

Human Resource Strategy: Linking Business and Human Resource Strategies

Our Approach to Human Capital

One of the management policies outlined in the Toho Gas Group corporate philosophy is to develop human resources by focusing on motivation and ability. To heighten employee engagement and maximize each individual's abilities, which will lead to achievements and growth, we are expanding systems and cultivating corporate culture to realize the sustainable enhancement of corporate value from four perspectives: human resource management; diversity, equity, and inclusion; flexible workstyles and productivity improvements; and safety and health management. In promoting these initiatives, we will eliminate discrimination based on race, gender, age, nationality, disability, and other factors, and encourage respect for each and every employee.

Human Resource Management

We engage in employee recruitment, development, and promotion efforts with the aim of building a portfolio of human resources who will support and drive change. We will also revise our human resource system to encourage behavioral changes among employees and create a virtuous cycle of taking on challenges and personal growth.

- Systematically retain and develop human resources to strengthen on-site capabilities in core businesses
- Create new course content to develop human resources responsible for the strategic businesses that will drive change and ensure higher degrees of specialization
- Develop future management personnel by rapidly promoting younger employees to management positions, dispatching them to companies within and outside the Group, and encouraging MBA study abroad

Safety and Health Management

Based on our belief that the safety and health of employees is the foundation of our business activities, we promote Group-wide initiatives to ensure employee safety and health, while striving to create a safe and comfortable workplace.

- Promote safety and health activities (stress checks, health consultations, etc.)
- Improve measures to protect against harassment and make the work environment more comfortable
- Improve workplace environment and company facilities (cafeteria and meeting room renovations, IT environment upgrades, etc.)



Diversity, Equity, and Inclusion

We recognize that enhancing corporate value and achieving sustainable growth of the Group require innovation from talent with a wide range of knowledge, experience, and values. Therefore, we are committed to securing diverse talent and supporting their success.

- Strengthen hiring of women and mid-career employees
- Support long-term engagement of older employees
- Expand hiring and job opportunities for persons with disabilities
- Enhance communication and support the development of skills

Flexible Workstyles and Productivity Improvements

We aim to heighten workstyle flexibility and further increase productivity by revising systems and transitioning to online work using web conferencing and other technologies.

- Expand measures to support balancing work with childcare and caregiving
- Develop systems that contribute to improved work–life balance (telework, hourly leave, etc.) and cultivate a culture that supports their utilization
- Improve productivity Group-wide through the use of digital technologies and coordination of corporate functions between business groups



Human Resource Development Policy

To realize our vision for the mid-2030s as outlined in the Toho Gas Group Vision, we must challenge ourselves with new initiatives that go beyond what we have done in the past and transform our business structure. The Group must work together as one, and the driving force behind this effort is each and every employee.

To support our employees in taking on new challenges, we are expanding investment in human resources and creating an environment where every employee can perform at their best. To achieve our vision, we will focus on hiring, developing, and promoting the success of talent who support our core businesses as well as talent with management skills and expertise to drive the transformation of business operations through strategic businesses, operational reform, and efficiency improvement.



Employees taking on challenges

For more information, see page 51, Roundtable Discussion: Creating an Environment That Encourages Employees to Take on Challenges.

Human Resource Strategy: Human Resource Management

Basic Concept

By hiring, developing, and deploying talent and ensuring fair and appropriate evaluation and treatment, we are promoting the success of talent who support our core businesses as well as talent with management skills and expertise to drive the transformation of business operations.

Employment Statistics¹

		Men	Women
Number of employees	Non-consolidated ²	761	173
	Consolidated	4,520	1,554
Average age		42.0	38.9
Average years of service		15.4	14.3
Number of new graduate hires ³		66	29
Number of mid-career hires ⁴		53	
Number of rehires ⁵		66	
Voluntary turnover rate ⁶		1.93	

¹ As of March 31, 2025. All figures except "Number of employees" are for non-consolidated employees. ² Full-time employees, not including seconded staff

³ Those joining the Company in April 2025 ⁴ Actual figure for FY2024

⁵ Includes part-time employees ⁶ Actual figure for FY2024 (including seconded staff)

Human Resource Management Promotion System

Under the direction of the executive officer in charge of personnel, the Personnel Department takes the lead in formulating management policies in line with business strategies, and works with other departments and affiliates in implementing various measures. Key issues are deliberated by the Management Committee and then submitted to the Board of Directors.

Hiring

Our aim is to hire human resources who can think and act for themselves and have qualities to shape the future. We make our hiring information public on our website and in hiring informational sessions, and all hiring is done with a fair and unbiased approach.

Human Resource Development Programs

To respond flexibly to environmental changes, such as carbon neutrality, and digital transformation (DX), and to foster human resources who can promote transformation, we develop the capabilities of our employees based on on-the-job training while effectively combining group training and self-development. We also provide expanded opportunities for challenge and growth through the development of human resources in enhancement areas such as DX exchanges with other industries, such as joint training with other industries and placement at outside companies.

		Younger employees	Mid-level employees	Management level
Group training	Rank- and role-specific training	Rank-specific training for promoted employees, mid-level leader training, etc.		Training for employees promoted to management level, management training, etc.
	Selective training	Problem-solving training, cross-industry training, ⁷ DX training, etc.		Strategy workshops ⁸
	Career development and diversity	Career training for women, seminars prior to maternity and childcare leave		Diversity training, seminars on women's health issues
Self-development		Obtaining official certification (incentive payments)		
		Online training, outside training (expense assistance)		
		Study abroad system, internal certification testing, etc.		—
On-the-job training		Development while on the job		

⁷ Training to develop leadership and innovation abilities by interacting with people outside the Company from different industries

⁸ Training to enhance management abilities by developing company growth strategies and preparing employees for future managerial positions

Opportunities for Transfers and Career Development

Employees are provided opportunities each year to discuss their career plan with their supervisor, and this is used to confirm transfers and as support for career development. Our aim is to place the right person in the right place so that employees can feel motivated and satisfied with their work. We also support

voluntary career development of employees such as through an internal recruitment program and study abroad program.

System	Overview
Internal recruitment	We recruit employees seeking transfers, mainly in strategic business fields such as new business and electricity-related business. Transferees are determined through a selection process that includes interviews.
Studies at graduate schools in Japan and abroad	We offer outside positions so that employees can gain advanced, specialized expertise, such as an MBA or business planning.
Language training	We provide online English-language training and supplementary learning to develop future international employees.
Field work at overseas locations	To develop employees for international positions, we dispatch them to overseas offices and train them in business English as well as cultivate their knowledge and skills required to live and work overseas.

We confirm the employee's desire to transfer in an interview and support their career development.



Placing the right person in the right place

Creating a transfer plan for mid-level and younger employees

Internal recruitment program

Improved motivation and job satisfaction

Personnel Treatment System

We have adopted a multi-track role grading system and performance management system to help foster diverse talent, nurture self-driven individuals, and reflect performance and results. By promoting personal growth through work and providing appropriate evaluation and feedback on performance, results, and the process involved, we are aiming to create a sense of satisfaction and motivation.

We are also considering a new human resource system to further strengthen the virtuous cycle of taking on challenges and personal growth.

Human Resource Strategy: Diversity, Equity, and Inclusion

Basic Concept

We are working to retain and develop diverse human resources and create an organizational culture that promotes mutual understanding to revitalize the organization, strengthen competitiveness, and foster innovation. We also proactively promote women and mid-career hires to managerial positions based on their aptitude and abilities.

Strengthening Internal Systems

Led mainly by dedicated sections established within the Personnel Department (D&I and Career Development Support Group), we will further enhance initiatives emphasizing fairness, including support tailored to employee characteristics and the development of various systems, as well as implement even more effective activities aimed at promoting women, mid-career hires, seniors, and people with disabilities, while providing career training for younger employees.

Creating an Organizational Culture to Deepen Mutual Understanding

For diverse talent to fully demonstrate their individuality and capabilities, it is essential to build an organization based on a foundation that fosters a high level of psychological safety. To this end, we are promoting initiatives that include workshop-style training sessions on the theme of psychological safety.

		FY2024 results
Advancement of women	Ratio of female general employees hired	32.0%
	Number of female managers	26
Advancement of mid-career hires	Number of mid-career hires	53
Opportunities for senior employees	Retiree reemployment rate	Over 70%
Opportunities for people with disabilities	Disabled employee ratio (Toho Gas Group total)	2.53% ^{*1}

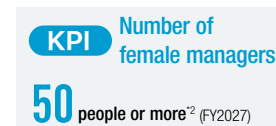
^{*1} 2.55% as of June 1, 2025

Advancement of Women

To promote the advancement of women in the workplace, we are improving systems aimed at strengthening hiring practices and workstyles, and we are working to increase awareness of appointing women to managerial positions and promote understanding in workplaces and among managers.

In terms of hiring, we are actively promoting the Company as a place where women can work comfortably and play an active role, such as by holding events for female students that are attended by female managerial staff. In addition to creating systems for childcare leave and reduced working hours that go beyond legal requirements, we permit the use of accrued leave of absence (accumulated expired paid leave) for fertility treatments, health checkups, and other hospital visits.

We provide ongoing career development support for female employees through age-based training in preparation for life events and interactions with role models within and outside the Company, while promoting new initiatives aimed at addressing health issues specific to women.



^{*2} Estimated value based on the new personnel system, for employees originally employed by Toho Gas Co., Ltd.



A small group exchange of opinions with female executive (left)

Advancement of Mid-Career Hires

With the intention of ensuring the active participation of human resources, we hire mid-career professionals who possess a variety of career experience. We aim to create new value and synergies within the Company by assigning and developing mid-career employees in a way that leverages their experience and expertise. We also conduct facility tours and hold internal social gatherings to help career hires settle in and play active roles.

Opportunities for Senior Employees

We rehire employees even after they have reached retirement age who still want to work and demonstrate the technical capabilities, skills, expertise, and experience accumulated during their careers. To enhance work motivation and performance for senior employees and to foster a gradual development of career awareness, we offer career development training as well as career seminars and one-on-one consultations for employees at age 55.

Opportunities for People with Disabilities

We actively hire people with disabilities to support their independence and social participation. In 2019, we established Toho Flower Co., Ltd. as a special subsidiary with the aim of achieving the legally mandated employment rate for the entire Group and contributing to the local community. These employees are active in a variety of work at numerous workplaces, and we will continue to expand workplace and occupational opportunities.

Expanding the Boiler Recycling Business

This business purchases boilers discarded by the Toho Gas Kurashi Shop and other companies, dismantles and sorts them, and sells the recovered metals and other materials. The initiative was launched in October 2023 with the aim of expanding employment for people with disabilities, recycling resources, and preserving the environment. Transaction volume is steadily increasing, and we have expanded the workspace used for these activities. We also plan to increase the number of employees with disabilities.



New Café Kiosk in the Employee Cafeteria

In May 2025, we opened the Nanairo Café kiosk in the Company's employee cafeteria. About 15 disabled employees work shifts to serve coffee and other beverages. Through Nanairo Café operations, we aim to expand opportunities for employees with disabilities and provide them with even more rewarding work.



Human Resource Strategy: Flexible Workstyles and Productivity Improvements

Basic Concept

In addition to establishing safe working environments where labor laws are observed and harassment prevention measures (training, consultation desks, etc.) are in place, and in order to maintain a healthy work–life balance, we strive to improve ease of work and productivity.

Promoting Flexible Workstyles

To promote autonomous and efficient work, we introduced work time systems including flextime, a discretionary work system, and reduced working hours. In addition, to further enhance the flexibility of workstyles, we are expanding remote work and other telecommuting systems, working online opportunities using web conferencing, internal business chat applications, and electronic approval capabilities. Furthermore, we introduced a relaxed dress code and side job system to create an environment in which employees can work comfortably and be themselves.

Support for Balancing Work with Childcare, Caregiving, and Medical Care

In addition to establishing various work–life balance systems, such as leave and reduced working hour systems, we set up consultation desks staffed by experts and promote initiatives to foster awareness and understanding of these systems throughout the Company. We also support work–life balance by offering special paid leave for volunteer activities and a system that awards employees for their social contributions to local communities.

Number of Employees Newly Receiving Childcare and Caregiving Leave

(Persons)

	FY2020	FY2021	FY2022	FY2023*	FY2024*
Childcare leave	21 (5)	33 (15)	39 (25)	65 (51)	59 (53)
Reduced working hours for childcare	19 (1)	7	20 (2)	19 (1)	8 (2)
Caregiving leave	1	1	0	1 (1)	1 (1)
Reduced working hours for caregiving	2	1	1	0	2

Note: Totals for Toho Gas and Toho Gas Network. Figures in parentheses indicate the number of male employees.

* Excludes employees temporarily transferred due to organizational restructuring

Percentage of Male Employees Taking Childcare Leave

	FY2024 result	FY2025 target
Percentage of male employees who took childcare leave or leave for childcare purposes	105.1%	100%

Notes: 1. Percentage of male employees with a newborn child who took childcare leave or leave for childcare purposes. The percentage of employees who took childcare leave was 67.1%. (Totals for Toho Gas and Toho Gas Network)

2. Male employees whose spouses gave birth in previous fiscal years may have taken childcare leave during FY2024, resulting in an acquisition rate that exceeds 100%.



Obtained the Platinum Kurumin Certification

Toho Gas received Kurumin Mark certification from the Ministry of Health, Labour and Welfare in 2018 for its efforts to support childcare. In 2023, we received Platinum Kurumin certification as a company that supports childcare at a high standard.

Improved Productivity

We comply with the Notification of Agreement on Overtime and Holiday Work (36-Agreement) to reduce long working hours and promote the use of digital tools (robotic process automation [RPA], chatbots for internal inquiries, etc.) and business process reviews.

Labor–Management Relations Focusing on Communication

We place importance on dialogues with the labor union and hold regular labor–management council meetings and management meetings to maintain healthy and favorable labor–management relations and working environments, and to facilitate mutual understanding.

Main Work–Life Balance Support Systems (As of June 2025)

Area	System	Description
Childcare	Prenatal and Postnatal Leave	As a general rule, six weeks before birth and eight weeks after birth
	Childcare Leave	Available up to two years in total and up to three separate times, from pregnancy until the child reaches three years old
	Postnatal Paternity Leave	Available up to four weeks and up to two separate times until the infant is eight weeks old
	Reduced Working Hours for Childcare	Reduced work hours from pregnancy until the child enters fourth grade (April 30), or until the child finishes sixth grade if the child has a developmental or physical disability. Reduced work hours up to two hours per day until the child finishes first grade, and up to one hour per day thereafter, in 30-minute increments
	Spouse Maternity Leave	Available up to two days within two months after spouse gives birth
	Child Nursing Care Leave	Available until the child enters fourth grade (April 30), or until the child finishes sixth grade if the child has a developmental or physical disability
	Childcare Leave	Available until the child enters fourth grade (April 30), or until the child finishes sixth grade if the child has a developmental or physical disability
Caregiving	Caregiving Leave	Available up to one year and up to three separate times per person requiring caregiving
	Reduced Working Hours for Caregiving	Available up to three years and up to three separate times per person requiring caregiving Reduced work hours up to two hours per day in 30-minute increments
	Caregiving Consultation Service	External caregiving consultation service by phone or email
Other	Flextime	Available without a fixed period (except in certain workplaces)
	Wellness Leave	Available for up to three consecutive paid leave days
	Volunteer Leave	Available as special paid leave for up to five days a year
	Local Community Contribution Award System	Promotes participation in community activities by awarding employees for their long-term contributions

Human Resource Strategy: Safety and Health Management

Health and Safety Initiatives

Basic Concept

Toho Gas believes that “ensuring the health and safety of employees is a cornerstone of fulfilling our social responsibility as a corporation” and makes every effort to ensure that our employees are able to enjoy a healthy, safe, and comfortable workplace. Specifically, each Group company shares its annual health and safety activity policies and results, and implements activities aimed at mutual improvements. We also strive to prevent work accidents throughout the Group, including organizing the Health and Safety Council that includes partner companies, providing education and awareness of safety and quality, and conducting on-site patrols.

Promoting Occupational Health and Safety

Under the Toho Gas Group Safety and Health Board, we have established safety and health boards at individual business locations and workplace health and safety meetings that promote health and safety activities. Additionally, we have established a Health and Safety Council that includes partner companies in an effort to prevent work accidents. We also engage in health promotion activities in the workplace to support employee health and enhance communication.



System for promoting health and safety activities
For details, please visit our website.

https://www.tohogas.co.jp/lang/en/corporate/eco/pdf/2025toho_web_en_health-safety.pdf

Status of Work-Related Injuries

The lost-time injury frequency rate for FY2024 was below the average for companies with 100 or more workers across all industries. One accident occurred (no lost time) due to a fall while descending stairs that resulted in contusions to the chest.

When a workplace accident occurs, we strive to prevent similar workplace injuries by issuing accident reports to share information with all employees and distributing special email newsletters.

Hands-on Safety Training

To facilitate safety training, we established a training facility at the head office to demonstrate past cases of gas work-related injuries and use dummies and virtual reality for a more immersive experience. Trainees can see firsthand hazardous conditions that can result in falling accidents, fire, electrostatic discharge, and landslides from a safe distance, which heighten their awareness of dangers and contribute to the prevention of workplace accidents.



Training facility

Driver Certification Program

We have an in-house driver's license certification course for employees who drive company vehicles. To obtain a license, employees are required to take a beginner course; and to renew the license every five years, they must pass a ride-along driving test and aptitude test in order to help prevent traffic accidents. In addition, all vehicles are equipped with a drive recorder so that supervisors can review recorded video and provide guidance.



Driver safety instruction

Health Management of Employees Comprehensive Health Exams

In cooperation with the health insurance association, we provide comprehensive health exams that include gastrointestinal and dental examinations and one-on-one visits in addition to the legally required items in regular health checkups, with the aim of encouraging a healthy lifestyle and preventing lifestyle-related illnesses from a young age. Furthermore, we are preparing to introduce gastroscopy, breast cancer, and cervical cancer screenings during health checkups starting in FY2026.

Implementing Stress Checks

The Toho Gas Personnel Department oversees stress checks on its employees for the entire Toho Gas Group, consistently maintaining a high implementation rate that includes affiliates. After implementing stress checks, we conduct workshop training sessions based on the results of group analysis as part of our activities to improve the workplace.

Health Consultations

We have established phone and email contact points with industrial physicians and public health nurses that facilitate rapid responses to employee physical and mental health-related consultations. Employees on leave who are returning to work are supported by industrial health staff, workplace supervisors, and the Personnel Department, establishing a return-to-work system that also incorporates cooperation with external support organizations.

Human Resource Strategy: Safety and Health Management

Health Management

Basic Concept

Toho Gas believes that “ensuring the health and safety of employees is a cornerstone of fulfilling our social responsibility as a corporation” and is committed to supporting employee health and creating a safe and comfortable workplace. Specifically, through the practice of health management, we aim to create a company where employees are healthy and active over the long term while enhancing corporate value through heightened employee performance and productivity. We will implement various measures using absenteeism, presenteeism, and work engagement* as indicators.

* Engagement rating (results of survey conducted by Link and Motivation Inc.)

KPI Health & Productivity
Management Certification

Continue obtaining **White 500** certification (annually)

Toho Gas Group Health and Safety Declaration

To contribute to a sustainable society, the Group is working to evolve as an energy provider, creating diverse value in the life and business sector while promoting solutions to social issues. Our employees are at the heart of these efforts, and therefore, ensuring their health and safety is the foundation of the Company. We work to prevent occupational accidents, traffic accidents, and diseases to ensure the health and safety of our employees and create a comfortable working environment.



Health Management Strategy Map (Japanese only)
For details, please visit our website.

<https://www.tohogas.co.jp/corporate/eco/social/pdf/health-map.pdf>



Sustainability Factbook 2025

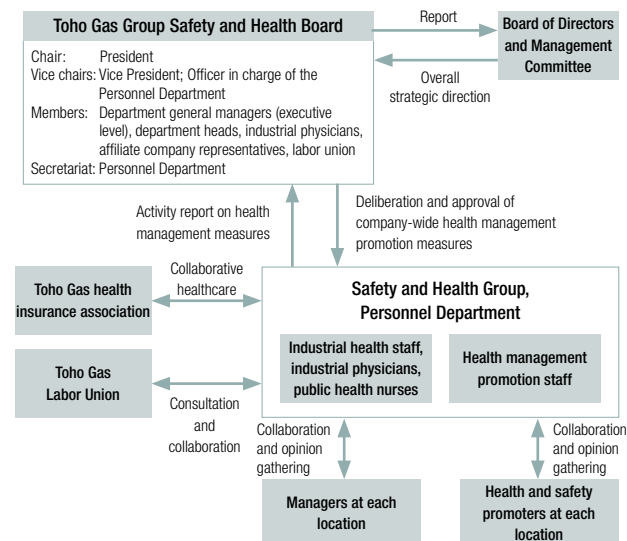
For details, please visit our website.

https://www.tohogas.co.jp/lang/en/approach/eco/eco-10/pdf/2025_en_social_data.pdf

Health Management Promotion System

The Toho Gas Group Safety and Health Board chaired by the president meets twice a year to promote company-wide health management efforts. The board deliberates on health management promotion plans and measures and reports the results of metric analysis and implementation of measures, and also reports the details to the Board of Directors and Management Committee. The board actively manages the health of employees by soliciting their feedback through health and safety promoters assigned to each workplace and reflecting this in health measures, as well as by collaborating with the health insurance association and labor union in jointly implementing measures.

Organizational Chart of Health Management Promotion System



Mental Health Measures

As part of primary prevention, we offer rank-specific mental health education to new employees, mid-level staff, and managers. In March 2025, we held a sleep event at our head office, which included sleep consultations with industrial physicians, sleep-related product displays, and the introduction of special cafeteria menu items designed to promote proper sleep. We also take measures to improve sleep that include the trial distribution of wearable devices to monitor sleep patterns.

Preventing Lifestyle-Related Illnesses

Together with the health insurance association, we encourage exercise through walking programs and other activities, provide consultations with public health nurses, and recommend medical exams to prevent the escalation of high blood pressure and diabetes. In June 2025, we conducted physical fitness tests to prevent falls for the departments that requested them, measuring walking fitness, agility, balance, and other abilities. Going forward, we aim to establish a system that can be implemented independently at each workplace.

Recognized as a Certified Health & Productivity Management Outstanding Organization 2025 (White 500)

Toho Gas has been recognized as a Certified Health & Productivity Management Outstanding Organization 2025, White 500 (Large Enterprise Category), for the fifth consecutive year under the Certified Health & Productivity Management Outstanding Organization certification system operated by the Ministry of Economy, Trade and Industry and the Japan Health Council.



健康経営優良法人
KENKO Investment for Health
大規模法人部門
ホワイト500

Roundtable Discussion

Creating an Environment That Encourages Employees to Take on Challenges

The Toho Gas Group is creating an environment that encourages employees to take on challenges, including the establishment of systems supporting their growth. Young employees playing active roles in various fields, including those actually taking advantage of these systems, talk with the manager of the DE&I Career Development Support Group in our Personnel Department about their experiences, the challenges they face in the workplace, and what is required to create an environment that encourages the taking on of challenges.

The Appeal of Toho Gas Lies in Its Culture of Taking on Challenges and Respect

Mizuno: What do you find appealing about Toho Gas in your daily work?

Shibuya: What I find appealing is something that is common to both my previous position at Toho Gas Network and my current position in the Carbon Neutral Development Department, and that is a strong sense of ownership with regard to company objectives. Employees view the organizational mission as a personal challenge and work together with those around them to achieve it. I think our corporate culture fosters enthusiasm and a sense of unity, which in turn drives us to strive for higher goals as a team—this is one of the major appeals of the Group.



Roundtable Discussion

Ueno: I think the most appealing aspect of our company is its atmosphere, which enables us to voice our opinions regardless of supervisor–subordinate relationships. When I first joined the Company, I was unsure about expressing my point of view as a new employee, but my supervisor encouraged me to “just say what you think,” which made it easier for me to voice my opinion. The New Product Development Group I belong to is, as the name suggests, involved in the development of new products, and as members of this group, we proactively exchange

I think a flexible workplace, where relationships of trust can be built, provides me with great peace of mind when taking on challenges.

Akari Mizuno

Manager
DE&I Career Development Support Group



opinions regardless of age or length of service. The opinions of young employees are respected, and their ideas are sometimes turned into products or new projects. My sense is that Toho Gas is an organization that values the success of young employees in achieving their goals.

Ashikaga: I have experience working in fields such as commercial sales and renewable energy development, and throughout my career, I have felt that our corporate culture has consistently encouraged the taking on of challenges. However, rather than blindly taking on new challenges, we also carefully hedge risks, which is characteristic of Toho Gas. I believe this balance between challenges and stability is one of our distinctive features. In the Power Business Promotion Department, I work with many mid-career hires from a variety of backgrounds. The ability to freely voice opinions and engage in frank discussions without regard for seniority makes for extremely pleasant interactions and leads to the rapid promotion of business.

Mizuno: I am a mid-career hire in my seventh year, and my first impression was that Group employees were very kind and helpful. I previously worked as an attorney at a law firm, and this was my first experience working in the corporate world. I was very anxious at first, but my colleagues took the time to explain the organizational structure and operations to me in great detail. After joining the Company, I consulted with my supervisor regarding my desire to expand my experience as an in-house lawyer by serving as a standing member of the Japan Federation of Bar Associations. My supervisor went to the Personnel Department on my behalf, and my request was approved. I was impressed that the Company was willing to listen to and support employees who are serious about their career goals. I feel that this flexibility, and the ability to build trusting relationships in the workplace, provide tremendous peace of mind when taking on new challenges.



Utilizing the internal recruitment program has greatly expanded my career opportunities.

Ryota Ashikaga

Power Business Promotion Dept.
Renewable Energy Group No. 2

Enhancing Systems to Expand Employee Career Options

Mizuno: It appears that the keyword “challenge” is the common denominator in everyone’s comments. In terms of a framework for taking on career challenges, the Company established systems that support employees in taking on challenges, including our internal recruitment program and field work programs at overseas locations. What were your impressions after actually using these systems? Are there any systems you would like to use in the future?

Roundtable Discussion

Ashikaga: I joined the Company with the intention of pursuing a career in the Commercial Sales Department, but after learning about other departments, I became interested in trying a wider range of work outside of commercial sales. As my interest in the power business grew, I took a chance and applied for an internal job posting. This resulted in a transfer, leading to the work in which I am currently engaged. I am also able to leverage the colleague network and knowledge acquired during my sales career, and it is extremely useful to engage in work while maintaining connections across departments.

Mizuno: After joining the Company, as employees learn about the various types of work we engage in, they may discover a type of work they want to try, and this system provides very good opportunities to make that happen.

Ashikaga: I agree. In taking advantage of the internal recruitment program, I feel my opportunities for career development have greatly expanded.

Shibuya: In 2024, I took advantage of a three-month overseas field work program. Since joining the Company, I have been involved in gas-related on-site work, and my motivation had me wondering if Toho Gas's unique know-how could be expanded overseas. My on-site work involved formulating and verifying hypotheses, which yielded positive results, filling me with a great sense of confidence. The process of forging my own path was the most valuable lesson I learned, and it has also given me an opportunity to think about how I can apply this experience to my work. Going forward, I hope to use my overseas field work experience to achieve further growth in overseas business.

Ashikaga: A senior colleague in the same department who recently participated in overseas field work noted, "It was a tough but very meaningful experience." How was it for you, Mr. Shibuya?

Shibuya: The toughest part was facing situations in which I didn't know what to do. There were no established procedures, no name recognition for Toho Gas, and no connections in the local area. Despite arriving with an enthusiastic attitude, I initially struggled knowing where to begin, feeling overwhelmed by the gap between my aspirations and reality. However, through trial and error—hypothesizing, testing, and refining approaches to identify who to approach and how to gain their attention—I gradually began to see results. While each day was challenging,

I also want to utilize this system and think more deeply about my career while being inspired by people outside the Company.

Moyu Ueno

Sales Planning
New Product Development Group



looking back, I believe those three months were truly a rewarding experience, providing me with a significant sense of accomplishment.

Since returning to Japan, I have been offered an appointment overseas and am currently preparing for the new position. The experience I gained through overseas field work has been invaluable.

Ueno: Although I have yet to use these systems, I am interested in systems that support learning outside the Company, including studies at graduate schools in Japan and abroad, as I hope to obtain an MBA and develop skills in business planning and other areas.

My department comprises a diverse group of people of various ages, genders, and backgrounds, and I feel that every day this diversity creates new value. I believe that the more diverse one's background, the better the output produced, and I want to take advantage of these systems and think more deeply about my career while being inspired by people from outside the Company.

Promoting Further Utilization of Systems

Ashikaga: The internal recruitment program is a good system, but one that requires understanding on the part of the person leaving the department, as well as the person joining the department. I feel that sharing the best solutions for the Company as a whole among all relevant parties, including managers and executives, will lead to smooth system operations.

Also, rather than suddenly transferring to an entirely new position, my sense is that it would be beneficial, for example, to provide opportunities to experience work in other departments once a week. If there were a system in place enabling people to easily try other jobs of interest, more people would be encouraged to take the first step.

Roundtable Discussion

Ueno: While the Career Challenge and other systems are in place, there are issues with providing information to employees. There are still not enough opportunities for young employees to learn about these systems. If we increase opportunities for employees to actually experience the atmosphere and work in other departments, and maintain a system that enabled young employees to easily participate, they would develop an awareness of the type of work performed by other departments. This would likely encourage more people to make use of the internal recruitment program and other measures. I think the key is to create an environment where young people can easily access the system.

Mizuno: Apart from systems, it is important to provide opportunities to learn and places to gain experience. For example, holding roundtable discussions and other events where employees are able to share their experiences of using the Career Challenge system will help make the program feel more familiar and personal.

Ueno: I agree, that is exactly how I feel.

Shibuya: I also think it is extremely important to follow up after these systems are used. I myself have experienced some of the difficulties mentioned earlier. After transferring to the overseas business division, for instance, there were moments when I felt anxious about whether I was really contributing to the Company in the new environment. I think such concerns are inevitable when taking on challenges, but I felt that having support and consultation services available after utilizing the system enabled me to use it with peace of mind, which led to better results.

Ashikaga: Regarding overseas field work, if there were an option with a slightly lower hurdle, it would be easier for people who are interested in going abroad, but for whom participation is difficult at the moment due to family situations and other circumstances. This would give more employees opportunities to take on challenges.

Making Challenges the Norm

Mizuno: The system is still in its infancy, and this is precisely why we believe there is room for flexible development. What I heard from everyone was that you feel you need more opportunities to learn about the Company and the work in which we are engaged in order to take on new challenges. In addition to the various systems, we want to increase the number of people who think positively about these systems through the provision of opportunities to learn about the work conducted in each department and at each Group company, as well as hearing directly from people who have experienced career challenges.

As we have only just launched these systems, there are still few users, placing significant pressure on initial participants such as Mr. Shibuya. If more people were able to easily utilize these systems, the responsibility would be better shared and we would see significant results.

Ashikaga: By sharing positive feedback, those who have utilized the systems will encourage others to consider trying them as well. I also would like to share my experiences with those around me and encourage newer employees.

Ueno: In terms of internal recruitment, I think it would be good for the workplace to send out a message saying, “We really want you to come work here.” I feel that if messages are sent from

both those creating the systems and those on-site who benefit from them, a culture of taking on challenges will take root more firmly throughout the Company.

Shibuya: It's very encouraging to have the opportunity through today's roundtable discussion to exchange opinions with all of you who are working so diligently in your respective fields. I hope we can continue to support each other in taking on challenges and move the entire organization in a better direction.

Providing support and consultation after using the system makes it easy to use with peace of mind, which I think leads to better results.

Keiichiro Shibuya

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