Value **Creation Process**

Value Creation Process

4 plants

22 locations

¥61.0 billion

Human capital

Social and

31,474 km

2.56 million t

610,000 t

Input

146,000 kW

Natural capital

LPG purchased*1:

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 Model

Business Activities Main Capitals (FY2024) Financial portfolio **External environment** Full liberalization of Total assets*1: ¥758.7 billion gas and electricity retail markets Increasing natural disasters and geopolitical risks Equity ratio*1: 59.1% Demand for sustainability Advances in digitalization Financial rating (R&I): AA Strong interest in climate change and biodiversity Changes in the labor environment Manufacturing capital **Toho Gas Group** Strategic Businesses Living and LPG supply network: Strenaths business **Business Portfolio** Investment and financing*1: support Energy **Business** services and Intellectual capital foundation engineering R&D expenses⁻¹: ¥1.35 billion n the region Patents acquired: 340 Remodeling **Electricity** Designs acquired: 42 and housing and renewable Trademarks acquired: 203 related energy Core **Systems** Number of employees*1: 6,074 to ensure Carbon-neutral **Businesses** Ratio of female general table suppl employees hired: 32.0% support (3) r t⊜i Real estate relationship capital City gas City gas supply area: LPG 55 cities, 22 towns, 1 village City gas pipeline extensions: **Overseas** energy Financially sound Hydrogen LNG purchase volume*1: Digital services Re-energy volume handled: Human resources who take on Mission challenges Corporate Philosophy Materiality Toho Gas Group Vision Toho Gas Group Medium-Term Management Plan 2025–2027

Financial KPIs (FY2027)

Consolidated ordinary income: ¥30.0 billion

Operating cash flow: About ¥60.0 billion

BOF: 6%+a

Total assets: About ¥400.0 billion

Debt to equity ratio:

General upper limit of 0.8 times

Non-Financial KPIs

Promote carbon neutrality

Amount of contribution to CO2 reduction*2:

3 million t (FY2030)

Renewable energy handling volume*3: 500.000 kW (FY2030)

Hydrogen sales: 400 t (FY2027)

Provide various kinds of energy and services

Energy business customers*4: **3.14** million (FY2027)

Electricity sales: 3.0 billion kWh (FY2027) Personnel promoting DX:

200 people (FY2026)

Supply energy in a safe, secure, and stable manner

Earthquake resistance rate of main and branch pipes: 100%*5 (FY2030)

Supply area blocks*6: 109 blocks*5 (FY2027)

Output

Our Vision and Value

Toho Gas Group Vision

What we aim to be in the mid-2030s



Life and ousiness partner beyond the boundary of energy services

Corporate group that leads the realization of a sustainable society

Expansion of Business Scale



- *1 Consolidated figures
- *2 Contribution to CO2 reductions through business activities (Cumulative values from FY2021, reduction targets for each fiscal year based on FY2020)
- *3 Including domestic and international renewable energy power source development and ownership. FIT (Feed-in Tariff) power sources, and procurement
- 4 Total number of contracts for city gas, LPG, and electricity
- *5 Within Toho Gas Network Co., Ltd. supply area
- *6 Unit for suspending city gas supply in the event of a natural disaster or other emergency

Outcome