Contents

13 Introduction

- 03 Group Management Philosophy
- N4 At a Glance
- 05 The History of the Tokyo Gas Group
- 06 Business Overview
- 07 Business Areas

08 CEO's Message

17 How We Create Value

- 13 Value Creation Story
- 17 Special Feature 1 The Challenge for a

Carbon Neutral Society

- 23 Special Feature 2 IGNITURE:
 - Creating the Future

26 Management Plan / Strategy

- 27 Management Vision / Action
- 30 Internal Company / Operating Company Strategy
- 39 Human Resources Strategy
- Financial Strategy CFO's Message
- 47 Sustainability Strategy

Corporate Governance

71 Financial / **Non-financial Data**

- Financial Data
- Non-financial Data

Editorial Policy

Organizations covered

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

Period covered

Fiscal Year 2023 (From April 1, 2023 to March 31, 2024; 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 the price of various energy such as crude oil, 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 to help all stakeholders, including shareholders and investors, better understand the feasibility of sustainable management and the efforts to increase the 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

Investor's 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
Securities Report & Quarterly Reports	https://www.tokyo-gas.co.jp/IR/library/yuho_j.html Japanese only
Corporate Governance Report	https://www.tokyo-gas.co.jp/en/IR/gvnnc/pdf/governance.pdf

Sustainability Factbook

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