

2024 Fiscal Year: Status of Dialogue with Shareholders and Investors

June 2025

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TOKAI Holdings Corporation



Agenda

1. Dialogue with Shareholders and Investors
2. Key Themes of the Dialogue
3. Examples of Dialogue
4. Status of Feedback Implementation

1. Dialogue with Shareholders and Investors

Fiscal Year 2024 Results (From April 1, 2024 to March 31, 2025)

	Results	Activities	Respondents
Earnings Presentation	Twice a year (in May and November)	<ul style="list-style-type: none">➤ Progress of Achievements and Full-Year Performance Forecast➤ Initiatives for Enhancing Corporate Value	President and CEO Senior Managing Director Director (President of Operating Company) Executive Managing Officer (Management Administration)
Individual Meetings with Institutional Investors	Total of 45 companies	<ul style="list-style-type: none">➤ Meeting Participants: Analysts, Fund Managers, Proxy Voting Representatives, etc.➤ Domestic and International Ratio: Domestic 70%, Overseas 30%	IR Department

Theme

Business Strategies

- Progress of the Medium-Term Management Plan (Performance Forecast) and Long-Term Vision
- Management with Awareness of Cost of Capital and Capital Efficiency
- Business Portfolio (Growth Investment Areas)
- Cash Allocation (Including Shareholder Returns)

Theme

ESG

- E: Progress on Carbon Neutrality Initiatives
- S: Efforts in Human Capital Management
- G: Policy on Cross-Shareholdings

Theme

Others

- Industry Restructuring of LP Gas
- Current Status and Response to Talent Acquisition

3. Examples of Dialogue

Shareholders or Investors

TOKAI Holdings Corporation



Constructive Dialogue

Regarding the business portfolio, in which areas will you allocate funds from a long-term perspective?

- We will strengthen management aimed at building a portfolio that achieves overall optimization for the group, focusing on two axes: capital profitability and growth.
- In the current medium-term management plan, we have positioned "Energy" and "Information and Communication Services for Corporations" as growth areas. In the next medium-term management plan, we also plan to focus on promising areas such as GX-related initiatives and overseas opportunities.

Regarding shareholder returns, how do you plan to approach this in the next medium-term management plan, considering the soundness of your finances?

- Shareholder returns will be crucially linked to cash allocation. We will prioritize business expansion and utilize cash for this purpose.
- We also place significant importance on shareholder dividends and aim to maintain a payout ratio of 40-50%.
- The acquisition of treasury stock will be considered while monitoring cash allocation.

The government has set a goal to achieve carbon neutrality by 2050. What impact will this initiative have on the LP gas business?

- The CO2 emission factor for LP gas during combustion is among the top class of environmental performance among fossil fuels, including LNG, making it a clean energy source.
- We are committed to reducing greenhouse gas emissions from our business activities by 100% by 2050.
- We will promote the adoption of environmentally friendly products such as high-efficiency water heaters and solar power generation, further advancing the promotion of GX in our customers' energy usage.

4. Status of Feedback Implementation

Opinions and issues obtained through discussions with investors, analysts, and others will be shared in a timely manner.

Feedback Method

Timely information will be shared with members of the Board of Directors, management meetings, and executive officers, and will be reflected in the management strategy.

Status of IR Meetings	once a year	the Board of Directors and management meetings
Investor and Analyst Comments (Reactions at Earnings Announcements)	quarterly	management meetings and executive officer meetings
Investor and Analyst Comments (Immediate Sharing)	as needed	either directly or via email, etc.