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 CO₂ 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

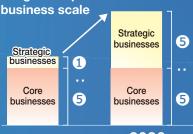
What we aim to be in the mid-2030s

> 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