Crude oil price (all-Japan CIF price): 75 dollars per barrel

Exchange rate: 150 yen per dollar

3. Gas Sales Volume and Electricity Sales Volume Plan

For FY2026.3, we project a consolidated gas sales volume of 6,598 million m³ (a 0.3% decrease from FY2025.3 forecast) and a consolidated electricity sales volume of 16,602 GWh (a 0.1% increase from FY2025.3 forecast).

[Gas sales volume (Domestic)] calculated based on 45 MJ/㎥

	Residential	1,669 million ㎥ (+2.0%)
	Non-residential	4,929 million ㎥ (-1.0%)
	Total gas sales volume	6,598 million ㎥ (-0.3%)

[Electricity sales volume (Domestic)]

Total	16,602 GWh (+0.1%)

Figures in parentheses represent the rate of change compared with FY2025.3 forecasts.

4. Investment Plan

For FY2026.3, we plan to invest 299.0 billion yen on a consolidated basis.

	Investment amount (billion yen)
Investment for quality improvement	90.0
Domestic Energy	64.0
International Energy	95.0
Life & Business Solutions	50.0
Investment for growth	209.0
Total investment	299.0