

CONTENTS

02 Introduction

- 02 Who we are
- 03 At a Glance
- 04 Our performance
- 05 Long-Term Performance

06 Message

- 06 CEO's message
- 10 CFO's message

12 LNG value chain**14 Promoting sustainability****15 Tokyo Gas Group Management Vision
Compass 2030**

- 16 What do you mean by “a business group which continues to create value”?
- 18 How do you plan to “lead the future energy systems”?
- 20 How do you “continue to create value”?
- 21 ① Transformation of the LNG value chain to maximize each of its functions
- 23 ② Resolving problems in daily life and businesses
- 25 ③ Leading the transition to a decarbonized society
- 27 ④ Overseas expansion
- 29 Personnel strategy
- 31 Support for TCFD recommendations and information disclosure

**33 Tokyo Gas Group FY2020 - 2022
Medium-Term Management Plan****41 Corporate governance**

- 41 Corporate governance
- 47 Board of Directors
- 49 Audit & Supervisory Board Members
- 50 Messages from Outside Directors
- 52 Messages from New Outside Officers

53 Business overview

- 53 Gas business
- 54 Electric power business
- 55 Overseas business
- 56 Service business
Energy-related business
- 57 Service business
Urban Development Service (Real Estate)

58 Financial data

- 58 10-Year Consolidated Financial Highlights
- 60 Consolidated Balance Sheet
- 61 Consolidated Statement of Income / Consolidated Statement of Comprehensive Income
- 62 Consolidated Statement of Cash Flows
- 63 Delayed Impact of Gas Rate Adjustment System