## **Value Creation Process**

Toho Gas Group uses its cultivated strengths and management capitals to realize the Group Vision and contribute to the development of a sustainable society.

Business activities

External environment Full liberalization of

Introduction

labor environment

Hydrogen

**Overseas** 

energy

Energy

services and

engineering

Materiality

Corporate

Philosophy

Growing demand for sustainability

Real estate

**Electricity** 

and

Renewable

energy

Carbon

neutral

support

▶p. 15

▶ p. 1

Living and

business

support

Remodeling

and housing

related

**Digital** 

services

**Business portfolio** 

Core businesses

City gas/

LPG

Toho Gas Group

2022-2025 Toho Gas

Group Vision

Medium-Term Management Plan ▶p. 17

► See right

Manufacturing capital

**Financial** 

capital

Intellectual capital

**▶** Main capitals

Human capital

> Social and relationship

capital

**Natural** capital

For details, see ▶p. 14

▶ Targets for FY2025

Number of customer accounts\*1:

Achieving 3 million at an early stage

City gas sales\*2:

Maintain our current figure

LPG sales: Expand by about 10%

Electricity sales:

Expand by about 10% annually

Digital contacts\*3

Membership 1.3 million

New service launches\*4:

About 10/year

Amount of

contribution to 1 million tonnes CO<sub>2</sub> reduction:

Handled amount of renewable energy

250 thousand kW power sources\*5:

Operating 210 billion yen or more cash flow: (FY2022 to FY2025 aggregate)

BOA: About 3%\*6 > WACC\*7

D/E ratio: About 0.6

▶ Our vision and value

**Toho Gas Group Vision** 

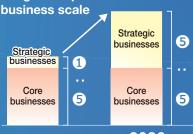
What we aim to be in the mid-2030s

> Reliable energy operator in the region

partner beyond the boundary of energy service

Corporate group that leads the realization of a sustainable society

Image of expansion of



Currently

Mid-2030s

- \*1 Total number of city gas, LPG, and electricity contracts \*2 Including LNG sales (city gas equivalent)
- 3 Total number of customer accounts for Club TOHOGAS, ASMITAS, and TOHOBIZNEX
- 4 Total for ASMITAS, new services, digital services, etc.
- 5 Volume of renewable energy sources handled includes power development and ownership both domestically and internationally, FIT sources, and procurement.
- \*6 Consolidated ordinary income for FY2025 is approximately 25 billion yen

**Business model** 

**Mission** 

Output

**Outcome**