



# Business Strategy

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## For achieving the Vision Our Strategy

# Compass2030 & Compass Action

On November 27, 2019, we announced our new management vision, "Compass2030," and on November 26, 2021, we announced Compass Action to realize our management vision.

For half a century since LNG was first introduced in Japan, Tokyo Gas has led the expansion of this new energy and ushered in the era of natural gas. We are in the midst of a new era of transformation, including decarbonization, digitalization, changes and diversification of customer values, and progress in energy deregulation.

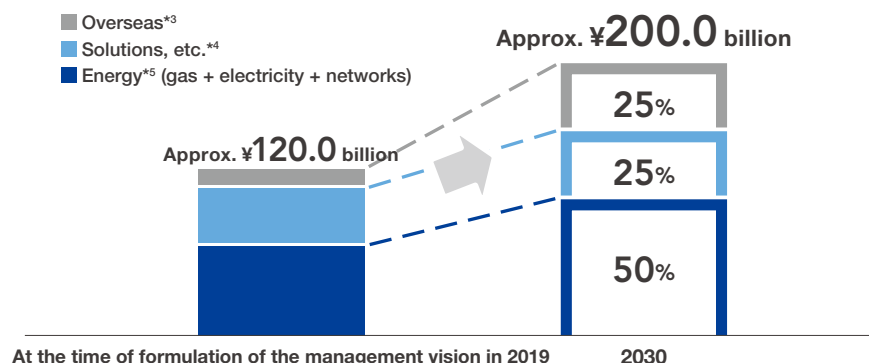
We aim to be a corporate group that continues to create value together with our customers, society and business partners while leading the next generation of energy systems by capitalizing on the strengths of the Tokyo Gas Group, which has revolutionized energy and taken on the challenge of realizing a sustainable society.

### Management guidelines and results

	FY2022 results	2030
operating profit + equity income of subsidiaries	¥417.0 billion	Approx. ¥200.0 billion
CO <sub>2</sub> reduction contribution (base year: FY2013)	6.35 million tons	17.00 million tons*1
Renewable power source transaction volume (FY-end)	1.633 million kW	6.00 million kW*2
No. of customer accounts (FY-end)	13.00 million	20.00 million
Natural gas transaction volume (FY)	19.00 million tons	20.00 million tons

\*1 The Compass2030 initial target: 10 million tons (Japan only) \*2 The Compass2030 initial target: 5 million kW \*3 All overseas businesses \*4 Energy-related, real estate, other \*5 Domestic gas, electricity, and network businesses

### Company portfolio in 2030: Profit level



### Three challenges for achieving the Vision

Lead transition to Net-Zero CO<sub>2</sub>

01

Establish a value co-creation ecosystem

02

Transform the LNG value chain

03





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\*1 Carbon capture, utilization & storage \*2 Methane synthesized from non-fossil fuel energy raw materials (green hydrogen, etc.) \*3 The hydrogen supply cost (CIF price) target set by the Japanese government. It is premised on a reduction in the cost of hydrogen production equipment, and achievement of low-cost renewable electricity made possible by factors such as growth of the renewable energy market. \*4 Operation & maintenance \*5 Technical work performed at customers' residences