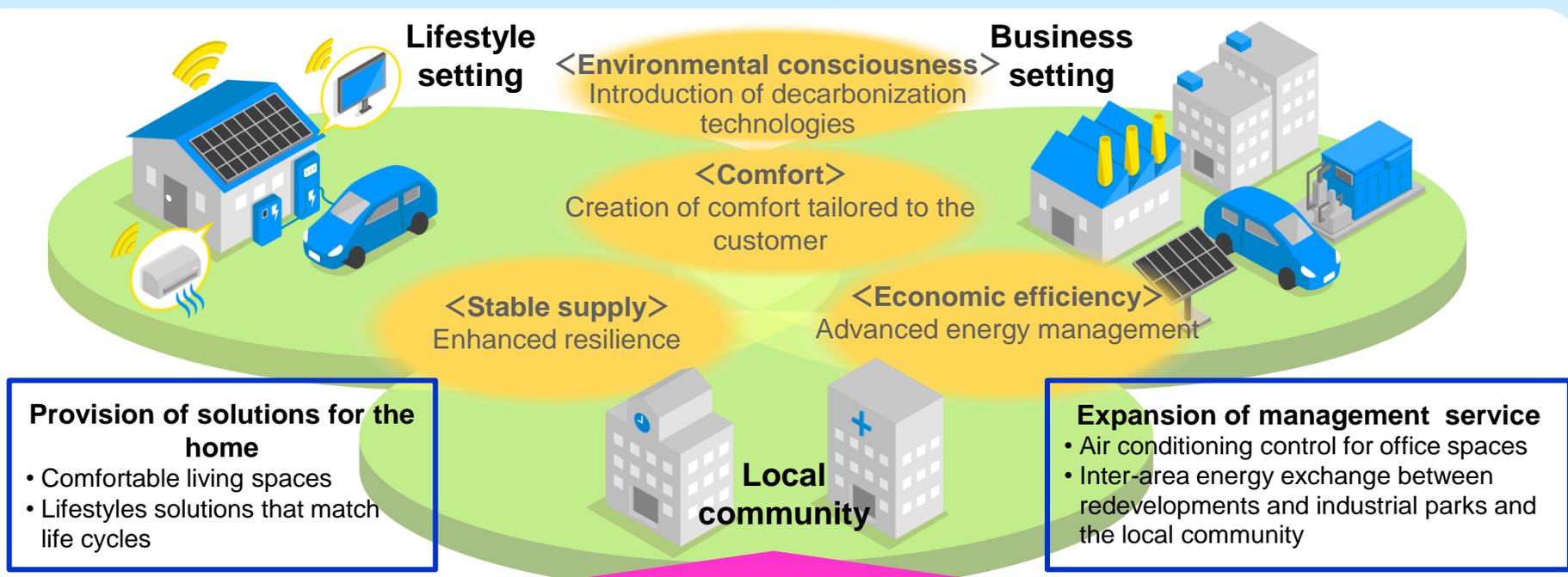


4 Challenge 2: Establishment of a value co-creation ecosystem

- We will establish a **value co-creation ecosystem*** that creates value together with customers, the local community, local governments, and business partners that include companies in different industries and venture firms.
- We will **flexibly combine the diverse products, technologies and services** in the ecosystem to provide **a variety of solutions that resolve various issues** in areas ranging from individual lifestyles to the local community.



Provision of solutions for the home

- Comfortable living spaces
- Lifestyles solutions that match life cycles

Expansion of management service

- Air conditioning control for office spaces
- Inter-area energy exchange between redevelopments and industrial parks and the local community

Customer participation

- Volume of energy use and equipment operation
- Data on spaces and living environments
- Excess energy from prosumers
- Life cycle and lifestyle preferences

Strengths of the Tokyo Gas Group

- Data and connections with customers (primarily through Tokyo Gas Lifeval)
- Provision of gas, electricity and solutions
- Equipment/appliances, construction and maintenance

Business partner participation

- Energy technologies (IoT equipment, storage batteries)
- Digital technologies (blockchain)
- Data analysis (AI)
- Connections with individual company customers

* Ecosystem: Business environment in which many companies combine their technologies, expertise and knowledge in their specific areas of strength in order to create new value.