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. Growing demand for sustainability Business activities labor environment Full liberalization of External environment Real estate **▶** Main capitals **Business portfolio Financial** Hydrogen capital Living and business support Manufacturing capital **Overseas** energy **Electricity** and Intellectual Renewable capital Core businesses energy Remodeling City gas/ Energy Human and housing services and LPG capital related engineering Social and Carbon relationship neutral capital **Digital** support services **Natural**

Introduction

Materiality

Corporate

Philosophy

▶p. 15

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▶ Targets for FY2025

Number of Achieving 3 million customer at an early stage accounts*1:

Maintain our City gas sales*2: current figure

LPG sales: Expand by about 10%

Expand by Electricity sales: about 10% annually

Membership Digital contacts*3 1.3 million

New service About 10/year launches*4:

Amount of contribution to 1 million tonnes CO₂ reduction:

Handled amount of renewable energy power sources*5:

Operating 210 billion yen or more cash flow: (FY2022 to FY2025 aggregate)

250 thousand kW

BOA: About 3%*6 > WACC*7

D/E ratio: About 0.6

▶ Our vision and value

Toho Gas Group Vision

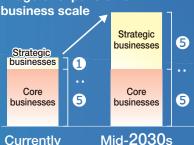
What we aim to be in the mid-2030s

> 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



- *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

Input

For details, see ▶p. 14

capital

Business model

Mission

Toho Gas Group

2022-2025 Toho Gas

Group Vision

Medium-Term Management Plan ▶p. 17

► See right

Output

Outcome