

Contents

01 Introduction

11 CEO’s Message

15 How We Create Value

15 The Value Creation Process

16 Promoting Sustainability and Material issues

19 Business Strategy

20 Compass2030 & Compass Action

22 Compass Transformation 23-25

- 22 Overall Strategy
- 26 Strategy 1: Achieve both stable energy supply & decarbonization
- 30 Strategy 2: Fully roll out Solutions business
- 34 Strategy 3: Realize a flexible corporate culture resilient to change

35 Introduction of Internal Companies

38 CFO’s Message

40 Corporate Strategy

41 Sustainability

- 41 Responding to Climate Change
- 46 Disclosure based on TCFD recommendations
- 49 Energy Security
- 50 Human Capital Management

53 Corporate Governance

- 53 Policies and Systems
- 58 Officer Remuneration System
- 60 Internal Control
- 61 Compliance
- 62 Risk Management System
- 63 List of Executives
- 65 Dialogues with Shareholders and Investors
- 66 Message from Outside Director

67 Financial Data

- 67 10-Year Consolidated Financial Highlights
- 69 Consolidated Balance Sheets
- 70 Consolidated Statements of Income/ Consolidated Statements of Comprehensive Income
- 71 Consolidated Statements of Cash Flows
- 72 Delayed Impact of Gas Rate Adjustment System

Editorial Policy

Organizations covered

Tokyo Gas Co., Ltd. and Tokyo Gas Group companies (subsidiaries and affiliates) in Japan and overseas

Period covered

Fiscal Year 2022 (From April 1, 2022 to March 31, 2023; including information on some activities prior to and after the period)

Cautionary statement regarding forward-looking statements

The plans, forecasts, strategies, and other non-historical information contained in this report are forward-looking statements of the Tokyo Gas Group. These results are based on the judgment of the management of the Tokyo Gas Group, which was based on currently available information. Please note that actual results may differ significantly from these forecasts due to various factors. Important factors that can affect actual business results include developments in the Japanese economy and crude oil prices, fluctuations in temperature and the yen/U.S. dollar exchange rates, and the Tokyo Gas Group’s response to rapid technological innovation and deregulation.

The Tokyo Gas Group publishes this report so that all stakeholders, including shareholders and investors, better understand the feasibility of sustainable management and increasing corporate value of the Tokyo Gas Group. More detailed information and the latest information including news releases are available on the corporate website.

Investor Relations Website

<https://www.tokyo-gas.co.jp/en/IR/index.html>

Investors’ Guide (Financial Data and Industry Data)	https://www.tokyo-gas.co.jp/en/IR/library/invguid_j.html
---	---

Financial Results Presentation Materials	https://www.tokyo-gas.co.jp/en/IR/library/document_j.html
--	---

Financial Results Bulletin	https://www.tokyo-gas.co.jp/en/IR/library/earn_j.html
----------------------------	---

Corporate Governance Report	https://www.tokyo-gas.co.jp/en/IR/gvnnc/pdf/governance.pdf
-----------------------------	---

Sustainability Factbook

<https://www.tokyo-gas.co.jp/sustainability/download/index.html?wovn=en>

Introduction

CEO’s Message

How We Create Value

Business Strategy

Corporate Strategy

Financial Data

Introduction
Contents

CEO’s Message

How We Create Value
The Value Creation Process
Promoting Sustainability and Material issues

Business Strategy
Compass2030 & Compass Action
Compass Transformation 23-25
Introduction of Internal Companies
CFO’s Message

Corporate Strategy
Sustainability
Corporate Governance

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 Factbook