

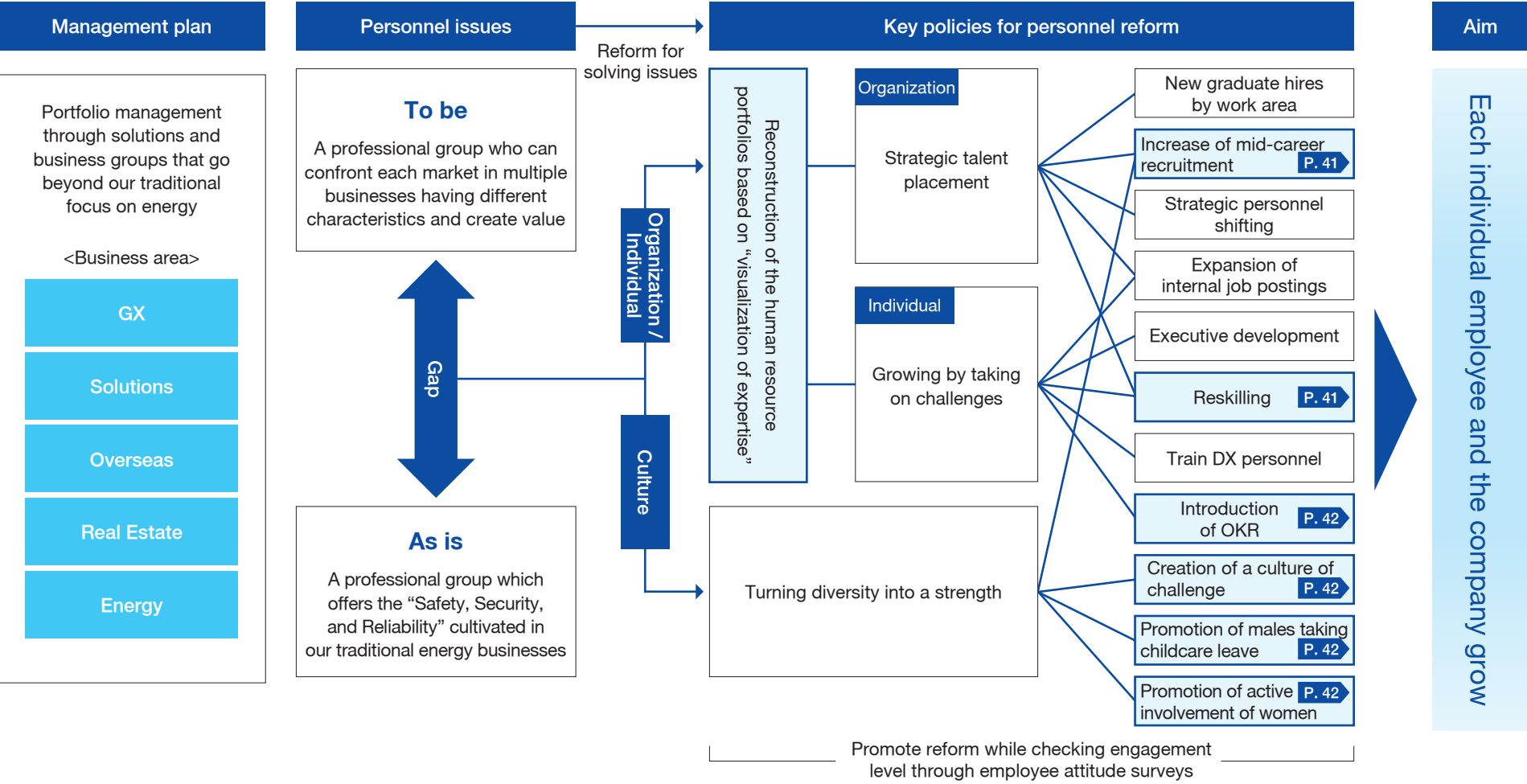
Personnel reform linked with the management plan

The business environment surrounding the Tokyo Gas Group is changing greatly. Amid these changes, in order to drive society’s sustainable growth and provide even greater value to customers, we are working on the transformation to portfolio management with solutions and business groups that go beyond our traditional focus on energy.

The biggest personnel strategy issue for the Tokyo Gas Group is to transform into a professional group who can confront each of the markets in multiple businesses with different risk-return characteristics, while leveraging the high aspirations and perseverance that we

have cultivated in our traditional energy businesses and our strengths as a professional group known for “Safety, Security, and Reliability” to create value. In order to overcome this challenge, while deepening discussion in the human resource development committee made up of management committee members, we are engaging in various personnel reforms.

People are the most important thing in achieving our management strategy. We will carry out human capital management that enables each employee and the company to experience growth.

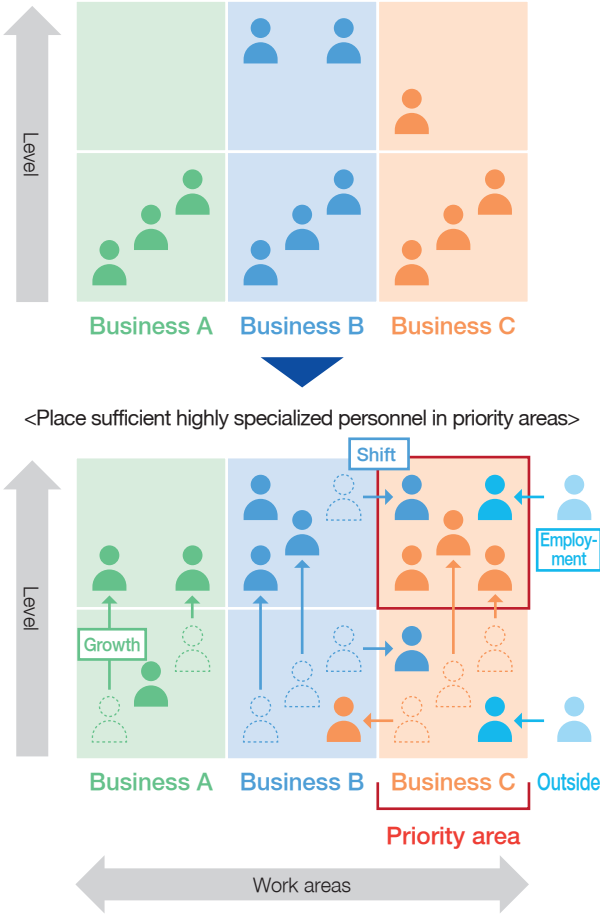
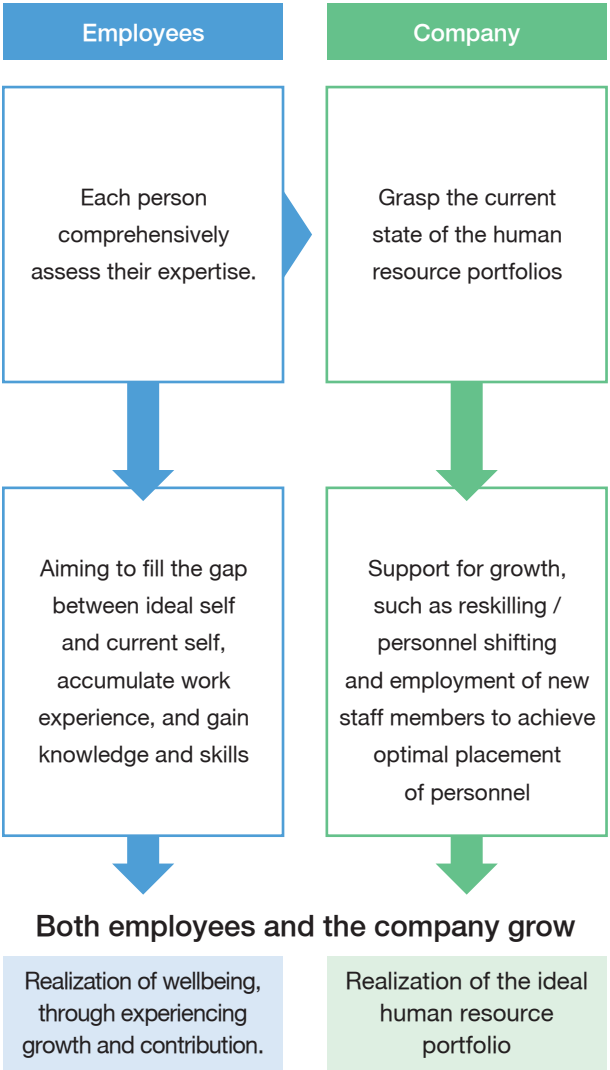


Personnel reform linked with the management plan

“Visualization of expertise” aimed at reconstructing human resource portfolios

In order to transform into a professional group who can create value in multiple businesses with differing characteristics, we believe it is necessary to match highly specialized personnel in the appropriate roles for each business and reconstruct our human resource portfolios. As an action which will form the basis for that, we have started “Visualization of expertise”, to clarify the gap between the desired human resource portfolios and our current state. Specifically, we began by summarizing and systematizing work within our group while incorporating external perspectives, and then categorized it into levels while also taking into account standards of top corporations, among others. Then, we provided each employee with an opportunity to comprehensively assess their own work experience, knowledge, and skills, enabling us to visualize with higher resolution than before which fields have employees with what kind of expertise. Going forward, while supporting employee growth through reskilling etc., we will shift personnel, employ experienced hires, and so on, thereby realize ideal human resource portfolios. At the same time Employees will gain clarity on the goals they should strive for, as well as the necessary experiences and learning required to reach those goals. We believe that this will lead to the achievement of their ideal careers through learning and the transformation of their own actions and also the achievement of their well-being through experiencing growth and contribution.

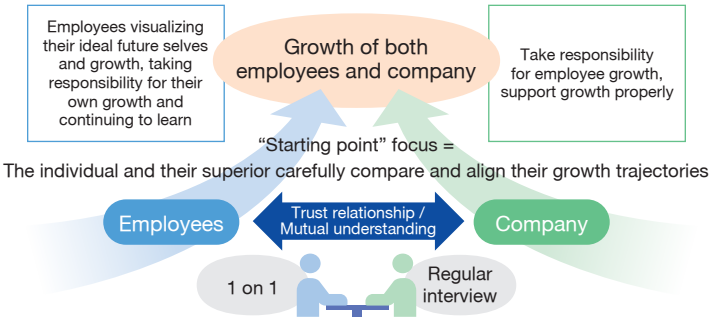
Human Resources Strategy Group Manager,
Human Resources Dept.
HINO Katsuhiko



Personnel reform linked with the management plan

Enhancing reskilling

We believe that when each employee visualizes their ideal future self and growth, takes responsibility for their own development, and continues to learn, and when the company also takes responsibility for supporting employee development, the company itself will achieve growth. We aim to be an organization in which the learning of one employee also leads to the learning of another, and the learning of each employee links up and creates synergy, resulting in the creation of a “Learning Chain” which connects to the learning of the next generation. In 2023 we started the “Learning Chain Project.” Besides offering all employees the use of the video learning services “GLOBIS Unlimited” and “Udemy,” which can be used for learning without regard for time or place, we have also established the “Discover & Challenge: Self-Initiated Course Program”. This program supports employees who proactively seek out necessary learning opportunities and strive to acquire specialized skills. In this way, we are responding to the diverse needs of employees.



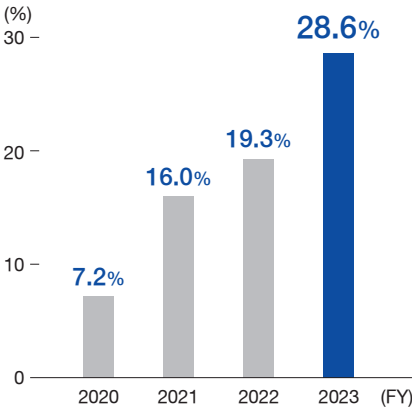
■Outline of learning chain program

Practical learning	With the aim of strengthening skills and cultivating leadership, we hold over twenty kinds of assembly-type training sessions every year both in and outside the company.
My selection	We provide financial support for learning through external courses offered by the company and the “Discover & Challenge: Self-Initiated Course Program.”
Learn wherever you like (“Dokodemo rāningu”)	We provide online learning tools free of charge, and employees can utilize these to make learning a habit regardless of time or place.

Active promotion of mid-career recruitment

We are actively promoting mid-career recruitment, focusing on individuals with expertise in the key areas (GX, DX, CX) outlined in our medium-term management plan, who can immediately contribute and lead our businesses. In FY2023, 28.6% of our new hires were experienced hires. The experienced hires are not only actively utilizing their skills from the outset, but also bringing diverse knowledge and experience, such as different values and work styles gained from different environments. They are indispensable in achieving our management strategy and changing diversity into strength.

■ Changes in trends for the experienced personnel hiring ratio (standalone)



Team mindset changed through working collaboratively

I currently conduct internal manufacturing development and application for member services of electricity and gas customers. Coming from a world-class Big Tech company, I joined the Group in October 2022, thinking that I would be able to utilize my engineering skills, such as app development, project management, and system development utilizing the cloud. Additionally, I thought my know-how and experience in creating an agile organizational culture would be valuable when starting up an internal manufacturing development team in an operating company.

When I first joined the company, I felt that perhaps because the company has been responsible for social infrastructure, the team members were keen to place importance on steadily carrying out the work they were responsible for. I thought that this might have been an obstacle to fully committing to a “Customers first” mindset. However, through the cooperation with several experienced hires, including myself, the mindset gradually changed, and I feel that the team has transformed. Now I really feel that I am working in a terrific team where members proactively act beyond the team framework, take on daring challenges, and have a strong sense of ownership.



Customer & Business Solution Company
Residential Market Strategy Dept.
SUGIYAMA Yusuke

Personnel reform linked with the management plan

human resource
Introduction of OKR which promote bold challenges

In order to encourage bold challenges that link to sustained growth even when social trends and environmental changes are uncertain, we have introduced OKR (Objectives and Key Results) as a goal management system for executive-level employees and above. Led by the President, the executive and senior management highlighted stretch goals which are firmly focused on 2030 and announce them to all employees. Thereby, the traditional culture in which setting steady goals and properly achieving them tended to be acceptable will be changed, and all members of the Group will aim to continuously produce results at a higher level. As well, concerning annual goals set by each employee below management level, while linking them as closely as possible to goals announced by superiors, efforts are made to create an environment in which work can be carried out with the organization feeling unified.

Creation of a culture which commends taking on challenges

Our aim is to establish a culture of "taking on challenges" as the organizational climate across our entire group. To drive this initiative, we gathered members from each company and business unit through a public call for applications to work concurrently with the personnel department as drivers of a culture of taking on challenges. The members who proposed "In order to create a culture of challenge, it is important to praise the challenge itself," and based on this, we called for examples of challenges from the entire Group. From among those, we selected examples whose challenge people could easily identify with, and conducted initiatives including one in which the applicants could receive praise from the person they wished to receive it from, (e.g., the head of the group they belonged to). Further, with the aim of encouraging each member of the Group to take up challenges, we advanced basic infrastructure; e.g., we started a "Challenge and diversity portal site" on the in-house intranet.



Challenge and diversity portal site

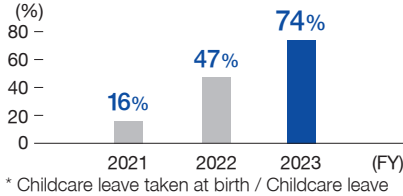


Staff who also work in the personnel dept

Promotion of childcare leave for males, aimed at reforming corporate culture

The majority of our Group is made up of males, and we believe that diversifying the way males work and their perspectives will lead to significant reform in our corporate culture. In particular, we aim to have 100% of males taking childcare leave by FY2025, with the period of leave being one month or more, and we are swiftly executing this policy. In FY2023, in order to create an environment in which people could take childcare leave with more peace of mind, we started three initiatives aimed at relieving "Worries felt when taking childcare leave", and the rate of those taking childcare increased to 74.1%, 1.5 times that of the previous year, while the average childcare leave period was 60 days. In addition, we are also striving to create a workplace environment in which everyone can work with peace of mind, not just employees who take childcare leave, but the surrounding employees too.

Percentage of males who take childcare leave^(*) (standalone)

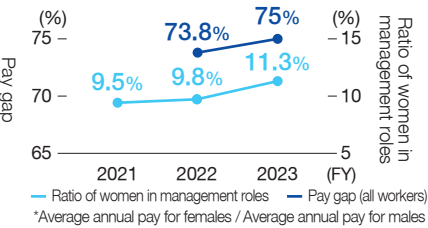


Worries when taking childcare leave		Actions
Leave-taker	Reduction of income	Provision of support money for childcare leave, exemption from bonus reduction
	Career impact	Revision of promotion regulations
Workplace	Increased burden	Incorporate initiatives that support taking childcare leave into performance evaluations

Active involvement of women is progressing

At the Tokyo Gas Group, we regard the promotion of the active involvement of women as the first step in DE&I, and we have endeavored to strengthen the base for supporting the active involvement of women, taking such measures as creating opportunities for active involvement, providing support aimed at career formation and information regarding diverse role models, promoting flexible ways of working, and supporting those who wish to combine work and child rearing. The ratio of women in management positions is improving well in relation to the target figure published in the Medium-term Management Plan (11% by FY2025) and the pay gap between males and females is trending downward.

Ratio of women in management positions / Pay disparity between men and women (standalone)



Chosen as a "Nadeshiko Brand" company two years in a row

Following on from 2023, in March 2024 we were again chosen as a "Nadeshiko Brand" company, which is a company that actively promotes women's involvement.