

# Moving on to the next stage in realizing a sustainable society

Today, the Tokyo Gas Group confronts dramatic changes in the business environment, changes that raise many issues related to decarbonization, digitalization, diversification of customers, and deregulation in the energy market. To meet these changes head-on and remain as a corporate group integral to society, we have delineated a new Group's Management Philosophy. Acting as a driving force for achieving a sustainable society, we will constantly strive to build the future of people's lives, communities, and our planet under our new Group's Management Philosophy.

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# Guided by our new Group's Management Philosophy, we will reinvent ourselves.

## Group's Management Philosophy

Purpose

Standing by every person and dedicating ourselves to the society, we shall be the energy that weaves the future.

Values

Challenge

We constantly challenge ourselves and strive to learn something new.

Responsibility

We are always proactive and act with responsibility to bring out the best results.

Respect

We respect one another and value every possibility.

Sincerity

We sincerely care about the future of our stakeholders and our planet.

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# We shall stand by every person.

We promise.

We will be mindful of everyone in the world involved in our businesses and diversify the ways we support and engage with them.

# We shall dedicate ourselves to the society.

We promise.

We will provide a more diverse range of value to a larger number of beneficiaries and areas, so that we can continue to create and responsibly maintain a better life for everyone.

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# We shall be the energy that weaves the future.

We promise.

We shall contribute to the realization of an exciting,  
sustainable future for people and society.

## “Weaving”

We shall co-create value with  
various stakeholders to realize the  
better future.

## “Being the energy”

We shall be the driving force in  
solving social issues through  
various forms of energy.

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Dedicate ourselves to the society and continue to maintain daily life for everyone.  
This is our unchanging social role.



Energy transformation

Since it was founded in 1885, Tokyo Gas has expanded the use of city gas for cooking, heating water and air conditioning for residential use, as well as for heat, air conditioning and gas cogeneration systems for commercial and industrial use. We have also worked at raising efficiency through area-based energy use, such as district heating and cooling. These initiatives have been extended overseas in recent years.



Introduction and expansion of LNG

Due to intensifying pollution problems and rising demand for energy, we introduced to Japan the use of LNG (liquefied natural gas), a clean and highly efficient energy source, in 1969. The introduction of this sulfur-free, high-calorie energy has since contributed to the reduction of air pollution and to stronger economic development. In recent years, we have accelerated efforts related to carbon-neutral methane.



Disaster prevention measures

Tokyo Gas Network

We have built an earthquake-resistant infrastructure, such as by making strong facilities for the production and supply of city gas. We have also established SUPREME—a disaster prevention system to remotely cut off gas supply using seismic sensors installed in high density. This system immediately suspends gas supply to prevent secondary disasters. We are also working on dividing management of the pipeline networks into blocks in order to minimize supply cut-off areas.

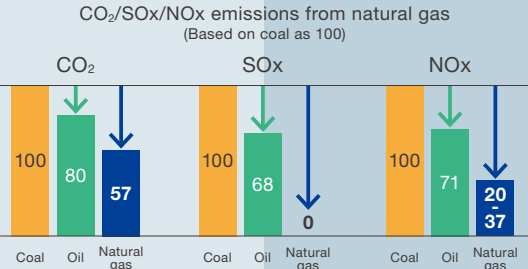
Value created so far



Convenient and comfortable everyday life  
Efficient use of energy

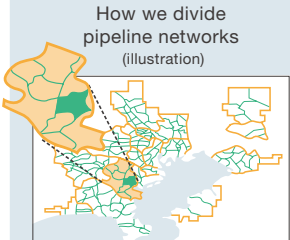


Improved air pollution  
Stable energy supply to support economic development

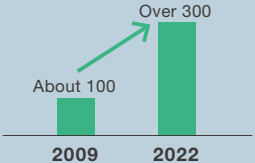


Minimizing supply cut-off areas by dividing the pipeline networks into blocks

In order to minimize supply disruption, the medium- and low-pressure pipeline networks are being divided into multiple blocks so that the gas supply can continue except in severely damaged areas.



Development of disaster prevention blocks (low-pressure networks)



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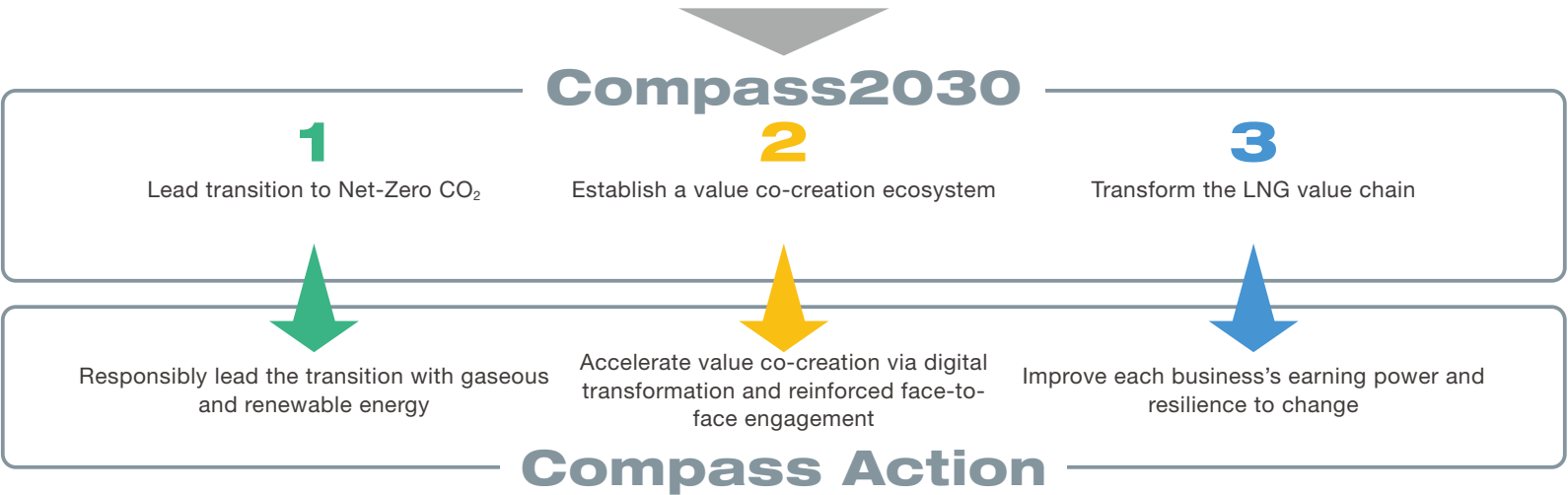
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Dramatic changes in the business environment in which the role of an energy company is put to the test

Group’s Management Philosophy

Standing by every person and dedicating ourselves to the society, we shall be the energy that weaves the future.



Value to be created

While achieving advances in decarbonization, we will continue to create and maintain a better daily life for everyone.

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Outcome Creating social value and economic value



Responsibly lead the transition with gaseous and renewable energy



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Value creation via digitalization and face-to-face engagement



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Transformations for achieving the targeted outcome



Transitioning to a holdings type group structure



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Transforming human resources system to one that encourages challenge and diversity



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Establishing core technology for decarbonization of gas and electricity



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