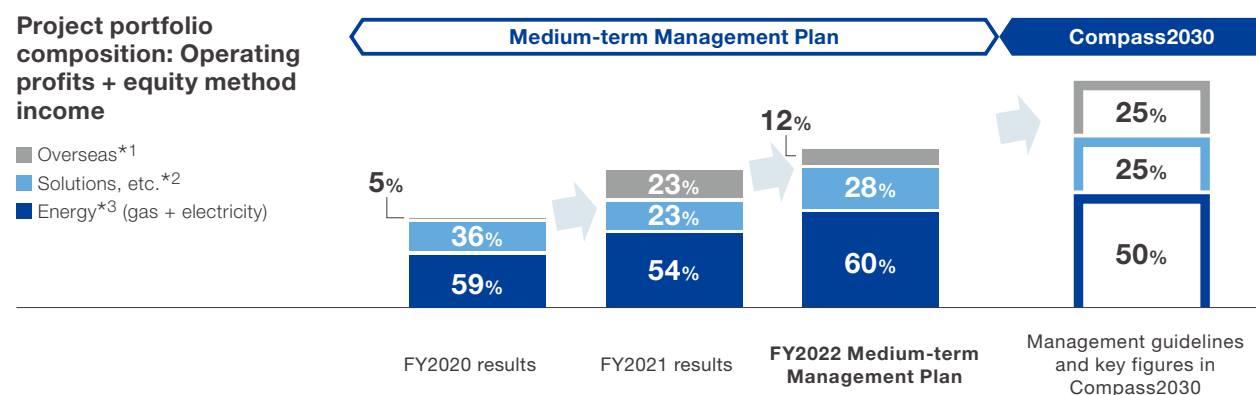








Progress of the Medium-term Management Plan and KPIs



Reason for setting this KPI		Management Plan			
 No. of customer accounts	This KPI has been set as an indicator to measure the effects of our efforts to maximize our customer base at an early stage in order to ensure stable profit in the gas/electricity/service business.				
 Natural gas transaction volume	This KPI has been set as an indicator to quantify the expansion of business with LNG as a commodity, including LNG trading and the overseas LNG business, in addition to domestic gas sales.				
 Segment profit from Overseas Business	This KPI has been set as an indicator to measure the growth of our overseas business, which drives future profit, toward its target.				
 Contribution to CO ₂ emission reductions	This KPI has been set as an indicator to continuously measure outcomes from CO ₂ emissions reduction contributions, including those from customers, through expanded effective use of natural gas, increases in the scale of use of renewable energy, etc.				
 Renewable energy transaction volume	This KPI has been set as an indicator to quantify the increased use of renewable energy power sources and business expansion.				
 Cost structure reform	This KPI has been set as an indicator to measure the effects of our efforts to drastically review operations and their structure, which create resources for growth to be allocated to immediate profit contribution and key strategies.				
		KGI			
		Operating profits + equity method income	¥79.1 billion	¥121.5 billion	¥140.0 billion
		Financial indicators			
		ROA	1.9%	3.0%	Approx.4%
		ROE	4.3%	7.5%	Approx.8%
		D/E ratio	0.92	0.99	Approx.0.9
		KPI			
		No. of customer accounts (as of the end of FY)	12.31 million	12.48 million	14.8 million
		Natural gas transaction volume (per FY)	18.20 million tons	19.18 million tons	17.0 million tons
		Segment profit from Overseas Business (per FY)	¥3.8 billion	¥28.2 billion	¥16.0 billion
		Contribution to CO ₂ emission reductions (as compared to FY2013 levels)	6.68 million tons	5.39 million tons	6.5 million tons
		Renewable energy transaction volume (as of the end of FY)	1.383 million kW	1.498 million kW	2.0 million kW
		Cost structure reform (compared to FY2019)	-¥12.0 billion reduction	-¥21.0 billion reduction	-¥30.0 billion reduction

*1 Overseas: All overseas business *2 Solutions, etc.: Energy-related, real estate, other *3 Energy: Gas and electricity business in Japan *4: The Compass2030 initial target: 10 million tons (Japan only) *5: The Compass2030 initial target: 5 million kW

Results to date of the Medium-term Management Plan

Medium-term Management Plan	Press release month and year	Progress in Key Strategies and Enhancement of Business Base
Key Strategy (1) Evolution of customer solutions	April 2020	Established Ekimachi Energy Create Co.,Ltd. with East Japan Railway Company
	June 2020	Tokyo Gas venture Sumilena Co.,Ltd. initiated fixed monthly fees for appliance rental
	Oct. 2020	Launched the “Hinatao Solar” solar energy service for condominiums and buildings
	Dec. 2020	Formed a strategic alliance with Octopus Energy Group Limited (U.K.) and established TG Octopus Energy Co., Ltd. (February 2021)
	April 2021	Established Tokyo Gas Nomura Real Estate Energy Co.,Ltd., for supplying energy to the Shibaura 1-Chome Project
	May 2021	Launched “Tokyo Gas Housecleaning” service
	July 2021	Reached a basic agreement with JT Group to take over its software business, which holds the top share of its market segment in Japan
	Nov. 2021	Launched “EVrest” EV charging service for housing complexes
	Nov. 2021	Signed a business alliance agreement with The Kansai Electric Power Co., Inc. for VPP business using decentralized energy resources
	Feb. 2022	Full-scale entry into plumbing-related repair! Launched high-quality, reasonable-price “Tokyo Gas Repair Service”
Key Strategy (2) Expansion of LNG business	April 2022	Tokyo Gas launches Demand Response services and delivers one-day worth of renewable energy-based electric power -Commemorating about 3 million electric power contracts, Tokyo Gas is weaving a sustainable future with customers-
	June 2020	Receiving the First Commingling LNG Cargo at Hatsukaichi LNG Terminal
	Sep. 2020	Establishment of the “TG Global Trading”
Key Strategy (3) Acceleration of overseas business	Mar. 2022	Started the supply of LNG from the Niihama LNG terminal
	May 2020	Tokyo Gas Invests In Principle Power, A Leading Floating Wind Power Technology Company
	July 2020	Tokyo Gas Acquires Oil and Gas Assets in Louisiana Through Castleton Resources and Takes Majority Interest in Castleton Resources
	July 2020	Establishment of a Subsidiary in the United States and the Acquisition of a 500MW Solar Power Project (Aktina)
	Oct. 2020	Signing of a Joint Cooperation Agreement with First Gen to Pursue Construction and Operation of Interim Offshore LNG Terminal in the Philippines
	Nov. 2020	Investment in gas distribution company in Indonesia
	Aug. 2021	The Aktina Solar Power Project in the U.S. began partial operation (150 MW)
	Sep. 2021	Tokyo Gas to divest its share in MT Falcon Holdings
	Oct. 2021	Establishment of the Joint Venture with the PTT Group Company -Promotion of Decarbonization through On-site Energy Service Business including Improving Efficiency Technology Solutions and Fuel Supply in Thailand -
	Jan. 2022	Establishment of a subsidiary in Denmark and joint development of renewable energy in the Nordics through business collaboration with EWII S/I

Medium-term Management Plan	Press release month and year	Progress in Key Strategies and Enhancement of Business Base
Key Strategy (4) Shaping of Net-Zero CO ₂	Aug. 2020	Tokyo Gas acquisition of wood pellet biomass power generation facilities in Toyama and Chiba Prefecture
	Nov. 2020	Tokyo Gas to Join Joint Venture for Offshore Wind Projects in Japan (Chiba Offshore Wind Inc.)
	Mar. 2021	Establishment of a Carbon Neutral LNG Buyers Alliance
	April 2021	Acceleration of the Development of Kashima Port Offshore Wind Project
	May 2021	Tokyo Gas and SCREEN Agree to Jointly Develop a Water Electrolysis Cell Stack for Low-cost Green Hydrogen Production
	June 2021	Launched “Sasutena Denki,” an electricity rate plan with 100% real renewable energy
	July 2021	Launch of Commercial Solar Power Operations Begins in Iwakuni, Yamaguchi Prefecture
	July 2021	World’s 1st! Commence Manufacturing of CO ₂ -absorbing Concrete that Uses Exhaust Gas Emitted During the Use of Cit Gas Devices
	July 2021	Commencing hydrogen demonstration experiment using megawatt-class water electrolyser
	Sep. 2021	Produced Japan’s first potassium carbonate using CO ₂ from city gas devices
	Oct. 2021	Introduced carbon-neutral city gas in Tokyo’s Marunouchi district, as the largest project of its kind in Japan
	Oct. 2021	Jointly implemented the Sakaide biomass power generation project
	Nov. 2021	Started feasibility study toward creation of carbon-neutral methane supply chain with Petronas, Sumitomo Corporation and Mitsubishi Corporation
	Jan. 2022	Tokyo Gas selected as the prospective recipient in NEDO’s Green Innovation Fund Project / Offshore Wind Power Cost Reduction Project (for the development of low-cost technology for manufacturing and installing floating foundations)
	Mar. 2022	Launched demonstration testing of the methanation process toward achieving carbon neutrality and a decarbonized society by 2050
	Mar. 2022	Participated in the dedicated biomass combustion power generation project in Sendai City, Miyagi Pref
Key Strategy (5) Strengthening of business base: Implementation of cost structure reform; DX; and Establishment of a flexible organization	April 2022	Tokyo Gas selected as the prospective recipient in NEDO’s Green Innovation Fund Project / Development of Fuel Manufacturing Technology using CO ₂ etc. (for innovative technology for synthetic methane)
	June 2022	MOU Signed with Shell for Joint Exploration of Decarbonization Accelerate various types of decarbonization solutions, including synthetic gas, hydrogen, and CCUS
	June 2021	Transition to a Company with a Nominating Committee, etc
	April 2022	Announcement of Group’s Management Philosophy
	April 2022	Tokyo Gas Network Co., Ltd. began business operation

Contents

Introduction

CEO’s Message

How We Create Value

Compass2030

Overall Strategy

CFO’s Message

Progress of the Medium-term Management Plan and KPIs

Challenge 1: Leadership in the effort to achieve Net-Zero CO₂

Challenge 2: Establishment a value co-creation ecosystem

Challenge 3: Transformation of the LNG value chain

Invisible Assets

Information Disclosure Based on TCFD Recommendations

Corporate Governance

Business Overview

Financial Data

Web Site

Investor Relations Website

Investors’ Guide (Financial Data and Industry Data)

Financial Results Presentation Materials

Financial Results Bulletin

Corporate Governance Report

Sustainability Report