Osaka Gas at a Glance

- **Establishment**: 10 Apr. 1897
- **Start of business**: 19 Oct. 1905
- **Total assets**: ¥973 billion (US$ 7,982 million)
- **Shareholders’ equity**: ¥392 billion (US$ 3,110 million)
- **Gas Sales**: 7,479 million m³
- **No. of Customers**: 6.56 million
- **No. of Employees**: 7,946

US$1 = ¥121.9

(Year ended March 31, 2003)
Financial Results
( Consolidated, FY 2003 )

- **Operating revenue**: ¥ 948 billion (US$ 7,840 million)
- **Income before tax**: ¥ 86 billion (US$ 705 million)
- **Net income**: ¥ 30 billion (US$ 246 million)
- **Net income per share**: ¥ 12.55
- **Credit Rating**: Moody’s Aa2, S&P AA-

US$1 = ¥121.9
Operating Results

Gas Sales (Millions of m³)

<table>
<thead>
<tr>
<th>Year</th>
<th>00</th>
<th>01</th>
<th>02</th>
<th>03</th>
<th>04P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>7160</td>
<td>7407</td>
<td>7309</td>
<td>7479</td>
<td>7550</td>
</tr>
</tbody>
</table>

Operating Revenues (Billions of yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>00</th>
<th>01</th>
<th>02</th>
<th>03</th>
<th>04P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>849.2</td>
<td>951.9</td>
<td>973.6</td>
<td>948.0</td>
<td>966.0</td>
</tr>
</tbody>
</table>

Net Income (Billions of yen)

<table>
<thead>
<tr>
<th>Year</th>
<th>00</th>
<th>01</th>
<th>02</th>
<th>03</th>
<th>04P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>27.3</td>
<td>36.0</td>
<td>39.4</td>
<td>*29.7</td>
<td>42.5</td>
</tr>
</tbody>
</table>

* After disposition of ¥13.3 bil. for voluntary early retirement (2003.3)
Revenue by Sector

Billion Yen

- Others
- Housepipe Installation
- Gas Appliances
- Gas

Kobe Earthquake
## Scale of Gas Operations

<table>
<thead>
<tr>
<th>Item</th>
<th>FY 2001 Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Pipeline Length</td>
<td>54,096 km</td>
</tr>
<tr>
<td>Total LNG imports</td>
<td>5.8 Million tons</td>
</tr>
<tr>
<td>LNG terminals</td>
<td>3</td>
</tr>
</tbody>
</table>

![Map of Japan with service areas and cities: Tokyo, Osaka, and a service area marked on the map.]
Japanese Gas Industry

- Total 233 Companies
  - Private 175, Public 58

- Gas Sales Volume
  - Total: 25,039 million m³

- Number of Customers (thousands)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number (thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>25,124</td>
</tr>
<tr>
<td>Commercial</td>
<td>1,291</td>
</tr>
<tr>
<td>Industrial</td>
<td>62</td>
</tr>
<tr>
<td>Others</td>
<td>260</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>26,737</strong></td>
</tr>
</tbody>
</table>

Figures as of March 31, 2003
Osaka Gas in Japanese Gas Market

March 2003

Number of Customers

- Tokyo Gas
- Osaka Gas
- Toho Gas
- Saibu Gas
- Others

Gas Sales Volume

- Tokyo Gas
- Osaka Gas
- Toho Gas
- Saibu Gas
- Others
Service Area of Osaka Gas
Directions of Energy Business

Power Business (IPP, Marketing)

ESCO

LPG

District Heating

Gas Business in Service area

LNG transportation

Gas upstream

Cogeneration

LNG wholesale

Gas business outside Kansai

Gas business overseas

Geographic Expansion

(Within franchise) (Throughout Japan) (Overseas)

Integrated Energy Services
Number of Employees

NB: Numbers include those loaned to group companies.
Number of Customers by Sector

- Thousand
- Others: 6,562
- Industrial: 4%
- Commercial: 95%
- Residential: 99%
Gas Sales Volume

10-year compound annual growth rate 4.3%

- Other
- Com.
- Ind.
- Res.
Average Gas Sales Volume per Meter (residential)
Trend of Gas Price

Monthly residential consumption 50 m³ (standing + commodity charges)

CPI (1981=100)

Yen/m³ -10,000kcal

Fuel cost indexation System

Gas
LNG Sources

- Qatar
- Oman
- Malaysia
- Brunei
- Indonesia
- Australia
R&D Expenditure & Personnel

Expenditure (¥ billion) | Personnel (Persons)
--- | ---
2020 | 23.8
2001 | 20.6
2002 | 19.6
2003 | 18.3
2004 | 17.2
2005 | 17.2
2006 | 15.8
2007 | 14.0
2008 | 13.4
2009 | 11.7
2010 | 10.5
2011 | 9.4
2012 | 8.4
2013 | 7.6
2014 | 6.6
2015 | 5.7
2016 | 4.8
2017 | 3.9
2018 | 3.1
2019 | 2.3
2020 | 1.5

Expenditure (¥ billion) | Personnel (Persons)
Group Organization (G8)

As of April 1, 2003

Energy business fields and core companies

G1: Osaka Gas
- Energy Resources Business Unit
- LNG Terminal & Power Generation Business Unit
- Pipeline Business Unit
- Residential Energy Business Unit
- Commercial & Industrial Energy Business Unit

G2: Liquid Gas Group
- LPG & industrial gas businesses

G3: NIPG Group
- LPG wholesaling and retailing

Non-energy business fields and core companies

G4: Urbanex Group
- Property and real estate businesses

G5: Kinrei
- Food and restaurant businesses

G6: OGIS Group
- IT-related businesses

G7: Osaka Gas Chemicals Group
- Chemicals, carbon fiber, new materials

G8: OG Capital Group
- Engineering, consumer services, etc.

One-stop energy solution services
Number of Group Companies and their Sales
Long-Term Vision: enhancing value

Corporate Value

Customer Value
- Price
- Service
- Safety

Shareholder Value
- Net income
- ROE
- ROA
- Free Cash Flow

Social Value
- Environmental actions
- Social contribution
- Information disclosure
- Compliance