

# Toho Gas Group Vision and Medium-term Management Plan

Toho Gas formulated "Toho Gas Group Vision" in March 2013 and described the ideal form of the Toho Gas Group for the 100th anniversary of its foundation (FY2022). In order for the Toho Gas Group to realize its vision and achieve sustainable growth at a turning point in the energy industry, in March 2014, Toho Gas drew up a new medium-term management plan covering five years from FY2014 to FY2018.

## Medium-term management plan [FY2014-2018]

Group vision

## Achievement of the vision [FY2022]

Concept



### Build a robust gas business

Build a robust gas business and continue to be trusted and chosen by customers in the face of fierce competition.

### Strive for further growth

Capture growing opportunities derived from changes in the business environment and develop a foundation for further growth.

Action Plan

#### Action 01

Provide a stable supply of energy at a competitive price

Advance efforts to optimize our procurement portfolio by diversifying LNG suppliers and stably procure LNG at a reasonable price

Support diversification of procurement by reinforcing gas resource receiving facilities and enhancing flexibility of gas resource receiving operations to ensure stable supply of city gas

#### Action 02

Strengthen our relationship with customers

Promote optimal energy use to each individual customer by anticipating their needs

Provide high quality services that meet customer demands promptly and accurately

#### Action 03

Expand gas business service area

Reinforce and extend our gas pipeline network to expand our city gas service area

Expand our sales of LNG and LPG to provide the optimal energy to customers in a wider area

#### Action 04

Expand scope of business

Promote a comprehensive energy business that provides not only a system for the collective supply of energy but also solution proposal

Strengthen our scope of business mainly in the energy-related field to generate synergies with the gas business

#### Action 05

Ensure Safety and security

Promote soft and hard measures to resist earthquake, tsunami, and seismic liquefaction

Conduct maintenance and replacement of production and supply facilities and implement comprehensive safety measures related to gas appliances

Strengthen the business foundation for further growth

Realize growth cycle

Strengthen human resources and "Genba-Ryoku" (front-line capabilities)

Strengthen technical capabilities

Implement thorough CSR management

Ideal form



### Towards energy that opens up the way to the future

—Delivering a higher and wider scope of value to customers—

Four Challenges

#### Challenge 01

Ensure stable energy supply to customers in our expanding service area at a competitive price

#### Challenge 02

Promote optimal energy use to each individual customer

#### Challenge 03

Support development of communities which are in harmony with the local communities and resistant to disasters

#### Challenge 04

Ensure customers' safety and security in gas use

Strengthening of management foundation

Improvement of R&D and engineering

Enhancement of human resources and "Genba-Ryoku" (front-line capabilities)

Strengthening of business structure

Implementing thorough CSR management

Demonstration of whole strengths of Toho Gas Group