

Toho Gas Group Business Plan for Year Ending March 31, 2022

March 31, 2021
Toho Gas Co., Ltd.

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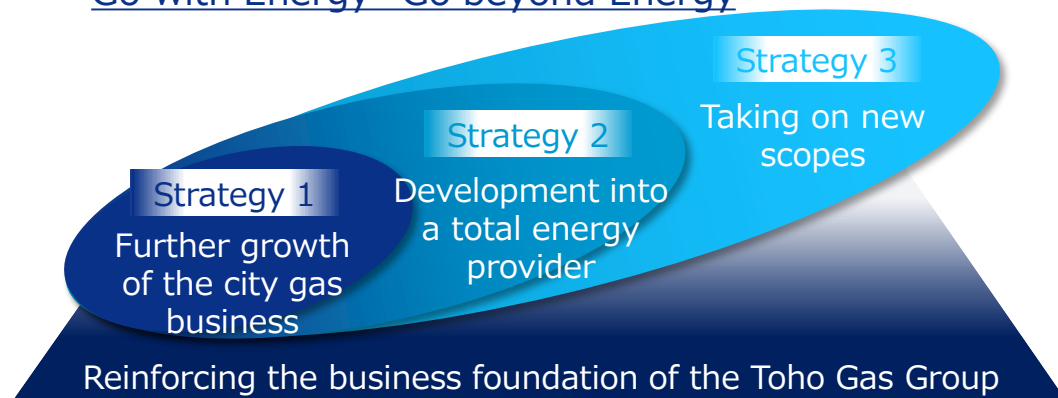
Earning forecasts and other forward-looking statements in this document are management's current views and beliefs in accordance with data currently available, and are subject to a number of risks, uncertainties and other factors that may cause actual results to differ materially from those projected.

Introduction

- The energy industry has faced a drastic transitional period of rapid progress as the effects of the COVID-19 continue and carbon-neutral movements toward 2050 accelerate in addition to the intensifying competition due to full liberalization of retail markets.
- In FY2020, while steadily implementing the three strategies of the medium-term management plan, we have promoted digitalization efforts in each field in order to respond to new lifestyles triggered by the COVID-19.
- In FY2021, the last year of the medium-term management plan, we will speed up the efforts in each measure and link them to results, and boldly take on the challenge of achieving carbon neutrality toward 2050, which will lead to the sustainable growth of the Group in the future and contribute to the development of local communities.

Overall perspective of the Medium-Term Management Plan (Target period: FY2019 – 2021)

Go with Energy—Go beyond Energy



In line with the efforts for further growth in the city gas business, the Plan focuses on the development to become a total energy provider of new services together with city gas, LPG and electricity, while accelerating structural reforms for the future by enhancing the Group's businesses and developing new businesses.

1. Strategy1

Further Growth of the City Gas Business

- (1) Efforts to Support the Lives of People in the Region
- (2) Efforts to Support Businesses in the Region
- (3) Stable Energy Procurement at a Reasonable Price
- (4) Secure Stable Supply and Safety
- (5) Expansion of Natural Gas Service Areas



1. Strategy 1 Further Growth of the City Gas Business

(1) Efforts to Support the Lives of People in the Region

- In order to respond to new lifestyles, we will expand sales content that combines real contact and digital contact, strengthen the provision of products and security services that provide affluent life, safety and security, and meet the diverse needs of our customers. As a partner that meets the diverse needs of our customers, we will continue to support the lives of the community.

■ Expansion of new sales content that combines real contacts and digital contacts

- By the end of FY 2021, we plan to strengthen and make the EC site permanent, and to open a "remote sales office" where you can receive advice in a remote environment. At the "remote sales office", we can remotely respond to various consultations related to living, including gas appliances.
- In addition to real contacts from about 180 bases in the area such as ENEDO, we will respond to the diverse needs of our customers by further enhancing digital contacts.

Expansion of EC site (scheduled for the first half of 2021)

- ◆ We will make the EC site that opened for a limited time permanent.
- ◆ We have a lineup of products such as gas appliances, renovating products such as toilets and system kitchens, home appliances such as air conditioners, and delivery boxes.

Expanding the number of members of Club TOHO GAS

- ◆ The number of members of "Club TOHOGAS", a membership site for household customers, has reached 500,000. We will continue to enhance our services and further expand the number of members.

■ Providing products and security services that provide affluent life, safety and security

- Strengthen the resilience function of the household fuel cell "ENE FARM" that uses hydrogen energy. Delivering safety and security to our lives and contributing to the spread of ZEH (Zero Energy House).
- Cumulative sales of "ENE FARM" exceeded 26,000 units.

Starting selling the new model of "ENE FARM"

- ◆ Equipped with IoT function as standard.
- ◆ Electricity and hot water can be used even during a power outage (added a function to receive weather information and automatically prepare for power outage risk).



- Telephone reception system 24 hours a day, 365 days a year ensures a sense of security and convenience of being able to connect at any time when moving or sudden equipment failure. In addition, we started a temporary rental service for gas appliances until repairs are completed.
- As a countermeasure against COVID-19, we will thoroughly implement infection countermeasures such as hand sanitizers and temperature measurement, and maintain the reception system and security system.

1. Strategy 1 Further Growth of the City Gas Business

(2) Efforts to Support Businesses in the Region

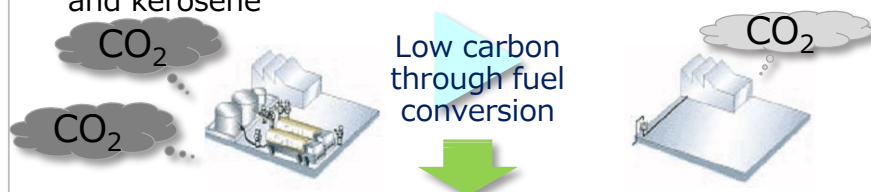
- To achieve carbon neutrality, we will work to reduce carbon by converting fuel to natural gas, and promote the introduction of highly efficient gas air conditioning and cogeneration to meet the diverse needs of our customers. In addition, we provide total business support services via the Web.

Promotion of fuel conversion and advanced utilization of natural gas

- In order to promote the gradual transition to decarbonization, as an immediate effort, we will promote low carbonization by urban gasification through the introduction of high-efficiency burners that utilize our engineering capabilities and the latest technology.

Promotion of low carbon by converting fuel to natural gas

- ◆ Proposing fuel conversion to natural gas for customers using fuels with high CO₂ emissions such as heavy oil and kerosene



Preparation for carbon neutrality

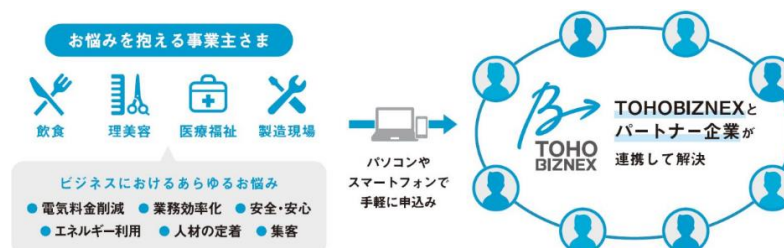
- We are promoting the introduction of highly efficient self-contained gas air conditioners and cogeneration systems that meet the diverse needs of our customers and lead to improved resilience. We support the introduction by proposing energy services and subsidies.
- We are also promoting the introduction of a self-supporting power supply GHP to improve resilience.

Providing total business support via the Web

- In April 2021, a new website "TOHO BIZNEX" for corporate customers will open. Supporting the profitability and business improvement of customers' businesses and providing added value beyond energy-related.

New website for corporations TOHO BIZNEX

- ◆ We provide 14 types of services such as cloud accounting management, industrial furnace diagnosis, and welfare services.
- ◆ You can also apply for a commercial low voltage electricity contract on the Web.
- ◆ We plan to gradually expand the services that support our customers' businesses.



<https://biznex.tohogas.co.jp/>

- ## Diversification of LNG procurement

- ## Participation in the value chain

- ## Examples of participation in LNG suppliers and value chains



Participation in investment in middle-class businesses



Utilize LNG carriers in which we have a stake

1. Strategy 1 Further Growth of the City Gas Business

(4) Secure Stable Supply and Safety

- In response to the intensification of natural disasters, we will enhance our ability to respond to disasters by enhancing software measures as well as equipment measures.
- To ensure stable supply and security, we will promote efforts such as introducing highly reliable and efficient methods that utilize digital technology.

Strengthening security measures and disaster measures

- Promote measures from both hardware and software as a response to natural disasters including the Nankai Trough giant earthquake.
 - Use IT to speed up recovery after a disaster
 - Strengthening recovery response capabilities through training assuming serious flood damage at the Nagoya University Disaster Prevention Research Center.
 - In FY2020, we completed large-scale earthquake countermeasures at the LNG base. As a measure against aging deterioration, we appropriately update the equipment according to the deterioration situation.

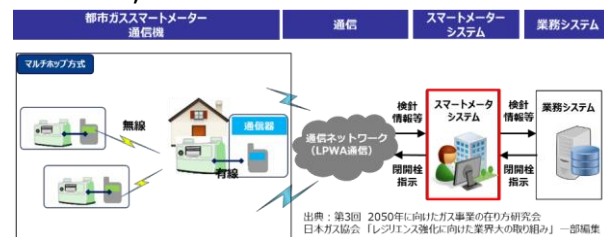


Using digital technology

- Improve equipment reliability at LNG bases, such as failure prediction using big data
- Started software development to realize stable gas production for diversifying LNG
- Considering introducing drone robots for the purpose of improving inspection accuracy, eliminating uninspected parts, and quickly grasping the situation immediately after a disaster.

Introduction of smart meters

- Introduced a smart meter with communication function to improve work efficiency and enhance security. Established a project and promoted preparations for full-scale introduction from the first half of the 2020s
 - Developing a smart meter center system in collaboration with Tokyo Gas Co., Ltd. and Osaka Gas Co., Ltd.
 - Lowering the cost of smart meters
 - Data utilization in the event of security and disasters, etc.



(5) Expansion of Natural Gas Service Areas

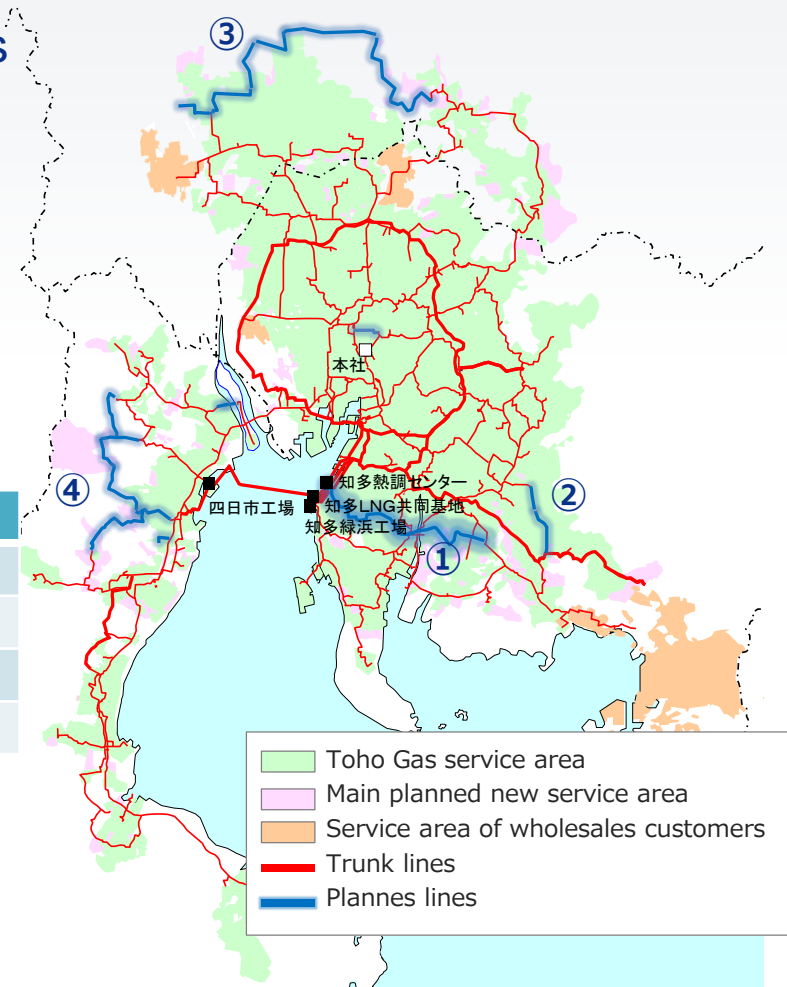
- We will deliver natural gas to a wider range of customers by expanding the pipeline network of city gas, expanding the supply area, and expanding the supply of LNG tank trucks.

Expansion of Natural Gas Service Areas

- For the purpose of improving supply stability, we will lay trunk gas pipelines in southeastern Aichi Prefecture.
- We will promote the extension of routes for the purpose of capturing demand in the Gifu and Mie Prefecture, expanding the supply area, and improving the supply stability of the existing pipeline network.

Main planned lines		Length
Aichi	①Nanbu trunk line (Chita - Anjo)	30km
	②Daimon – Sakazaki line	10km
Gifu	③Motosu – Gifu – Minokamo line	60km
Mie	④Komono – Yokkaichi – Kameyama line	60km

- By deploying LNG tank trucks, we will stimulate gas demand not only in the three prefectures in the Tokai region but also in peripheral areas and the Hokuriku region.



2. Strategy 2

Development into a Total Energy Provider

- (1) Development into a Total Energy Provider
- (2) Strengthening of the LPG Business
- (3) Expansion of the Electricity Business

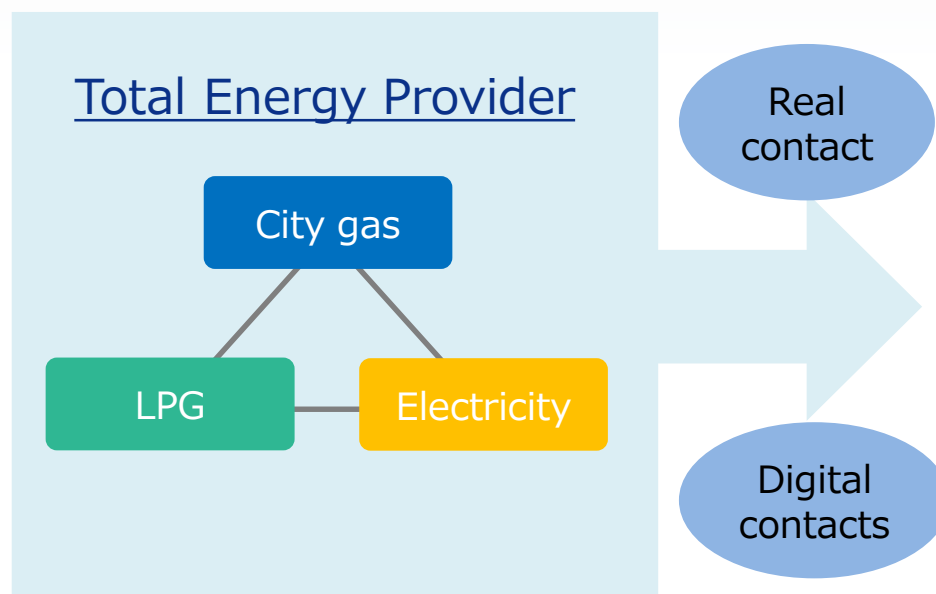


(1) Development into a Total Energy Provider

- Utilizing the three energy features of city gas, LPG, and electricity, we will make optimal proposals according to customer needs and usage conditions, and increase the total number of customers by about 1% each year.

Toward the development of a total energy provider

- We suggest optimal energies according to customer needs, location, equipment usage, etc.
- In addition to real contact with customers, which is one of our strengths, we will further enhance our digital channels and provide new services.



Optimal suggestions for energies

- We make proposals based on energy efficiency, economy, and comfort, such as a combination of solar power generation, ENE-FARM, and floor heating, depending on the family structure and life stage.
- We make proposals for commercial customers that combine energy to meet the demand for heat and electricity, and contribute to energy saving and cost saving according to the location and needs of each store.



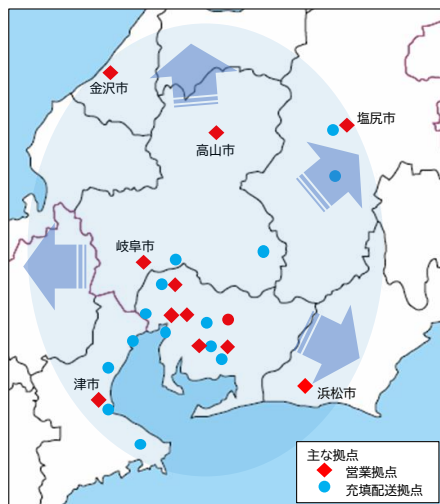
Providing added value through new energy peripheral services

(2) Strengthening of the LPG Business

- We will expand the activity area from the core areas of the three Tokai prefectures to Hokuriku, Shiga, Nagano, and Shizuoka prefectures, expand the LPG business, and strengthen the business foundation by improving the efficiency of filling and delivery.

Expanding demand through wide-area development and business collaboration

- Utilizing the Hamamatsu Sales Office established in April 2020, we will strengthen demand development in Shizuoka Prefecture and steadily increase the number of customers and sales volume in collaboration with other companies.
- Promote activities in a wide area as the group by using the business bases of both Toho Liquefied Gas Co., Ltd. and the Yamasa Group.



Efficiency of filling and delivery

- Integrate delivery companies within the group to promote efficiency in filling and delivery for the entire group
- Optimize delivery by rebuilding the delivery system and utilizing remote meter reading technology, etc.



Remote meter reading device

(3) Expansion of the Electricity Business

- We will steadily expand electricity demand by enhancing services and promote low-cost and stable power procurement.
- We will expand the introduction of renewable energy.

■ Enhanced service and low-cost, stable power procurement

- Introducing a new electricity rate plan in collaboration with other companies.
- Conducted demonstration tests for the development of new services such as virtual power plants and home demand response.
- Achieve low-cost and stable procurement by diversifying suppliers and schemes, and also procure from renewable energy-derived power sources.

■ Expanding the introduction of renewable energy

- In addition to solar power generation, we will strengthen the development of biomass power generation, etc., and expand the introduction of renewable energy.
- The amount of renewable energy handled in FY2021 is expected to be approximately 43 MW, including the development of in-house power sources and procurement from other companies.

Strengthen development of renewable energy power sources

- ◆ Established a specialized organization responsible for development to expand the introduction of renewable energy.
- ◆ In FY2021, solar power plants and biomass power plants are scheduled to start operation, and further development of renewable energy power sources including wind power and small hydropower will be promoted.

3. Strategy 3 Taking on New Scopes

(1) Reinforcement and Development of Group Businesses

(2) Development of New Businesses



3. Strategy 3 Taking on New Scopes

(1) Reinforcement and Development of Group Businesses

- Steadily expand and strengthen Group businesses, particularly focused on the four scopes—comprehensive utility service business, renovation business, outside sales of production and supply technologies, and the use of our owned properties.

Expansion of renovation business

- Renovating brand "My House Meister"  is being developed at 11 stores
- Going forward, we will continue to expand our store network, and as a general partner for living in the region, we will respond to a wide range of customer needs related to house and living, such as home renovating and maintenance.
- Promote digital utilization such as special websites and WEB business negotiations, and expand information dissemination and proposals regarding customers' ideals.

Strengthen comprehensive utility services business

- Strengthen and expand the comprehensive utility service business by working on equipment construction and maintenance operations other than gas equipment, such as air conditioning equipment, electrical equipment, and energy management.

Examples of CO2 saving and disaster prevention improvement (Colorful Town Gifu)

- Introduced an energy management system that combines power outage-responsive cogeneration with latent heat storage materials and storage batteries to achieve CO2 savings and improved disaster prevention.

Expansion of real estate business

- Expand rental business by utilizing real estate owned by former factory sites and former sales offices

Promote development of Minato AQULS

- Mitsui Fudosan Residential Co., Ltd. started construction on the second section from March 2021, following the construction of the condominium in the first section (completed in September 2020).
- Promote discussions with candidate companies for the second phase of development.

Use of the site of the former Nakamura Sales Office

- Under construction of commercial and residential facilities at the former Nakamura Sales Office
- The residential building "Hivi Casa Meieki Nishi" is the second rental apartment under the "Hivi Casa" brand following Mizuho Ward.

Promote the expansion of outside sales of Gas production and supply technologies

- Japan's first non-cutting method for ductile cast iron pipes, "STREAM method", which was originally developed, is being applied to gas works. Started verification of expansion to water pipe construction.

3. Strategy 3 Taking on New Scopes

(2) – 1 Development of New Businesses

- Utilize the know-how and resources of business, actively engage in developing new businesses with the energy business at home and abroad.

Domestic energy

- Utilizing the know-how and resources of city gas, LPG, and electric power business management that we have cultivated so far, we will strengthen business development such as city gas, regional new electric power, and renewable energy power generation in collaboration with other companies.

Selection of preferential negotiation right holder for transfer of Kanazawa city gas business and power generation business

We applied for the transfer of gas business and power generation business in Kanazawa City in collaboration with Hokuriku Electric Power Co., Inc. and four other companies, and decided to be the preferential negotiation right holder (February 2021). The business will be transferred in April 2022 after approval by the Kanazawa city council.

<Scale of Kanazawa City Gas Business / Power Generation Business>

(City Gas Business)

Number of Customers ; 65 thousand

Sales Volume ; 40 million m³

(Power Generation Business)

5 Hydroelectric power plant(33,000kW)、

Sales Volume ; 0.15 billion kWh (For 40,000 general households)

Participation in Kumamoto Prefecture Yatsushiro Biomass Power Generation Project

- ◆ Developed a wood-based biomass power plant with a power generation output of 75 MW in Yatsushiro City, Kumamoto Prefecture, jointly invested with Ene Vision Corporation and Chubu Electric Power Company Incorporated. Scheduled to start operation in June 2024.

Overseas energy

- Promote participation in businesses that can utilize technology and know-how related to energy utilization, conduits, LNG terminals, etc., such as LNG / gas sales, gas conduit business, and technical consulting services related to LNG tank construction in Southeast Asia, Europe, North America, and Australia.
- Contributing to carbon neutrality by strengthening efforts for renewable energy power generation overseas as well as in Japan.

Participation in LNG Canada liquefaction business

- ◆ Decided to participate in LNG Canada liquefaction business in March 2021.

3. Strategy 3 Taking on New Scopes

(2) – 2 Development of New Businesses

- We aim to expand our business by providing services on the life service platform "ASMITAS" and expanding into areas other than energy by utilizing our strengths and resources, mainly in this region.

Life service platform "ASMITAS"



- We provide various services for the purpose of making daily life convenient, comfortable, and profitable.
- Expanding useful services to about 30 types according to customers' lifestyles and life stages, focusing on areas such as food, housing, safety and security, healthcare, and community promotion.

Main services provided

アイコネ



- ◆ Wireless internet service for home use. In addition to the fact that no line construction is required, the first month's fee is free, and there is no penalty for cancellation during the contract period, so you can easily apply.



- ◆ A service where you can enjoy a drink every day for 500 yen per month. Available in over 350 stores.



- ◆ A service that allows customers to easily purchase products by purchasing products from manufacturers that support the reduction of product waste. In addition, donate a part of the purchase price of the product.

Challenge to new areas

- Promote business development in new areas by utilizing our technology and assets with the keywords of solving social issues, sustainability, and regional promotion.
- Accelerate efforts by collaborating with other companies, collaborating with start-up companies through participation and investment in acceleration programs and venture capital funds, etc.

Participated in the acceleration program "NAGOYA Movement" sponsored by Nagoya City

- ◆ Promote collaboration with start-up companies that possess technologies that lead to the solution of social issues.



TOHOGAS ACCELERATOR PROGRAM 2020 held

- ◆ Hosting a co-creation program with startups to create new services in the commercial field
- ◆ 2Formulate business plans and conduct market research in FY2020. Aiming for service in after demonstration in 2021.



4 . Efforts to support sustainable growth

- (1) Efforts toward carbon neutrality
- (2) Promotion of technological development
- (3) Deepening ESG management
- (4) Reinforcement and Use of Human Resources
- (5) Improvement of organizational structure and efficiency of operations



4. Efforts to support sustainable growth

(1) Efforts toward carbon neutrality

- In addition to efforts such as thorough utilization of natural gas and development of renewable energy power sources, we will boldly take on the challenge of technological development in priority areas such as "hydrogen," "carbon recycling," and "metanation*."

* Technology for synthesizing methane, which is the main component of natural gas, from hydrogen and CO₂

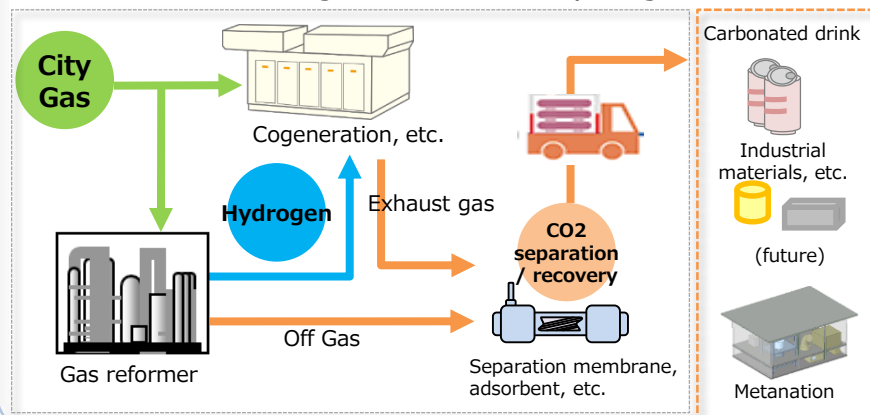
Promotion of fuel conversion, advanced utilization, and introduction of renewable energy

- In addition to expanding the spread of natural gas by converting fuel and introducing cogeneration, etc., we are promoting advanced use of energy such as energy saving using heat storage materials.
- Strengthen the development system for renewable energy and expand the introduction including wind power and hydropower.

Technology development that contributes to carbon neutrality

- Promote the development of hydrogen supply infrastructure and hydrogen utilization technology to create hydrogen demand.
- Focus on research and development as a technology at the entrance to carbon recycling for CO₂ separation and recovery from exhaust gas, etc.
- The recovered CO₂ will be used for carbonated drinks, industrial materials, etc., and will also be used for future metanations.

<Image of carbon recycling>



Development of hydrogen utilization technology

- Developed technology to use hydrogen as fuel for industrial furnaces.
- Promote basic research on city gas / hydrogen co-firing engine with National Institute of Advanced Industrial Science and Technology, aiming for application to cogeneration, etc.



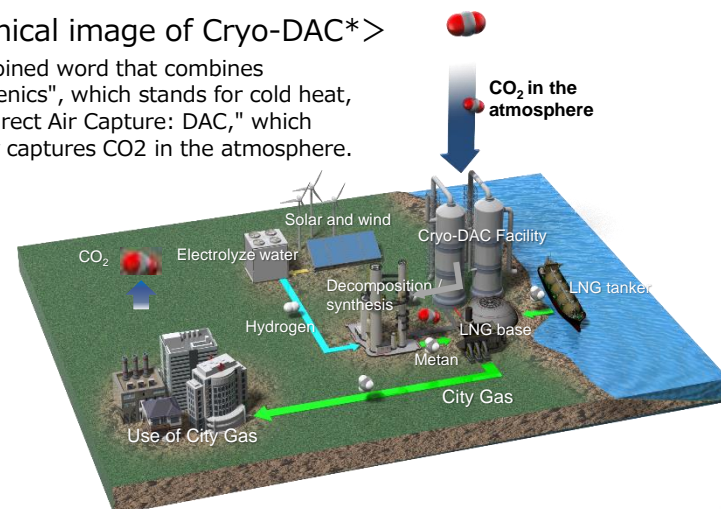
Hydrogen combustion gas burner for small furnaces

Investigation and research of CO₂ separation and capture technology

- Aiming to establish technology for separating and recovering combustion exhaust gas and CO₂ in the atmosphere, we are promoting research and development utilizing our knowledge of cold heat utilization, etc. in collaboration with universities.

<Technical image of Cryo-DAC*>

* A coined word that combines "Cryogenics", which stands for cold heat, and "Direct Air Capture: DAC," which directly captures CO₂ in the atmosphere.



4. Efforts to support sustainable growth

(2) Promotion of technological development

- We will contribute to low carbonization and energy saving through equipment development and advanced heat utilization technology.
- We will further focus on the utilization of the latest digital technology and IoT to promote the development of new products and services.

Low carbon and energy saving for industrial use

- Promote the improvement and development of burners that meet customer needs, such as fuel conversion and space saving in industrial furnaces, and contribute to low carbonization and energy saving at customers.
 - Development of burner for large-capacity, high-temperature combustion furnace
 - Development of high output and low cost of indirect heating burner



Burner for large-capacity, high-temperature combustion furnace (5,000 kW class)



Flame shape

Advancement of heat utilization technology

- Expand the applicable temperature range of high-density heat storage materials and promote development in various applications and products.

Utilization of optimization solution technology

- Considering optimization of ENEFARM operation control by utilizing quantum annealing technology *, which is the most advanced optimization technology.
- Automatically selects the optimum delivery route for LPG containers using optimization technology based on the customer's LPG remaining amount data.

* Technology that derives optimal solutions far more efficiently than conventional computers by applying the properties of quantum mechanics.

Service development by utilizing VR

- Expand the content of "Fire Science VR", an experience-based teaching material that allows you to learn how to handle fire safely and enjoyably anywhere.

- ◆ Utilizing "Fire Gaku ® VR", which started rental service in November 2020, as a teaching material for home economics classes at schools and as a tool for attracting customers at events.



4. Efforts to support sustainable growth

(3) Deepening ESG management

- The Group will contribute to the achievement of the SDGs through responsible corporate activities that take the environment and society into consideration, and will be selected by everyone to achieve sustainable growth together with the local community.
- We will continue to deepen ESG management through dialogue so that we can accurately grasp changes in the environment and meet the expectations and trust of our stakeholders.

Environmental activities that contribute to the SDGs

Participation in an international framework to contribute to decarbonization

- ◆ Approved TCFD in April 2020 as a climate change initiative and disclosed strategy.



Biodiversity conservation

- ◆ Contribution to forest conservation activities at "Toho Gas Forest" opened in Aichi, Mie, and Gifu
- ◆ Supports the Declaration of Biodiversity and Action Policy of Japan Business Federation in July 2020

Resource circulation

- ◆ In the smart town "Minato AQUUS", the canal water in the area is effectively used as unused energy, and the heat is used by recovering the exhaust heat of cogeneration.

Social activities that contribute to the SDGs

Establishment of regional new electric power

- ◆ Following Matsusaka Shin-denryoku Co., Ltd., Okazaki Sakura Electric Power Co., Inc. was jointly established with Okazaki City and local companies in March 2020.
- ◆ Contributes to local production for local consumption of energy and revitalization of local economy.



Education for the next generation and local crime prevention activities

- ◆ Promote education for the next generation with educational videos.
- ◆ In addition to "crime prevention activities to protect children" in the three Tokai prefectures, an agreement was signed with Mizunami City, Gifu Prefecture in July 2020 regarding activities to watch over the elderly.

Strengthening corporate governance

- Promote fair and transparent management, such as reducing the number of outside directors to one-third or more at the Board of Directors.
- Strengthen internal control through thorough risk management and compliance, including disaster and cyber security responses.
- Participated in the UN Global Compact in May 2020.



4. Efforts to support sustainable growth

(4) Reinforcement and Use of Human Resources

- We will develop human resources who support the growth of the Group and realize flexible working styles to utilize human resources.
- We will promote the creation of workplaces where each and every one can play an active role.

■ Employment and development of diverse human resources

- ◆ Further promote the securing of diverse human resources, such as expanding the number of women and mid-career hires. In addition, we will promote the early development and active participation of a wide range of human resources by supporting training through a mentor system, strengthening educational programs, and systematically rotating personnel within the group.

Strengthening the development of digital human resources

- ◆ Expanded training programs for acquiring specialized skills for the purpose of promoting in-house ICT utilization and digitalization

Utilization of in-house recruitment system

- ◆ We have set up a place to systematically learn the process from idea conception to commercialization. Promote the development of business concept human resources by utilizing the in-house recruitment system

■ Realization of flexible working style

- ◆ By promoting telework, both employees can prevent infection with the new coronavirus and work-life balance.
- ◆ Expand support measures for balancing work with childcare / long-term care / treatment and support diverse career development for women and the elderly.
- ◆ Promote the creation of a workplace where you can feel the ease of work and the motivation to work, and further improve the engagement with employees.

■ Activities of people with disabilities

- ◆ Established Toho Flower Co., Ltd. in October 2019 to secure employment that exceeds the statutory employment rate and promote the creation of workplaces where people with disabilities can play an active role.
- ◆ Active recruitment to support the independence and social participation of people with disabilities throughout the group.



TOHO FLOWER

Special subsidiary

■ Promotion of health management

- ◆ Implemented "Employee Health Promotion Measures" to support safety and security 24 hours a day, 365 days a year, and was certified as an excellent health management corporation 2021 (White 500) for the second consecutive year.
- ◆ Promote disease prevention by expanding mental health education and comprehensive health examinations including cancer screening.



2021
健康経営優良法人
Health and productivity
ホワイト500

4. Efforts to support sustainable growth

(5) Improvement of organizational structure and efficiency of operations

- We We will smoothly and reliably respond to the legal separation of the Pipeline Network sector, and will continue to transform into an organization that can flexibly respond to changes in the environment for sustainable growth.
- Utilizing digital technology, we will promote drastic operational efficiency.

Response to the spin-off of the pipeline division

- Aiming for the spin-off of the Vessel Division in April 2022, the "Pipeline Network Company" was established in 2020, and issues are being sorted out while trying out the business system.
- Established a split preparation company "Toho Gas Network Co., Ltd." in April 2021 in order to carry out pre-procedures such as licensing before the company split.
- We will continue to make preparations for a smooth and reliable spin-off.

FY2020	FY2021	FY2022~
★ Establishment of Pipeline Network Company	★ Establishment of Toho Gas Network Co., Ltd.	★ Spin-off
In-house company		Legal separation

Transforming into an organization that is flexible to changes in the environment

- The Residential Gas Sales Division integrates sales staff and front organization for each market and function in order to speed up policy planning and execution and flexibly respond to changes (March 2021).
- "Regional managers" are assigned to each region of Mikawa, Gifu, and Mie so that they can contribute to regional development by promoting cooperation with local governments and local companies (March 2021).

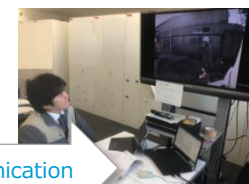
Efficiency improvement utilizing digital technology

- In order to promote teleworking of employees as a corona response, cloud-based groupware and extension mobile will be introduced throughout the company to improve the telework environment.
- Utilize wearable terminals, tablets, drones, etc. to enhance and streamline on-site work



Cooperation with the site using wearable terminals

- ◆ Streamline on-site surveys and witnessing operations through wearable terminals worn by on-site workers



Communication

Review of business process

- Promote efficiency and computerization of operations using electronic approval, web conferencing, chatbots, etc.

(Reference) Energy sales and Investment

Energy sales

	FY2019 (Results)	FY2020 (Achievement prospect)	FY2021 (Plan)	Meduim-term Management Plan FY2021
Natural Gas Sales Volume	3.88billion m ³	3.70billion m ³	3.74billion m ³	4.1billion m ³
LPG Sales Volume	486 thousand tons	461 thousand tons	492thousand tons	490thousand tons
Electricity Sales Volume	0.99 billion kWh	1.61 billion kWh	1.99 billion kWh	1.0billion kWh

Investment

	FY2019 (Results)	FY2020 (Achieveme nt prospect)	FY2021 (Plan)	FY2019~ FY2021 Total	Meduim-term Management Plan FY2019-FY2021 (Cumulative total)
Investment into the City Gas business	27.7 billion yen	27.0 billion yen	35.0 billion yen	About 90.0 billion yen	80.0 billion yen and over
Investment into Growth businesses	20.7 billion yen	12.0 billion yen	34.0billion yen	About 67.0 billion yen	60.0 billion yen and over