



## Management Capital

Toho Gas Group creates new value by challenging customer needs and societal changes, thereby accumulating management capitals.

By utilizing our management capitals, which are also the sources of value creation, and the strengths we have cultivated since our founding, we aim to contribute to the development of the community and society while sustainably enhancing corporate value.

 Finance capital	A stable financial base for sustainable growth.	Total assets (consolidated) <b>734.5</b> billion yen		Equity ratio <b>62.2%</b>	Credit rating (R&I) <b>AA</b>			
 Manufacturing capital	Realizing the “S + 3E” of safety, energy security, economic efficiency, and environmental protection, and ensuring the safe, secure, and stable supply of clean energy such as natural gas, electricity, and hydrogen.	Domestic bases <sup>*1</sup> Number of city gas plants <b>4</b>		Pipeline length (consolidated) <b>31,000</b> km	LPG supply network Number of gas-filling and delivery bases including Meiko LPG Terminal (secondary terminal) <b>22</b>	Power generation facilities Yokkaichi Power Plant <b>16.5</b> MW	Tsu Power Storage Station <b>11.4</b> MW	Capital expenditures (including investments, etc.) <b>49.8</b> billion yen
 Intellectual capital	Abundant expertise on design and operation related to energy production and supply. R&D capabilities contributing to advanced and highly efficient use of energy as well as carbon neutrality.	R&D expenses <b>1.62</b> billion yen						
 Human capital	Dedicated and diverse human resources supporting the energy infrastructure with a strong sense of mission. Talented individuals who drive innovation and strive for ambitious goals.	Number of employees (consolidated) <b>6,042</b>		Ratio of female general employees hired <b>33.3%</b>	Engagement rating <sup>*2</sup> <b>BB</b>			
 Social and relationship capital	Trusted relationships with local communities and collaborative relationships with suppliers and partner companies.	City gas supply area <sup>*1</sup> <b>55</b> cities, <b>22</b> towns, <b>1</b> village						
 Natural capital	Promoting environmentally conscious and sustainable business through advanced and highly efficient use of energy as well as effective utilization of renewable energy.	LNG purchase volume <b>2.65</b> million tonnes		LPG purchase volume <b>0.58</b> million tonnes	Volume of renewable energy sources handled <b>120</b> thousand kW			

<sup>\*1</sup> Gifu, Aichi, and Mie Prefectures <sup>\*2</sup> Engagement survey results according to Link and Motivation Inc.