

## Corporate Governance

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**TOKYO GAS CO., LTD.**

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The corporate governance of Tokyo Gas Co., Ltd. (the “Company”) is described below.

### **I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes and Other Basic Information**

#### **1. Basic Views**

As an “energy frontier corporate group” that focuses on natural gas, the Company aims at the realization of comfortable lifestyles and environmentally friendly cities and works to ensure continued development while consistently earning the trust of customers, shareholders, and society. Based on this philosophy, we aim to achieve a continuous increase in our corporate value through enhancing corporate governance systems. We are endeavoring to develop systems with a commitment to management legality, soundness, and transparency. We continue to emphasize the importance of accurate and prompt decision-making, efficient business executions, strengthening of auditing and monitoring functions, and clarification of management and executive responsibilities.

#### **[Reasons for Non-compliance with the Principles of the Japan’s Corporate Governance Code]**

The Company complies with the principles of the Japan’s Corporate Governance Code.

#### **[Disclosure Based on the Principles of the Japan’s Corporate Governance Code]**

##### **[Principle 1.4 Cross-Shareholdings]**

The Company’s policy on cross-shareholdings is as follows.

- Each year, the Board of Directors verifies the propriety of holding individual cross-shareholdings held by the Company based on a confirmation of whether there is an appropriate purpose for holding them, whether they contribute to maintaining and enhancing the Company’s corporate value in the mid- to long-term, and other factors.
- In cases where, as a result of these verifications, the rationality and necessity of holding a cross-shareholding is judged to be low, said shareholding will be sold in a timely and appropriate manner.
- When exercising its voting rights with respect to cross-shareholdings, the Company considers the content of proposals by the companies in question as well as their financial results before independently deciding whether to approve proposals with reference as to whether it will contribute to maintaining and enhancing corporate value of the Company and said company in question.

According to the above policy, for listed shares held by the Company, at meetings of the Board of Directors, the Company has evaluated the propriety of holding the shares from the following standpoints.

- Contributions to maintaining and expanding the gas, electric power, and service businesses
- Contributions to the stable procurement of the funds, materials, and raw materials essential to business operations

- The state of unrealized profit and loss and dividends for shares held by the Company

As a result of this evaluation, we confirmed that there are issues with holding significance but where positions could be reduced, as well as issues where holding significance has been diluted. We are working to sell these issues in the future.

[Principle 1.7 Related Party Transactions]

Transactions by Directors that are competitive or involve a conflict of interest must be approved by the Board of Directors and a post-transaction report is required from the Director who conducted the transaction. The Company investigates other related party transactions periodically on an annual basis and discloses transactions appropriately in accordance with the relevant acts.

[Principle 2.6 Roles of Corporate Pension Funds as an Asset Owners]

In order to provide stable pension benefits to recipients, the Finance Department has appointed and allocated multiple personnel in a planned manner to take responsibility for managing the funds and enhance specialization. Also, an Asset Management Committee made up of representatives from the Accounting, Finance, and Personnel Departments strives to provide appropriate management and control by monitoring the management situation and using external consultants.

[Principle 3.1 Full Disclosure]

(1) Management Philosophy, strategies, and medium- and long-term management plans

The Company discloses its Management Philosophy, its Group Management Vision “Compass 2030,” FY2020-2022 Group Medium-term Management Plan, and its FY Supply Plans on its website.

- Management Philosophy ([www.tokyo-gas.co.jp/en/aboutus/mission.html](http://www.tokyo-gas.co.jp/en/aboutus/mission.html))
- Group Management Vision “Compass 2030” ([www.tokyo-gas.co.jp/Press\\_e/20191127-01e.pdf](http://www.tokyo-gas.co.jp/Press_e/20191127-01e.pdf))
- FY2020-2022 Group Medium-term Management Plan ([www.tokyo-gas.co.jp/Press\\_e/20200325-01e.pdf](http://www.tokyo-gas.co.jp/Press_e/20200325-01e.pdf))
- FY Supply Plans ([www.tokyo-gas.co.jp/IR/english/library/plan\\_e.html](http://www.tokyo-gas.co.jp/IR/english/library/plan_e.html))

(2) Basic views and guidelines on corporate governance

The basic views of the Company are as detailed in “1. Basic Views” above.

The Company discloses the relevant guidelines on its website ([www.tokyo-gas.co.jp/IR/english/gvnn/pdf/policy.pdf](http://www.tokyo-gas.co.jp/IR/english/gvnn/pdf/policy.pdf)).

(3) Policy and procedures for determining Officer remuneration

Officer remuneration is determined by the Board of Directors following deliberations by the Advisory Committee, based on the Basic Policy on Officer Remuneration set forth by the Board of Directors.

The Company discloses matters regarding officer remuneration including the Basic Policy on Officer Remuneration in its Securities Report (available in Japanese only on the Company’s website ([www.tokyo-gas.co.jp/IR/library/yuho\\_j.html](http://www.tokyo-gas.co.jp/IR/library/yuho_j.html))) and in the business report accompanying the notice of convocation of the Shareholders Meeting ([www.tokyo-gas.co.jp/IR/english/event/shm\\_e.html](http://www.tokyo-gas.co.jp/IR/english/event/shm_e.html)).

(4) Policy, procedures and individual reasons for election of Directors and Audit & Supervisory Board Members and selection and dismissal of executives

i) Election of Directors

To ensure that the Board of Directors conducts appropriate decision-making and management supervision, Directors shall be individuals who possess abundant experience, in-depth knowledge, and a high level of expertise. Outside Directors shall be individuals who have perspectives on matters including corporate management, social and economic trends, and international affairs. They are also required to meet the Company’s Independence Standards for Outside Officers. The selections of nominees for the position of Director are determined by the Board of Directors following deliberations by the Advisory Committee, and when said nominees are proposed at Shareholders Meetings, the reasons for selection of the nominees are disclosed in the reference materials for the Shareholders Meeting included in the notice of convocation of the Shareholders Meeting ([www.tokyo-gas.co.jp/IR/english/event/shm\\_e.html](http://www.tokyo-gas.co.jp/IR/english/event/shm_e.html)).

ii) Election of Audit & Supervisory Board Members

To ensure that the Company develops soundly and earns greater trust from society, Audit & Supervisory Board Members shall be individuals who possess abundant experience, in-depth knowledge, and a high level of expertise required for auditing.

Moreover, in order to ensure the effectiveness of auditing by Audit & Supervisory Board Members, one or more persons shall be individuals who have a substantial degree of knowledge about finance and accounting. Outside Audit & Supervisory Board Members shall be individuals who possess a neutral, objective perspective. They are also required to meet the Company's Independence Standards for Outside Officers.

The selections of nominees for the position of Audit & Supervisory Board Member are determined by the Board of Directors following deliberations by the Advisory Committee and approval by the Audit & Supervisory Board, and when said nominees are proposed at Shareholders Meetings, the reasons for selection of the nominees are disclosed in the reference materials for the Shareholders Meeting included in the notice of convocation of the Shareholders Meeting ([www.tokyo-gas.co.jp/IR/english/event/shm\\_e.html](http://www.tokyo-gas.co.jp/IR/english/event/shm_e.html)).

iii) Selection and dismissal of executives

The Chairman and President should have sufficient experience and achievements as managers, possess the decision-making capabilities and flexibility to respond to changes in the business environment, as well as the judgement and leadership abilities to enable swift action in times of emergency, and be individuals who can fulfill the Company's mission toward the public and social responsibilities.

If the Chairman or President becomes unable to meet the above-mentioned selection criteria, such as in the cases that they commit actions that violate public order and standards of decency, or damage corporate value due to negligence in their duties, or have difficulty continuing their duties, they will be dismissed.

The selection and dismissal of a Chairman or President are determined by the Board of Directors following deliberations by the Advisory Committee and the reasons for this shall be disclosed in timely disclosure materials concerning personnel affairs of officers.

[Supplementary Principle 4.1.1 Scope of Matters Delegated to Management by the Board of Directors]

The Board of Directors deliberates on and determines the agendas submitted for deliberation and resolution pursuant to the provisions of the relevant acts, the Articles of Incorporation and the Regulations of the Board of Directors. In addition, agendas submitted to the Board of Directors and other agendas that are critical enough to affect management are deliberated on at the Management Committee held in principle every week.

[Principle 4.9 Independence Standards and Qualification for Independent Directors]

The independence of Outside Officers is judged with regard to matters including capital, transactions, and relationships. The Company judges their independence by comprehensively verifying that there are unlikely to be conflicts of interest with general shareholders, and that they are in a position that enables them to be objective and neutral. Specific details are disclosed on the Company's website ([www.tokyo-gas.co.jp/IR/english/gvnnc/pdf/independence.pdf](http://www.tokyo-gas.co.jp/IR/english/gvnnc/pdf/independence.pdf)).

[Supplementary Principle 4.11.1 View on the Board of Directors as a Whole]

The Articles of Incorporation stipulate that the maximum number of Directors at the Company should be 15 and at least one third of Directors should be Outside Directors.

The Company's policy and procedures for election of Directors are as set out in Principle 3.1 (4) i) above.

[Supplementary Principle 4.11.2 Concurrent Posts Held by Directors and Audit & Supervisory Board Members]

Concurrent posts in other companies held by Directors and Audit & Supervisory Board Members are disclosed in the Company's Securities Report (available in Japanese only on the Company's website ([www.tokyo-gas.co.jp/IR/library/yuho\\_j.html](http://www.tokyo-gas.co.jp/IR/library/yuho_j.html))).

[Supplementary Principle 4.11.3 Analysis and Evaluation of Effectiveness of Board of Directors as a Whole]

To maintain and enhance the effectiveness of the Board of Directors, we analyzed and evaluated the Board of Directors' effectiveness by holding exchanges of opinions at the meetings of the Board of Directors, using the questionnaire-based self-evaluations completed by the Directors as a point of reference. The effectiveness of the Board of Directors was confirmed to have been further enhanced, mainly because questionnaire-based quantitative evaluations remained satisfactory as before, along with the fact that vigorous discussions were being held through exchanges of opinions at the meetings of the Board of Directors, and that measures such as on-site inspections facilitated the understanding of Outside Officers on the Company's business operations. To realize further improvement in the effectiveness of the Board of Directors, it will be necessary for efforts to continue without interruption. The evaluation confirmed that, going forward, the Company aims to further enhance its monitoring function by continuing to carry out initiatives to promote understanding of the

Company's business operations and by clarifying the evaluation criteria for medium- and long-term strategies that are resolved by the Board of Directors, among others.

[Supplementary Principle 4.14.2 Policy for Training of Directors and Audit & Supervisory Board Members]  
When Directors and Audit & Supervisory Board Members assume their positions, the Company provides them with training opportunities to help them understand their responsibilities. The Company also provides training courses and other programs, for which it offers financial support, to enable Directors and Audit & Supervisory Board Members to update their knowledge while in office.

The Company periodically provides Outside Directors and Outside Audit & Supervisory Board Members with information on the Tokyo Gas Group's business, finances, organization, and other matters.

[Principle 5.1 Policy for Constructive Dialogue with Shareholders]

To promote constructive dialogue with shareholders, the Company has put in place the following organizational structures and measures:

- The management responsible for overseeing dialogue with shareholders is the Executive Officer in charge of general administration.
- Information is closely shared between units that support such dialogue with shareholders.
- The Company conducts dialogue actively via investor briefings, IR activities, and by other means.
- The content of dialogue with shareholders is periodically fed back to the management and put to use in enhancing corporate value.
- The Company endeavors to prevent insider information from being leaked when conducting dialogue with shareholders.

## 2. Capital Structure

Foreign Shareholding Ratio	30% or more
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### [Status of Major Shareholders]

Name	Number of Shares Owned (Shares)	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	32,277,600	7.32
Nippon Life Insurance Company	31,296,121	7.10
The Dai-ichi Life Insurance Company, Ltd.	24,094,465	5.46
Japan Trustee Services Bank, Ltd. (Trust Account)	20,510,500	4.65
Japan Trustee Services Bank, Ltd. (Trust Account 7)	13,531,300	3.07
Tokyo Gas Group Employees Shareholding Association	8,491,531	1.93
Japan Trustee Services Bank, Ltd. (Trust Account 5)	7,831,900	1.78
Fukoku Mutual Life Insurance Company	7,472,200	1.69
JP MORGAN CHASE BANK 385151	7,413,217	1.68
STATE STREET BANK WEST CLIENT-TREATY 505234	7,101,355	1.61

Controlling Shareholder (except for Parent Company)	—
Parent Company	None

### Supplementary Explanation

The change report submitted for public inspection on December 19, 2019 stated that BlackRock Japan Co., Ltd. and 10 other companies held shares in the Company, as of December 13, 2019. However, since the Company was unable to confirm the actual number of shares owned as of March 31, 2020, it was not included in the status of major shareholders presented above. Details of the change report is as follows:

[Name (number of shares owned, percentage against aggregate number of shares issued)]

BlackRock Japan Co., Ltd. (7,465,000 shares, 1.69%)  
 BlackRock Advisers, LLC (1,481,742 shares, 0.33%)  
 BlackRock Investment Management LLC (651,267 shares, 0.15%)  
 BlackRock Fund Managers Limited (657,605 shares, 0.15%)  
 BlackRock (Luxembourg) S.A. (630,565 shares, 0.14%)  
 BlackRock Life Limited (463,623 shares, 0.10%)  
 BlackRock Asset Management Canada Limited (883,800 shares, 0.20%)  
 BlackRock Asset Management Ireland Limited (1,901,734 shares, 0.43%)  
 BlackRock Fund Advisors (7,166,300 shares, 1.62%)  
 BlackRock Institutional Trust Company, N.A. (5,775,202 shares, 1.31%)  
 BlackRock Investment Management (UK) Limited (2,553,256 shares, 0.58%)  
 <Total of 29,630,094 shares, 6.70%>

### 3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange, First Section; Nagoya Stock Exchange, First Section
Fiscal Year-End	March
Type of Business	Electric Power & Gas
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	1,000 or more
Net Sales (Consolidated) for the Previous Fiscal Year	¥1 trillion or more
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 50 to less than 100

### 4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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### 5. Special Circumstances which may Have Material Impact on Corporate Governance

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## II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Supervision in Management

### 1. Organizational Composition and Operation

Organization Form	Company with Audit & Supervisory Board
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#### [Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	15
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board of Directors	Chairman of the Board (unless the chairman serves concurrently as president)
Number of Directors	9
Appointment of Outside Directors	Appointed
Number of Outside Directors	4
Number of Independent Officers Designated from among Outside Directors	4

#### Outside Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Hitoshi Saito	From another company											
Kazunori Takami	From another company											
Junko Edahiro	From another company											
Mami Indo	From another company											

\* Categories for "Relationship with the Company"

\* "○" when the director presently falls or has recently fallen under the category;

"△" when the director fell under the category in the past

\* "●" when a close relative of the director presently falls or has recently fallen under the category;

"▲" when a close relative of the director fell under the category in the past

- Executive (a person who executes business; the same shall apply hereinafter up to j.) of the Company or its subsidiaries
- Executive or non-executive director of a parent company of the Company
- Executive of a fellow subsidiary company of the Company
- A party whose major client or supplier is the Company or an executive thereof
- Major client or supplier of the Company or an executive thereof
- Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides remuneration as a director
- Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal person)
- Executive of a client or supplier company of the Company (which does not correspond to any of d., e., or f.) (the director himself/herself only)
- Executive of a company, between which and the Company outside directors/audit & supervisory board members are mutually appointed (the director himself/herself only)
- Executive of a company or organization that receives a donation from the Company (the director himself/herself only)
- Others



Name	Designation as Independent Officer	Supplementary Explanation of the Relationship	Reasons for Appointment
Hitoshi Saito	○	———	The Company can continue to make use of his cosmopolitan outlook he has acquired in overseas businesses in the real estate industry, as well as the management capabilities, broad outlook and in-depth knowledge he has acquired through a wide range of business development for the Company's management. In making judgments about matters related to the independence of Outside Officers, we comprehensively verify that they are unlikely to have conflicts of interest with general shareholders and they are in a position that enables them to be objective and neutral. There is no special interest based on capital, transactions, or relationships between Mr. Saito and the Company. The Company therefore judges that he is independent according to its own independence standards.
Kazunori Takami	○	———	The Company can continue to make use of his management capabilities, broad outlook and in-depth knowledge he has acquired through a wide range of business development in the electrical industry for the Company's management. In making judgments about matters related to the independence of Outside Officers, we comprehensively verify that they are unlikely to have conflicts of interest with general shareholders and they are in a position that enables them to be objective and neutral. There is no special interest based on capital, transactions, or relationships between Mr. Takami and the Company. The Company therefore judges that he is independent according to its own independence standards.



Junko Edahiro	○	-----	The Company can continue to make use of her experience as a corporate manager, advanced specialization related to environment and in-depth knowledge for the Company's management. In making judgments about matters related to the independence of Outside Officers, we comprehensively verify that they are unlikely to have conflicts of interest with general shareholders and they are in a position that enables them to be objective and neutral. There is no special interest based on capital, transactions, or relationships between Ms. Edahiro and the Company. The Company therefore judges that she is independent according to its own independence standards.
Mami Indo	○	-----	The Company can make use of her extensive experience of corporate management in the finance sector, as an analyst and in the consulting business, and broad outlook and in-depth knowledge for the Company's management. In making judgments about matters related to the independence of Outside Officers, we comprehensively verify that they are unlikely to have conflicts of interest with general shareholders and they are in a position that enables them to be objective and neutral. There is no special interest based on capital, transactions, or relationships between Ms. Indo and the Company. The Company therefore judges that she is independent according to its own independence standards.

Voluntary Establishment of Committee(s) Equivalent to Nominating Committee or Remuneration Committee	Established
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Committee's Name, Composition, and Chairperson's Attributes
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	Committee Equivalent to Nominating Committee	Committee Equivalent to Remuneration Committee
Committee's Name	Advisory Committee	Advisory Committee
All Committee Members	5	5
Full-time Members	0	0
Inside Directors	2	2
Outside Directors	2	2
Outside Experts	0	0
Other	1	1
Chairperson	Outside Director	Outside Director

Supplementary Explanation
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The Advisory Committee is made up of two Outside Directors, one Outside Audit & Supervisory Board Member, one Director and Chairman of the Board, and one President, and deliberates from an expert perspective in regard to the appropriateness and soundness of officer election, remuneration, and the like, while also taking into consideration transparency.

**[Audit & Supervisory Board Members]**

Establishment of Audit & Supervisory Board	Established
Maximum Number of Audit & Supervisory Board Members Stipulated in Articles of Incorporation	5
Number of Audit & Supervisory Board Members	5

Cooperation among Audit & Supervisory Board Members, Accounting Auditor and Internal Audit Department
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The Audit & Supervisory Board Members and the Accounting Auditor hold regular meetings approximately seven times per year. The Audit & Supervisory Board Members receive explanations from the Accounting Auditor about the audit plan, quarterly reviews, and the audit results for the fiscal year. In addition, they receive reports as necessary on the results of auditing the Company's operating units and its subsidiaries. The Audit & Supervisory Board Members also hold regular meetings with the Internal Audit Department, receiving information including explanations about the audit plan and reports on the results of auditing the Company's operating units and its subsidiaries.

Appointment of Outside Audit & Supervisory Board Members	Appointed
Number of Outside Audit & Supervisory Board Members	3
Number of Independent Officers Designated from among Outside Audit & Supervisory Board Members	3

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Outside Audit & Supervisory Board Members' Relationship with the Company (1)

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Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Masato Nobutoki	Other													
Sawako Nohara	From another company													
Hiromichi Ono	From another company													

\* Categories for "Relationship with the Company"

\* "○" when the audit & supervisory board member presently falls or has recently fallen under the category;  
 "△" when the audit & supervisory board member fell under the category in the past

\* "●" when a close relative of the audit & supervisory board member presently falls or has recently fallen under the category;

"▲" when a close relative of the audit & supervisory board member fell under the category in the past

- a. Executive (a person who executes business; the same shall apply hereinafter up to l.) of the Company or its subsidiaries
- b. Non-executive director or accounting advisor of the Company or its subsidiaries
- c. Executive or non-executive director of a parent company of the Company
- d. Audit & supervisory board member of a parent company of the Company
- e. Executive of a fellow subsidiary company of the Company
- f. A party whose major client or supplier is the Company or an executive thereof
- g. Major client or supplier of the Company or an executive thereof
- h. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides remuneration as an audit & supervisory board member
- i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal person)
- j. Executive of a client or supplier company of the Company (which does not correspond to any of f., g., or h.) (the audit & supervisory board member himself/herself only)
- k. Executive of a company, between which and the Company outside directors/audit & supervisory board members are mutually appointed (the audit & supervisory board member himself/herself only)
- l. Executive of a company or organization that receives a donation from the Company (the audit & supervisory board member himself/herself only)
- m. Others

Outside Audit & Supervisory Board Members' Relationship with the Company (2)

Name	Designation as Independent Officer	Supplementary Explanation of the Relationship	Reasons for Appointment
Masato Nobutoki	○	----	The Company's auditing will benefit from Mr. Masato Nobutoki's wealth of experience and deep insight as a company employee and a local public officer. In making judgments about matters related to the independence of Outside Officers, we comprehensively verify that they are unlikely to have conflicts of interest with general shareholders and they are in a position that enables them to be objective and neutral. There is no special interest based on capital, transactions, or relationships between Mr. Nobutoki and the Company. The Company therefore judges that he is independent according to its own independence standards.
Sawako Nohara	○	----	The Company's auditing will benefit from Ms. Sawako Nohara's experience as a corporate manager, advanced specialization related to IT and in-depth knowledge. In making judgments about matters related to the independence of Outside Officers, we comprehensively verify that they are unlikely to have conflicts of interest with general shareholders and they are in a position that enables them to be objective and neutral. There is no special interest based on capital, transactions, or relationships between Ms. Nohara and the Company. The Company therefore judges that she is independent according to its own independence standards.
Hiromichi Ono	○	----	The Company's auditing will benefit from Mr. Hiromichi Ono's experience as a corporate manager and considerable knowledge about financial and accounting matters. In making judgments about matters related to the independence of Outside Officers, we comprehensively verify that they are unlikely to have conflicts of interest with general shareholders and they are in a position that enables them to be objective and neutral. There is no special interest based on capital, transactions, or relationships between Mr. Ono and the Company. The Company therefore judges that he is independent according to its own independence standards.

**[Independent Officers]**

Number of Independent Officers	7
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Matters relating to Independent Officers

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**[Incentives]**

Implementation of Measures to Provide Incentives to Directors	Performance-linked Remuneration, Other
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Supplementary Explanation

- Introduction of performance-linked remuneration system: In July 2005 the Company introduced performance-linked remuneration, whereby the performance of the Company and its operating units in the previous fiscal year are reflected in the monthly remuneration of Directors concurrently serving as Executive Officers.
- Establishment of share-purchase guidelines: From July 2005 the Company arranged for Directors (excluding Outside Directors) to acquire the Company's shares each month via the Officers' shareholding association. These shares, acquired in accordance with guidelines laid down for the post of each individual, are held for the duration of the Directors' terms of office.

Recipients of Stock Options

Supplementary Explanation

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## [Director Remuneration]

Disclosure of Individual Directors' Remuneration	No Individual Disclosure
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### Supplementary Explanation

- Directors (excluding Outside Directors): ¥331 million for 5 people
  - Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members): ¥74 million for 3 people
  - Outside Directors: ¥41 million for 6 people
  - Outside Audit & Supervisory Board Members: ¥34 million for 3 people
- \* The above aggregate amount of remuneration paid includes the remuneration paid to two Outside Directors and one Audit & Supervisory Board Member who retired upon the conclusion of the 219th Annual Shareholders Meeting.

Policy on Determining Remuneration Amounts and Calculation Methods	Established
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### Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

In April 2005, the Company set forth its Basic Policy on Officer Remuneration, which outlines the method of remuneration for Directors, etc., and at its meeting held in February 2012, the Board of Directors revised the policy as detailed below. In an additional measure taken in April 2005, the Company abolished its system of retirement benefits for Directors and Audit & Supervisory Board Members, creating a single monthly remuneration system.

1. Role of officer and officer remuneration  
The role demanded of the officer is to seek to enhance short-term, medium- and long-term corporate value, and officer remuneration shall serve as an effective incentive for them to perform that role.
2. Level of officer remuneration  
The level of officer remuneration shall be suitable for the role, responsibility and performance of the officer.
3. Remuneration of Directors and its composition
  - (1) Remuneration of Directors shall be paid within the scope of the remuneration limit approved at Shareholders Meeting.
  - (2) Remuneration of Inside Directors shall comprise monthly remuneration and bonus.
    - a) Monthly remuneration shall comprise fixed remuneration paid in accordance with the post of each individual and performance-linked remuneration. A portion of fixed remuneration shall be allocated to the purchase of shares based on a share-purchase guideline and from the standpoints of reflecting the perspectives of shareholders on management and improving shareholder value over the long term. The amount of performance-linked remuneration shall be determined after evaluating company-wide performance and performance of operating units from the standpoints of motivating Inside Directors to execute management strategies and reflecting their performance clearly in their remuneration.
    - b) The amount of bonus to be paid shall be determined in accordance with the post of each Inside Directors after performance evaluation.
  - (3) Remuneration of Outside Directors shall comprise monthly remuneration and bonus. Monthly remuneration shall comprise only fixed remuneration, while bonus shall be the same as that of Inside Directors.
  - (4) The ratio of performance-linked remuneration to the total amount is approximately a little over 30% for directors who are responsible for business execution and approximately 10 to 20% for directors who are not responsible for business execution when performance targets are achieved.

4.	Remuneration of Audit & Supervisory Board Members and its composition
(1)	Remuneration of Audit & Supervisory Board Members shall be paid within the scope of the remuneration limit approved at Shareholders Meeting and determined through discussions among Audit & Supervisory Board Members.
(2)	Remuneration of Audit & Supervisory Board Members shall comprise only fixed monthly remuneration.
5.	Assurance of objectivity and transparency of officer remuneration system
	The Company shall assure the objectivity and transparency of the system of officer remuneration by establishing and operating the 'Advisory Committee' comprising Outside Directors, Outside Audit & Supervisory Board Members and a number of Inside Directors (at least half of committee members shall be Outside Directors or Outside Audit & Supervisory Board Members, and an Outside Director or an Outside Audit & Supervisory Board Member shall be chairman) to govern the system of personnel affairs and remunerations of officers.

**[Supporting System for Outside Directors and/or Outside Audit & Supervisory Board Members]**

•	Outside Directors are supported by the Secretary Department, and Outside Audit & Supervisory Board Members are supported by the Audit & Supervisory Board Members' Office.
•	Documents relating to topics for discussion at meetings of the Board of Directors are distributed in advance and explanations are also provided prior to meetings when necessary.

**[Status of Persons Who Have Retired from a Position Such as Representative Director, President]**

Advisors, Counselors, etc. Who Have Once Served as Representative Director, President, etc. of the Company

Name	Position/ Title	Operational Details	Working Form, Conditions (Full- time/Part-time, Paid/Unpaid, etc.)	Date of Retirement from a Position Such as President	Term of office
Tsuyoshi Okamoto	Senior Corporate Advisor	<ul style="list-style-type: none"> <li>Where necessary, provides advice on overall management</li> <li>External activities recognized as useful to management</li> </ul>	Part-time, Paid	March 31, 2014	1 year (can be reelected: maximum of 5 years)
Mitsunori Tori-hara	Executive Advisor	<ul style="list-style-type: none"> <li>Activities useful to the Company's business operations (Japanese Para-Sports Association, Chairman, etc.)</li> </ul>	Part-time, Paid	March 31, 2010	1 year (can be reelected)

Total Number of Advisors, Counselors, etc. Who Have Once Served as Representative Director, President, etc.	2
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**Other Matters**

•	Former Representative Directors, Presidents Hideharu Uehara and Norio Ichino hold honorary positions with no business activities or remuneration as Honorary Counselors.
•	Neither Senior Corporate Advisor nor Executive Advisor have involvement in the decision-making process of management.





## 2. Matters on Functions of Business Execution, Auditing, Supervision, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)

The Company has limited the number of Directors to up to 15, at least one third of whom must be Outside Directors. The Board of Directors makes important management decisions and supervises business execution, and as a company with an Audit & Supervisory Board, the status of execution of duties by Directors and the like is supervised by Audit & Supervisory Board Members and an Audit & Supervisory Board that are independent of the Board of Directors. The Company also uses an executive officer system to separate management decision-making, supervision, and business execution and realize accurate and swift decision-making regarding business execution and efficient business execution. Furthermore, the Company has also established an Advisory Committee (over half of whose members are Outside Directors, with the Chairman selected by the Board of Directors from among the Outside Director members) in order to deliberate from an expert perspective that takes into consideration transparency in regard to the appropriateness and soundness of officer election, remuneration, and the like.

### (1) Matters on the function of business execution

In principle, the Board of Directors meets once a month to discuss and decide important matters regarding business executions. Directors must submit reports to the Board of Directors regarding the status of execution of their duties periodically and when deemed necessary, allowing the board to monitor the performance of Directors. In making judgments about matters related to the independence of Outside Officers, such as capital, transactions, and relationships, the Company comprehensively verifies that they are unlikely to have conflicts of interest with general shareholders and they are in a position that enables them to be objective and neutral, and on that basis the Company makes a judgment on their independence. (The Company discloses its Independence Standards for Outside Officers on its website. ([www.tokyo-gas.co.jp/IR/english/gvnnnc/pdf/independence.pdf](http://www.tokyo-gas.co.jp/IR/english/gvnnnc/pdf/independence.pdf))).

The Advisory Committee has confirmed that none of the Outside Directors has a conflict of interest with the Company—in regard to capital, transactions, or relationships—and has confirmed their independence in accordance with the above standards. The committee's decision has been reported to the Board of Directors, which has designated them as Independent Officers. In accordance with their individual experience and knowledge, the Outside Directors strive to secure the soundness and appropriateness of deliberations and decisions regarding business execution. From an independent viewpoint, the Outside Directors monitor the performance of duties by the Directors and exercise their voting rights at meetings of the Board of Directors. In this way, the Outside Directors contribute to the improvement of the rationality and objectivity of the Company's business execution and of the deliberations and decisions of the Board of Directors. In addition, some of the Outside Directors contribute to ensuring appropriateness, soundness and transparency in the election and remuneration, etc. of Officers by responding to inquiries from the Board of Directors as members of the Advisory Committee.

The Company realizes accurate, rapid decision-making and efficient business execution via the Management Committee, which is held in principle every week and where agendas submitted to the Board of Directors and other agendas that are critical enough to affect management are deliberated on.

The Company has introduced an executive officer system for business execution in accordance with decisions of the Board of Directors. Substantial authority has been delegated to Executive Officers in their designated areas of responsibility, while Directors, as appropriate, receive reports on the status of execution from Executive Officers and monitor the Executive Officers. In addition, Executive Officers report to the Board of Directors as needed. (To clarify management responsibility and executive responsibility, the terms of office of Directors and Executive Officers have been fixed at one year.) Also, Executive Officers should be individuals who can realize accurate and swift decision-making regarding business execution and efficient business execution. The Board of Directors shall decide the commissioning of Executive Officers and disclose their reasoning.

In order to promote transparent management and create a flexible and open corporate culture, the Company established the Management Ethics Committee, chaired by the President, and also forms in-house committees as necessary to address issues that are important from a management perspective, such as compliance, safety, sustainability, and risk management. This structure facilitates the sharing of information within the Tokyo Gas Group as well as deliberations and adjustments regarding the Tokyo Gas Group's overall direction.

(2) Matters on functions of auditing and supervision

a. Audit & Supervisory Board Members' audits

The Audit & Supervisory Board Members meet once a month in principle and otherwise as needed. The five Audit & Supervisory Board Members including three Outside Audit & Supervisory Board Members who comprise the board deliberate and determine the audit policies and other matters, as well as receive reports on the status of execution of audits from each Audit & Supervisory Board Member. In addition, the Audit & Supervisory Board appoints one or more Audit & Supervisory Board Member(s) who have a substantial degree of knowledge about finance and accounting, with a view to further enhancing the effectiveness of audits by Audit & Supervisory Board Members.

In conformity with the Audit & Supervisory Board Members' audit standard established by the board, each Audit & Supervisory Board Member makes efforts to attend meetings of the Board of Directors, the Management Committee, and other important meetings, research the state of operations at the head office and business offices, and gather information through measures including conducting an exchange of opinions with the Accounting Auditor, etc. Audit & Supervisory Board Members also demand explanation as needed, express opinions, and audit the execution of duties of Directors.

In making judgments about matters related to the independence of Outside Officers, such as capital, transactions, and relationships, the Company comprehensively verifies that they are unlikely to have conflicts of interest with general shareholders and they are in a position that enables them to be objective and neutral, and on that basis the Company makes a judgment on their independence. The Advisory Committee has confirmed that none of the Outside Officers has a material interest with the Company—in regard to capital, transactions, or relationships—and has confirmed their independence in accordance with the above standards. The committee's decision has been reported to the Board of Directors, which has designated them as Independent Officers.

The Outside Audit & Supervisory Board Members conduct audits from an independent viewpoint and contribute to improving the rationality and objectivity of the Company's business execution and of the deliberations of the Board of Directors through their statements at meetings of the Board of Directors. In addition, through their statements and the exercise of their voting rights at meetings of the Audit & Supervisory Board, the Outside Audit & Supervisory Board Members contribute to assuring and improving the rationality and objectivity in the audits by the Audit & Supervisory Board Members.

Some of the Outside Audit & Supervisory Board Members contribute to ensuring appropriateness, soundness and transparency in the election and remuneration, etc. of Officers by responding to inquiries from the Board of Directors as members of the Advisory Committee.

The Company has established the Audit & Supervisory Board Members' Office, which operates independently of any unit executing operations, as an organization for supporting Audit & Supervisory Board Members and the Audit & Supervisory Board, and has assigned six dedicated staff members who possess knowledge about legal affairs, internal audits, and other matters (as of the filing date of this report).

b. Internal auditing

The Company established the Internal Audit Department (with a staff of 38, as of the filing date of this report), as an internal audit organization, thereby providing a framework to enable specialist audits to be performed effectively from the perspectives of accounting, operations, compliance, and the information system. The Internal Audit Department audits the Company and its subsidiaries from a fair and objective standpoint periodically and when deemed necessary.

Results of internal audits are reported to the President, the Management Committee, the Board of Directors, and the Audit & Supervisory Board Members. If amelioration is required, the Internal Audit Department obtains notification of proposed amelioration measures from the operating unit in question and follows up on progress in implementing the measures.

c. Independent Auditors

The Company has concluded an auditing contract with KPMG AZSA LLC for auditing services based on the Companies Act and auditing services based on the Financial Instruments and Exchange Act, as well as internal control audits based on the Financial Instruments and Exchange Act, and the Company is being audited on that basis.

The Company's audits are handled by three certified public accountants— Michitaka Shishido, Toshiyuki Tamura, and Yoshihiro Uehara. For each of these auditors, the number of consecutive years of auditing service is one year, three years and five years, respectively (as of the filing date of this report).

- (3) Matters on the function of nomination  
As detailed above.
- (4) Matters on the function of remuneration decisions, etc.  
As detailed above.

### **3. Reasons for Adoption of Current Corporate Governance System**

The Company adopted the current corporate governance system as a result of considering its business activities, scale of operations, and other relevant matters in a comprehensive manner.

### III. Implementation of Measures for Shareholders and Other Stakeholders

#### 1. Measures to Vitalize the Shareholders Meetings and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of Shareholders Meeting	<ul style="list-style-type: none"> <li>The Company sends out its notices of convocation timely to ensure approximately one month for shareholders to consider proposals.</li> </ul>
Allowing Electronic Exercise of Voting Rights	<ul style="list-style-type: none"> <li>In addition to use of voting forms, the Company offers electronic exercise of voting rights via personal computer or smartphone.</li> </ul>
Participation in Electronic Voting Platform	<ul style="list-style-type: none"> <li>The Company has been using the Tokyo Stock Exchange's electronic voting platform for its institutional investors since the platform was launched in 2006.</li> </ul>
Providing Convocation Notice in English (Fully or Partially)	<ul style="list-style-type: none"> <li>Since the 202nd Annual Shareholders Meeting in 2002, the Company has enclosed English-language notices of convocation when sending notices of convocation to foreign shareholders.</li> <li>English-language notices of convocation are posted on the Company's website and submitted for public inspection via the listing stock exchanges in the same way as Japanese-language notices of convocation.</li> </ul>
Other	<ul style="list-style-type: none"> <li>Notices of convocation are posted on the Company's website.</li> <li>The Company employs visual presentation media during Shareholders Meetings, including videos and PowerPoint presentations.</li> </ul>

#### 2. IR Activities

	Supplementary Explanations	Explanation provided by representative in person
Preparation and Publication of Disclosure Policy	URL: <a href="http://www.tokyo-gas.co.jp/IR/english/irpolicy_e.html">www.tokyo-gas.co.jp/IR/english/irpolicy_e.html</a> <ul style="list-style-type: none"> <li>The Company has prepared a disclosure policy, which it revises as necessary and publishes on its website.</li> </ul>	
Regular Investor Briefings for Individual Investors	The Company conducts briefings for individual investors at investment seminars organized by securities companies and other events.	None
Regular Investor Briefings for Analysts and Institutional Investors	In addition to holding briefings when announcing interim and year-end financial results, medium-term management plans, etc., the Company also holds briefings as necessary when announcing quarterly financial results or disclosing other important matters.	Yes
Posting of IR Materials on Website	URL: <a href="http://www.tokyo-gas.co.jp/IR/english/index.html">www.tokyo-gas.co.jp/IR/english/index.html</a> <ul style="list-style-type: none"> <li>Financial results</li> <li>Documents relating to financial results briefings (presentation materials, presentation materials including additional explanations, key questions and answers, etc.)</li> <li>Documents relating to other briefings (for institutional investors or individual investors)</li> <li>Documents relating to Shareholders Meetings (notices of convocation, notices of resolution)</li> <li>Integrated Report</li> <li>Investors' Guide (Factbook)</li> </ul>	

	<ul style="list-style-type: none"> <li>• Annual and quarterly Securities Reports (in Japanese only)</li> <li>• To Shareholders (Shareholder Newsletter) (in Japanese only)</li> <li>• The Company discloses a variety of other information including messages from senior management and clear explanations of the Company's business for individual investors.</li> </ul>	
Establishment of Department and/or Manager in Charge of IR	<ul style="list-style-type: none"> <li>• Officer in charge: Koki Hayakawa, Senior Managing Executive Officer, CFO</li> <li>• Department in charge: Finance Dept. Hirofumi Sato, Executive Officer and General Manager of Finance Dept. Takeshi Ujiie, Manager of IR Group of Finance Dept. (Administrative contact)</li> </ul>	
Other	<ul style="list-style-type: none"> <li>• The Representative Directors visit investors in Japan and overseas in person to explain the Company's management strategies, etc.</li> <li>• The Company offers tours of its facilities and other visits as necessary to promote investors' understanding of Tokyo Gas as a company.</li> <li>• The Company offers tours of its facilities to promote individual investors' understanding of Tokyo Gas as a company.</li> </ul>	

### 3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Internal Rules, etc. Stipulated for Respecting the Position of Stakeholders	<p>Internal rules are stipulated in the Management Philosophy and Corporate Action Philosophy.</p> <p>(1) Management Philosophy As an "energy frontier corporate group" that focuses on natural gas, the Tokyo Gas Group aims at the realization of comfortable lifestyles and environmentally friendly cities and works to ensure continued development while consistently earning the trust of customers, shareholders, and society.</p> <p>(2) Corporate Action Philosophy</p> <ol style="list-style-type: none"> <li>1. We will continue to grow while maintaining awareness of our company's public mission and social responsibilities.</li> <li>2. We shall provide quality products and services, and endeavor always to improve customer satisfaction.</li> <li>3. We will hold ourselves to high ethical standards, and fairly and transparently conduct corporate activities while observing both the letter and the spirit of related laws and ordinances.</li> <li>4. We will contribute to alleviating global environmental problems as a top runner in environmental management.</li> <li>5. We will remain keenly aware of our obligations to be a good corporate citizen and work towards the betterment of society by contributing to community activities.</li> <li>6. We will pursue continual innovation to promote a cost-effective business approach that is both flexible and resilient.</li> <li>7. We will aspire to build organizations that are based upon the full exercise of, and respect for the talents, desires, and creativity of each and every employee.</li> </ol>

<p>Implementation of Environmental Activities, CSR Activities, etc.</p>	<p>&lt;Environmental Activities&gt;</p> <p>Based on our Management Philosophy and Corporate Action Philosophy, we have established “Environmental Policies” and “Environmental Targets” ((1) Challenge for achieving Net-Zero CO<sub>2</sub>, (2) Pursuit of value co-creation related to the environment, and (3) Pursuit of resource efficiency and a recycling society), which include specific measures and quantitative targets, thereby promoting environmental management of the Group as a whole.</p> <p>In the Tokyo Gas Group Management Vision, “Compass 2030,” which was announced in November 2019, we declared our challenge to achieve Net-Zero CO<sub>2</sub> emissions from business activities across the Tokyo Gas Group, including its customers. We will contribute to reducing carbon emissions on the scale of 10 million tons by 2030 (which exceeds Japan’s target ratio*) and lead the way to reducing CO<sub>2</sub> emissions on a global scale.</p> <p>* Japan’s reduction target ratio: The greenhouse gas reduction target in the Intended Nationally Determined Contribution submitted to the United Nations (26% reduction in FY2030 as compared to FY2013).</p> <p>&lt;Promotion of Sustainability&gt;</p> <p>The Company has established the “CSR Basic Policy,” which stipulates that we will work steadily to resolve social issues through our business activities, while constantly capturing the expectations and demands of society. The Group will enhance its social and financial value by tackling social challenges through our business activities, and we will strive to contribute to the sustainable development of society by realizing an enduring corporate management.</p> <p>Specifically, we will contribute to tackling social challenges such as climate changes by reflecting our management vision ‘Compass 2030,’ identifying materiality (key sustainability issues) based on the pillar of ‘Leadership in the effort to achieve Net-Zero CO<sub>2</sub> and continuing to create customer value,’ and implementing the PDCA cycle on those issues.</p> <p>In pursuing these initiatives, we established a “Sustainability Committee” as a committee to promote sustainability chaired by the President, whereby important matters are reported to the Board of Directors.</p>
<p>Formulation of Policies on Information Provision to Stakeholders</p>	<p>Our Code of Conduct stipulates that “In order to earn trust we will improve the transparency of our business activities and provide accurate information proactively and promptly to our customers and shareholders, to communities in the localities where we operate, and to others.” The Company therefore takes appropriate measures to disclose information to its customers and other stakeholders. We formulated the “Approach to Stakeholder Engagement,” which stated that the Tokyo Gas Group’s all officers, employees build positive relationships with each stakeholder and aim to achieve sustainable growth together with society. Furthermore, we take appropriate measures to disclose information to its customers and other stakeholders in the “Tokyo Gas Group Sustainability Report” and other publications.</p> <p>(Tokyo Gas Group Sustainability Report: <a href="https://tokyo-gas.disclosure.site/en/">tokyo-gas.disclosure.site/en/</a>)</p>

Other	<p>(1) Customers In order to continue as a corporate group that customers can rely on and trust, the Company works to enhance customer satisfaction (CS) for the Tokyo Gas Group by listening seriously to the opinions of customers received via channels including Customer Centers, various investigations, and opportunities to connect with customers, etc., and taking action such as improving services and the quality of work performed.</p> <p>(2) Shareholders Distributable income will be applied to the improvement of customer services and to the achievement of a sustainable society, and also distributed to shareholders in a timely and appropriate manner. (Targeted gross distribution propensity*: at about 60% for each year until FY2022) * <math>\{(n \text{ FY total dividends}) + (n+1 \text{ FY acquisition of own shares})\} / n \text{ FY consolidated net income}</math></p> <p>(3) Local communities The Company engages in activities aimed at responding to local community needs (in terms of disaster management, public safety, energy, the environment, education, etc.) determined by means of public consultation and public relations activities involving local governments and residents.</p> <p>(4) Employees The Company recognizes that allowing each and every employee to work while maximizing his or her knowledge, capabilities, and experience, regardless of gender, age, disabilities, nationality or other attributes, is critical to ensuring its growth as a company, and it therefore promotes the success of a diverse pool of human resources. In specific terms, it promotes measures to broaden the fields in which women can excel by upgrading its support system for parents, actively supporting career development, and otherwise improving the working environment. Other initiatives include measures to support male employees to balance work and child-rearing, and to create an accommodating working environment for employees who provide care for family members and those with disabilities.</p>
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## IV. Matters Related to the Internal Control System

### 1. Basic Views on Internal Control System and Progress of System Development

The Tokyo Gas Group developed and operates the internal control system described below to secure management soundness and transparency and to put its Management Philosophy into practice.

1. Corporate structure and system for ensuring that Directors will execute their duties in conformity with the relevant acts, the Articles of Incorporation and other rules and regulations, and progress of system development
  - (1) The Company established the 'Corporate Action Philosophy' and 'Our Code of Conduct' as the foundations of the compliance structure/system at the Company and its subsidiaries shall comply with them.
  - (2) In order to ensure that its Directors and employees will comply with the 'Relevant Acts', the 'Management Philosophy', the 'Corporate Action Philosophy' and 'Our Code of Conduct' the Company, pursuant to the provisions of the 'Business Ethics Committee Regulations', established a Business Ethics Committee (chaired by the President) as a deliberating/coordinating organ to promote proper development/operation of the compliance structure and system at the Company and its subsidiaries.
  - (3) Having stipulated a maximum of 15 Directors, the Company appointed an appropriate number of Outside Directors and introduced an Executive Officer system in order to clarify separation of supervisory functions of management from executive functions of management and strengthen the managerial decision-making and supervisory functions of the Board of Directors. (The Company currently has four Outside Directors and five Inside Directors.)
  - (4) The Company, in order to ensure objectivity and transparency of management, established the Advisory Committee comprising Outside Directors, Outside Audit & Supervisory Board Members and the Company's Directors as an advisory organ for deliberating on Officer nominees and officer remuneration, etc.
  - (5) The Board of Directors, pursuant to the provisions of the 'Regulations of the Board of Directors', established the 'Basic Policy on Development of Internal Control System' and is applying this policy in an appropriate manner.
  - (6) Directors charged with the business execution shall fulfill their role and responsibility for developing a system of internal controls in accordance with the basic policy determined by the Board of Directors.
  - (7) The Company established 'Regulations Concerning the Formulation, Implementation and Evaluation of Internal Controls Covering Financial Reporting' and, based on these Regulations, evaluates the effectiveness of internal controls relating to financial reporting and ensures the reliability of financial reports.
  - (8) The Company established 'Regulations Concerning Insider Trading Prevention and Timely Disclosure' and, based on these Regulations, prevent the practice of insider trading within the Company and its subsidiaries and ensures the appropriateness and promptness of information disclosure that is demanded of all listed corporations by the 'Securities Listing Regulations'.
  - (9) Directors, if they discover any matter that may exert a material influence on management of the Company and its subsidiaries, shall inform the Board of Directors and Audit & Supervisory Board Members of the said matter without delay.
  - (10) The Company established a corporate structure and system where Audit & Supervisory Board Members would be empowered to implement strict audits on the duties executed by Directors in accordance with the 'Audit Standards' established by the Audit & Supervisory Board.
2. Corporate structure and system for preserving and managing information relevant to execution of Directors' duties, and progress of system development  
The Company shall preserve and manage information relevant to execution of Directors' duties in a proper and secure manner according to preservation media and keep the said information available for inspection as needed, pursuant to the 'Document-handling Regulations' and the 'Information Security Management Regulations'. (Documents and minutes from Board of Directors meetings are stored for a minimum of 10 years.)
3. Corporate structure and system for ensuring that Directors' duties will be executed in an efficient manner, and progress of system development



- (1) The Board of Directors passes resolutions on the agendas submitted for deliberation and resolution pursuant to the provisions of the relevant acts, the Articles of Incorporation and the 'Regulations of the Board of Directors' and, pursuant to the provisions of the said Regulations, in principle convenes one meeting per month. Of the agendas submitted to the Board of Directors, those agendas which require prior deliberations or are otherwise critical enough to affect management are deliberated on at the Management Committee comprising Executive Officers with Titles. The Management Committee in principle convenes one meeting per week.
  - (2) Details of the persons in charge of business execution based on the decisions of the Board of Directors, their responsibilities, and the relevant executing procedures are prescribed in the 'Execution Framework Regulations'.
  - (3) The Representative Director reports the status of business execution to the Board of Directors pursuant to the provisions of the 'Regulations of the Board of Directors' as needed.
  - (4) The Board of Directors formulates medium- and long-term management plans, single-year management plans, and business strategies, and, based on them, establishes principal management objectives and verifies progress periodically, thereby ensuring that Directors execute their duties in an efficient and effective manner.
4. Corporate structure, system and regulations on management of risks of loss, and progress of system development
  - (1) The Board of Directors established 'Risk Management Policy' to promote the management of risks incurred by the Company and its subsidiaries, as well as a Risk Management Committee and a risk management unit. In addition, the Board of Directors specifies Material risks associated with business execution by the Company and its subsidiaries, and reviews them annually.
  - (2) All the units concerned with projects involving investments, equity participations, loans and debt guarantees evaluate their profitability and risks and, based on the said evaluation, submit the relevant agendas to the Management Committee or the Board of Directors for approval. Derivative transactions are executed pursuant to the provisions of the 'Regulations on Management of Market Risks'.
  - (3) In the event, or the prospective event, of an emergency such as a natural disaster, major production or supply disruption, an outbreak of a highly virulent or infectious epidemic, or a major failure of a mission-critical IT system, the Company puts the prescribed corporate structure and system in place in accordance with the 'Emergency Response Regulations,' and responds promptly and appropriately. In order to ensure an effective response, comprehensive disaster drills and other training are conducted every year. In addition, the Company has formulated a business continuity plan (BCP), outlining its responses in the event of a major earthquake of the magnitude assumed by Japan's Cabinet Office, a major accident disrupting gas supply, a widespread blackout, an outbreak of a highly virulent or infectious epidemic, or other emergency.
  - (4) The Company established a corporate structure and system that would cause each of its unit and subsidiaries to grasp risks associated with operational execution on its own, and manage such risks by formulating and implementing necessary countermeasures on its own.
  - (5) The Company takes steps to prevent losses from growing and to improve the overall level of risk management at the Company and its subsidiaries. To this end, it established escalation rules in 'Emergency Response Organization Regulations,' to make doubly certain that relevant information would be reported to a superior at the necessary level in a timely and appropriate manner.
5. Corporate structure and system for ensuring that employees will execute their duties in conformity with the relevant acts, the Articles of Incorporation, and other rules and regulations, and progress of system development
  - (1) In order to facilitate proper development/operation of the compliance structure and system within the Company and its subsidiaries, the Company established a Compliance Department and Compliance Committees in operating units. The Business Ethics Committee and Compliance Committees in operating units collaborate to formulate and implement plans. In addition, the Company established a 'Tokyo Gas Compliance Consulting Unit' to offer consulting services for the whole of the Company and its subsidiaries on contraventions of the acts and the Articles of Incorporation and other questionable compliance-related practices and acts.
  - (2) The Company established a legal affairs unit with the General Administration Department with a view to further bolstering the corporate structure and system in which its Directors and employees

- will fully comply with the Antitrust Act, the Gas Enterprises Act, terms and conditions of gas supply, etc.
- (3) Audit & Supervisory Board Members are empowered to audit the status of development/operation of the Company's compliance structure and system and, if they detect or discover any problem, they would be entitled to demand that the situation be ameliorated.
  - (4) The Company established an Internal Audit Department which must operate independently of any unit executing operations. The Internal Audit Department audits the status/operation of accounting, operations, compliance, information system and risk management in the Company and its subsidiaries in accordance with the 'Internal Audit Regulations', and reports its findings to the president, the Management Committee, the Board of Directors and Audit & Supervisory Board Members.
6. Corporate structure and system for ensuring appropriateness of operations at the corporate group including subsidiaries, and progress of system development
- (1) The Company demands that its subsidiaries comply with the 'Corporate Action Philosophy' and the 'Our Code of Conduct' and requests to establish those rules and regulations which would be necessary for ensuring the appropriateness of operations as necessary. Each one of the subsidiaries' Directors and Audit & Supervisory Board Members assumes the duty of due care and diligence of a good manager in ensuring the appropriateness of operations.
  - (2) The Company prescribed 'Regulations on the Management of Subsidiaries', and established a corporate structure and system where its Directors would be empowered to manage its subsidiaries by approving and receiving reports on important matters including those related to its exercise of shareholder's rights vis-à-vis the subsidiaries. The Company retains part of its official responsibilities and authorized powers over subsidiaries' business operations.
  - (3) If for purposes of subsidiaries management any of the Company's subsidiaries is found to have a compliance-related problem including contravention of the acts or the Articles of Incorporation, the relevant subsidiaries would be required to report such a problem to Compliance Department or other units of the Company as appropriate. In connection with the said problem, each one of the relevant subsidiaries' Directors and Audit & Supervisory Board Members assumes the duty of due care and diligence of a good manager.
  - (4) If any of the Company's Directors detects or discovers any principal compliance-related problem at any subsidiaries including contravention of the acts or the Articles of Incorporation, he/she reports the said problem to the Management Committee, the Board of Directors and Audit & Supervisory Board Members without delay.
  - (5) The Company established a corporate structure and system where its Audit & Supervisory Board Members would be able to conduct their audits of subsidiaries in an efficient and effective manner in close coordination with Audit & Supervisory Board Members of the relevant subsidiaries and Internal Audit Department. If audit findings reveal the presence of a problem in ensuring the appropriateness of operations of the whole of the Company and its subsidiaries, Audit & Supervisory Board Members would be empowered to demand that the relevant Director ameliorate the situation.
  - (6) Internal Audit Department is able to conduct its audits of subsidiaries in an efficient and effective manner in close coordination with the Audit & Supervisory Board Members of the Company and subsidiaries, and reports its findings to the president, the Management Committee, the Board of Directors, Audit & Supervisory Board Members, and the Directors and Audit & Supervisory Board Members of the relevant subsidiaries.
7. Matters related to employees who are assigned to assist in the duties of Audit & Supervisory Board Members, and matters related to independence of the relevant employees from Directors
- (1) With the aim of providing its Audit & Supervisory Board Members with necessary assistance, the Company established an Audit & Supervisory Board Members' Office staffed by full-time personnel who would operate independently of any unit executing operations.
  - (2) The Board of Directors decides on human resources-related matters of the said manager and other employees subject to consent of Audit & Supervisory Board Members.
8. Corporate structures and systems for reporting by Directors and employees to Audit & Supervisory Board Members, for other reporting to Audit & Supervisory Board Members, and for ensuring that Audit &

Supervisory Board Members' audits will be executed in an effective manner, and progress of system development

- (1) The Company established a corporate structure and system where its Audit & Supervisory Board Members would be able to demand, as needed, that Directors and employees inform them of any matters necessary for execution of their duties.
- (2) The Company guarantees that Audit & Supervisory Board Members will have an opportunity to exchange views with Directors as needed; that they will be allowed to attend principal meetings and express their views on lawfulness, etc. as needed; and that they will have access to important information.
- (3) The Company established a corporate structure and system where its Audit & Supervisory Board Members would be able to ensure the effectiveness of their audits by coordinating with Independent Auditor, Audit & Supervisory Board Members of its subsidiaries and Internal Audit Department.

## **2. Basic Views on Eliminating Anti-Social Forces and Progress of Related Efforts**

At the Tokyo Gas Group, which is of extremely high public interest as a utility, one of the Management Philosophy is 'continuing to grow while enjoying the constant trust of society'. The Company takes a resolute stance and response against illegal demands from anti-social forces, and its basic policy is to exclude anti-social forces.

Specifically, 'Our Code of Conduct' stipulates 'a resolute response to anti-social forces'. Group training and study sessions provide complete education regarding this matter, and the Company has assigned a business unit responsible for responding to anti-social forces and prepared a communications and consultation system for when improper demands or other acts by anti-social forces occur.

The Company also maintains close ties with the police and outside expert bodies, and works to collect the necessary relevant information.

## V. Other

### 1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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#### Supplementary Explanation

The Company established the ‘Basic Policy on the Management Philosophy and Control of the Tokyo Gas Group’ described below. The Company will distribute the financial returns to shareholders for FY2020-2022, based on the ‘FY2020-2022 Group Medium-term Management Plan.’

The Tokyo Gas Group supplies city gas in a safe and stable manner to roughly ten million accounts of corporate and individual customers mainly in the greater metropolitan Tokyo region, and conducts businesses of extremely high public interest by offering the best possible mixture of various energies including gas, heat and electricity and their added values, and by helping customers lead a comfortable life and build environment-friendly cities. The Group makes it one of its fundamental philosophies to continue to grow while enjoying a constant trust of its customers and shareholders.

On the strength of this management philosophy and medium- and long-term business strategy, it is the basic management policy of the Company to achieve stable long-term management and steady enhancement of corporate value by simultaneously allocating profits to its customers, shareholders and other stakeholders in a stable and balanced manner. The Company will distribute the financial returns to shareholders based on the ‘Policy on Determination of Dividends from Surplus and Others’ prescribed separately.

The Company, as a listed company, expects it could be posed by any party attempting to acquire a massive quantity of its shares or making a buyoff proposal, but whether to accept it should ultimately be determined by the intent of the entire body of the Company’s shareholders. By looking at their purpose, method and others, however, the Company considers some of these massive share-purchasing attempts could damage its corporate value and joint interests of its customers and shareholders, and would find them to be inappropriate. In making this judgment, the Company would carefully examine impacts the relevant act of purchasing or buyoff proposal might have on the Company’s corporate value and joint interests of customers and shareholders on the basis of the relevant purchaser’s actual business operations, future business plans, past investment behavior, etc.

The Company considers ‘increasing corporate value’ is the most effective defensive measure against an act of inappropriate massive share-purchasing. At this particular time, no specific threat to the Company is being posed by buyoff, and the Company does not currently intend to have any specific predetermined measures (the so-called ‘poison pills’) in place. However, the Company does intend to constantly watch the conditions of the trading of its shares and will take immediate countermeasures as deemed appropriate if any party is found to be attempting to acquire a massive quantity of its shares.

### 2. Other Matters Concerning Corporate Governance System

The Company developed and operates an internal structure and system for timely disclosure of corporate information (the timely disclosure system), as described below.

#### 1. Basic stance and policy relating to timely disclosure

In its Corporate Action Philosophy, the Company stipulates that it will grow while maintaining awareness of its public mission and social responsibilities, and will maintain high ethical standards, and fairly and transparently conduct corporate activities while observing both the letter and the spirit of related laws and ordinances.

Based on this philosophy, the Company has established and operates an internal structure and system to enable it to appropriately conduct prompt, accurate, and fair disclosure of corporate information (hereafter, “timely disclosure”) for shareholders and investors as a listed company. Moreover, the Company will continue to develop and strengthen this internal structure and system in future.

#### 2. Corporate structure and system for executing timely disclosure duties

##### (1) Internal structure and system

Within the Company, the General Administration Department is in charge of timely disclosure duties as the unit responsible for information handling. The department formulates internal

regulations on timely disclosure and develops the internal structure and system for communication and management of information, among other duties. The Company appoints information management officers to operating units to communicate information promptly and accurately and to ensure that all employees are aware of the internal regulations. It has also developed a corporate structure and system whereby corporate information for the Tokyo Gas Group including subsidiaries is comprehensively communicated via reports to the operating units in charge in accordance with the Regulations on the Management of Subsidiaries and other regulations.

(2) Communication, judgment, and timely disclosure of corporate information

Based on the internal regulations, each operating unit communicates corporate information relating to resolutions, events, or financial information as prescribed in the Securities Listing Regulations and other regulations to the General Administration Department (the unit responsible for information handling) (such information includes that of subsidiaries; the same applies hereafter). The General Administration Department discusses matters including whether the corporate information thus received is subject to the disclosure standards prescribed in the Securities Listing Regulations and other regulations, and the timing of any disclosure. If it judges that disclosure is necessary, it prepares disclosure documents stating sufficient necessary information whilst paying attention to accuracy and fairness in light of potential impact on investment decisions, etc. Concurrently, the General Administration Department, the Corporate Communications Department, and the Finance Department discuss matters including timely disclosure and publication of the information to the news media and investors. In addition, when necessary, the General Administration Department makes inquiries to the Finance Department, the Accounting Department, and other departments in order to ascertain the potential impact of such corporate information on business operations, operating results, or the Company's financial condition. The disclosure documents prepared by the General Administration Department are officially approved by internal bodies including the Management Committee and the Board of Directors, then the General Administration Department reports and discloses them in a timely and appropriate manner via the Timely Disclosure network (TDnet). The Company also posts disclosure documents on the IR section of its website with the aim of enhancing fairness in information provision.

(3) Training, education, and ensuring awareness

The General Administration Department periodically offers training on timely disclosure and prevention of insider trading to the information management officers in each operating unit. For Officers, employees, and others at the Company and its subsidiaries it cooperates with the Compliance Department to offer training on information management to avoid contravening insider trading regulations. It also strives to ensure that employees are aware of the importance of information management. In addition, the General Administration Department is taking measures to educate Officers and employees and provide information relating to timely disclosure and related matters by providing content relating to timely disclosure and insider trading regulations on the company intranet.

(4) Monitoring structure and system

As part of its compliance-related audits, the Internal Audit Department, which is the internal audit organization, periodically conducts monitoring to confirm whether timely disclosure is being conducted in compliance with the relevant laws and regulations and the Securities Listing Regulations. It reports the results of this monitoring to senior management, and has developed a corporate structure and system to provide guidance for improvement when necessary.

As part of their auditing of the duties executed by Directors and the construction and operational status of the internal control system, the Audit & Supervisory Board Members periodically monitor the implementation of duties relating to timely disclosure.