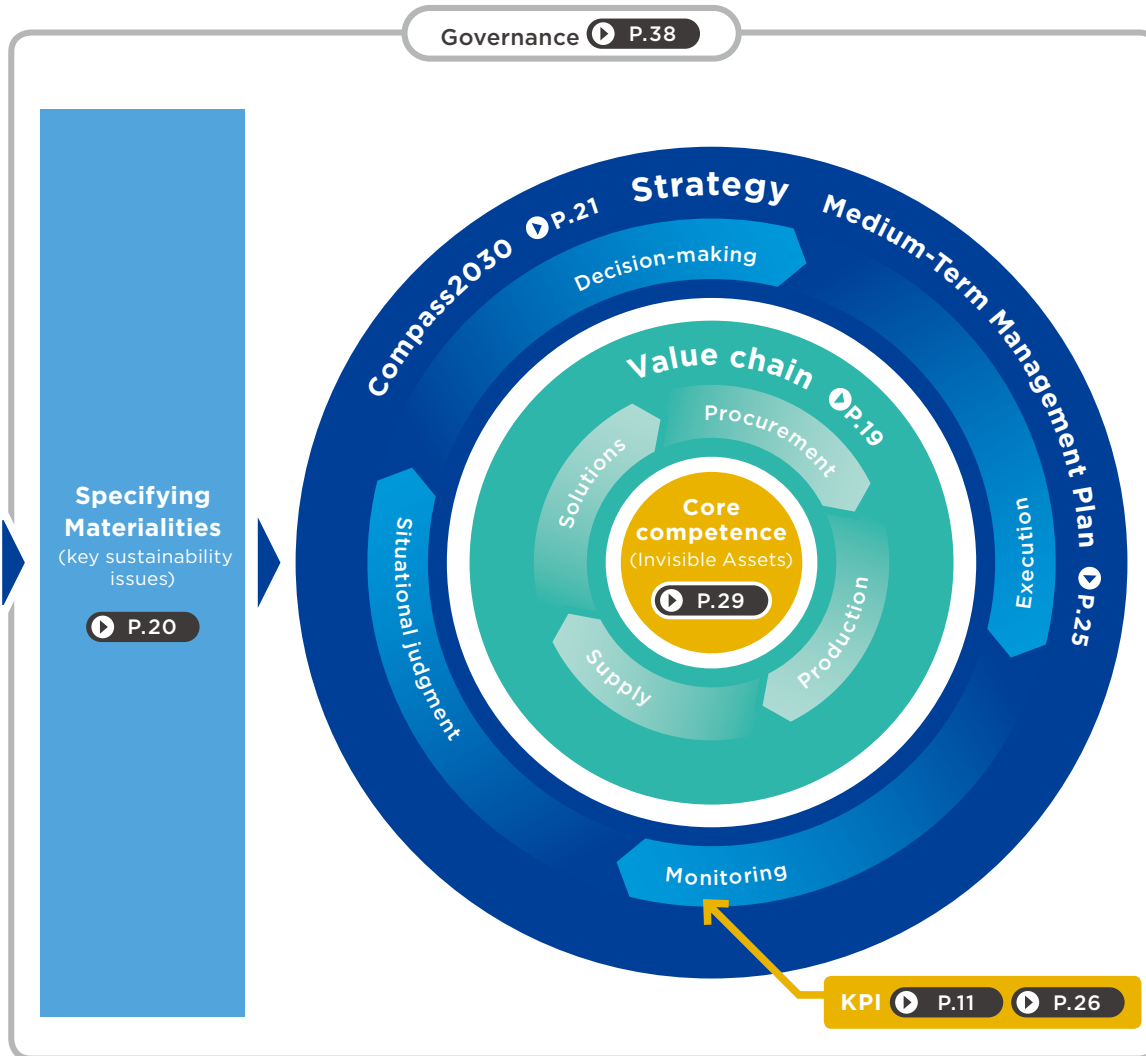
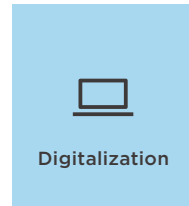
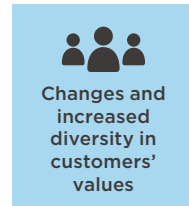


# The Value Creation Process

## Changes in the external environment



## Output by segment

Fiscal 2020 results

	Gas
Segment sales	¥1,146.7 billion
Segment profit	¥88.4 billion
	Electricity
Segment sales	¥395.9 billion
Segment profit	¥8.6 billion
	Overseas
Segment sales	¥45.9 billion
Segment profit	¥3.8 billion
	Energy-related
Segment sales	¥339.4 billion
Segment profit	¥17.0 billion
	Real estate
Segment sales	¥48.4 billion
Segment profit	¥7.5 billion
	Other
Segment sales	¥110.4 billion
Segment profit	¥3.8 billion

## Outcome

Fiscal 2020 results | Mid-Term Plan targets for Fiscal 2022

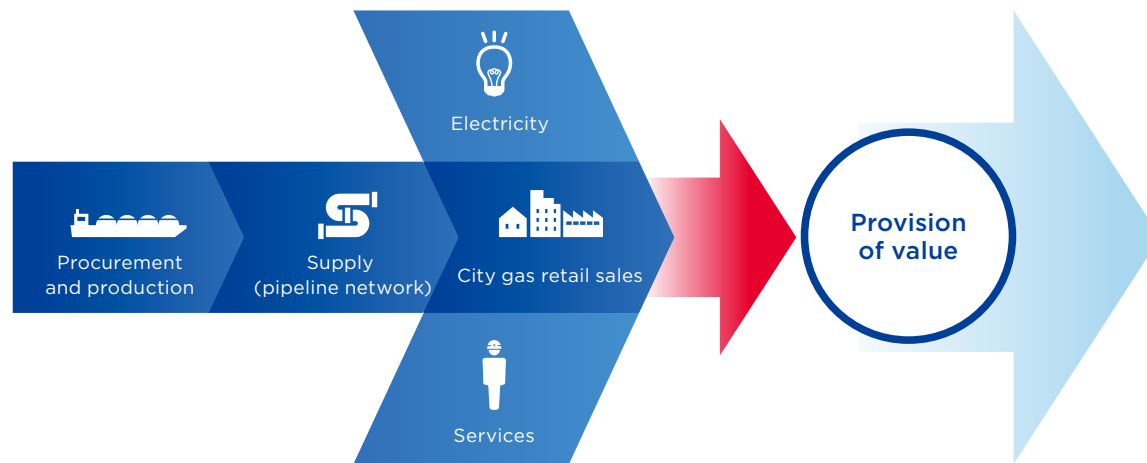
Creation of safe living of customers	
Reduction in energy cost	
Contribution to the global environment	
Creation of comfortable living of customers	
Contribution to CO <sub>2</sub> emissions reduction	
6.68 million tons	→ 6.5 million tons
Renewable power source transaction volume	
1.383 million kW	→ 2.0 million kW
Number of customer accounts	
12.31 million	→ 14.8 million
Natural gas transaction volume	
18.2 million tons	→ 17.0 million tons
Operating profit + Equity method income	
¥79.1 billion	→ ¥140.0 billion

Transformation of the LNG value chain

# Transformation of the LNG value chain

In addition to delivering value in city gas retail sales to customers, we intend to expand the customer base for whom value is created and provided in each function of the LNG value chain. This will be realized by crystallizing the business and expertise that have been accumulated in each function of trading, production and power generation, networks, and customer solutions, and by exploring new domains.

## Conventionally



In our conventional business model of selling the value-added LNG to retail customers (final function) by enhancing value of LNG through each function, we have worked on how to enhance that value.

## 2030

