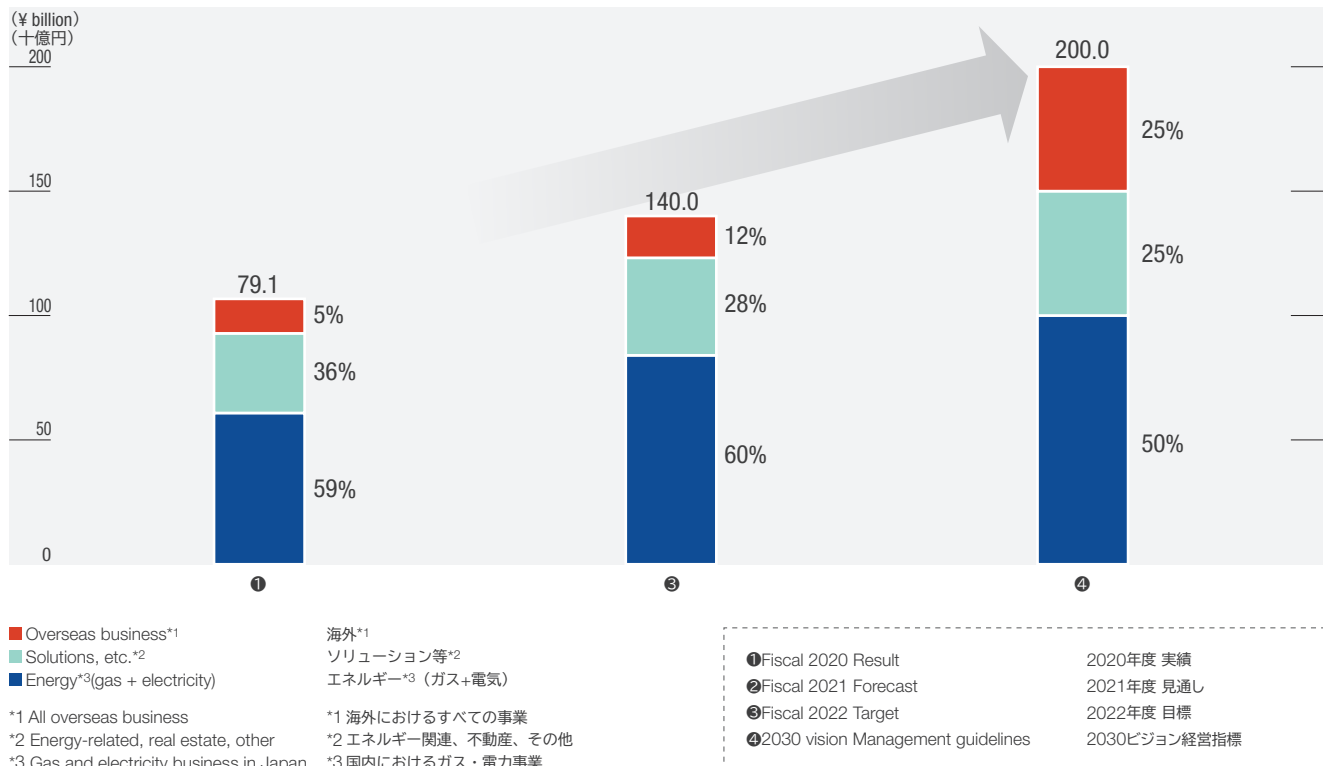


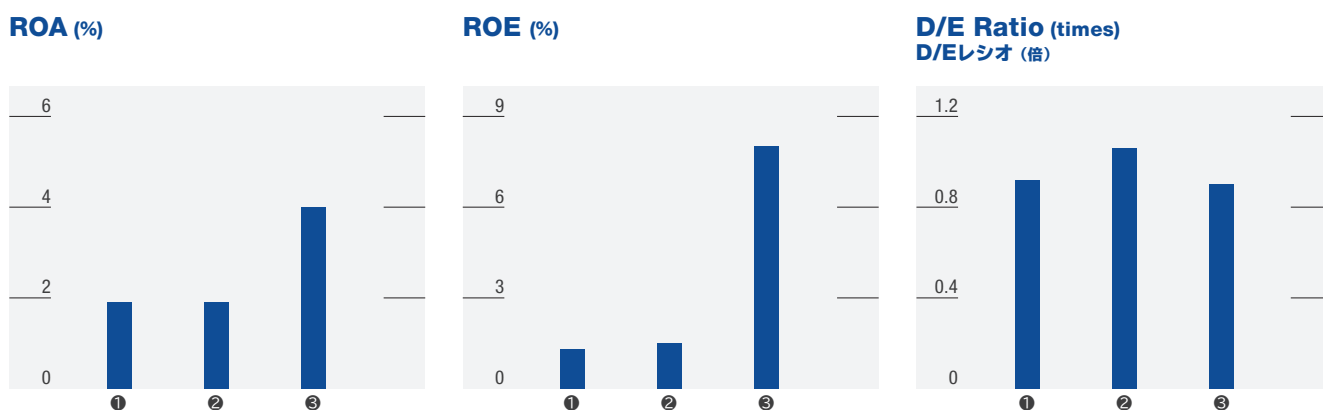
Compass 2030 Vision / Tokyo Gas Group FY 2020 - 2022 Medium-term Management Plan: Numerical Targets

KGI



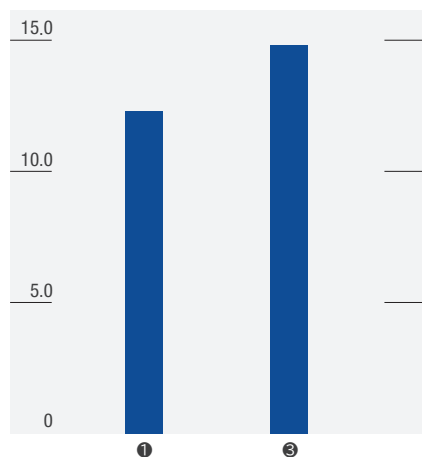
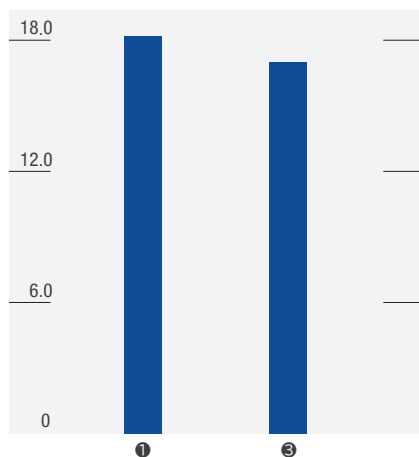
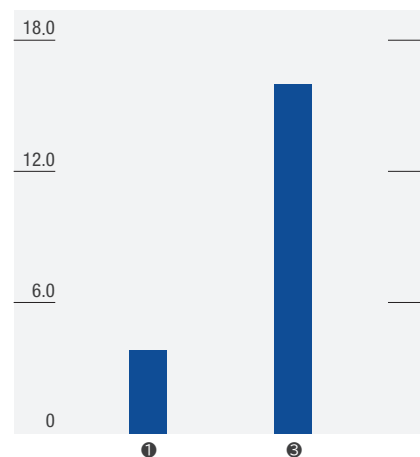
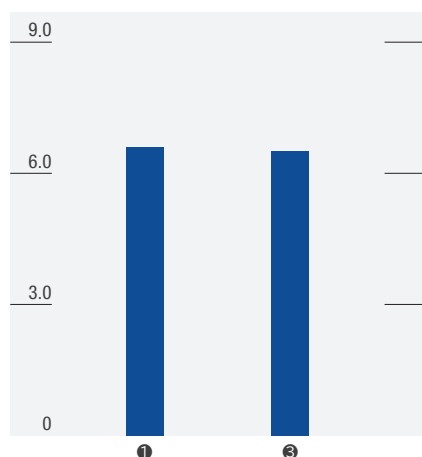
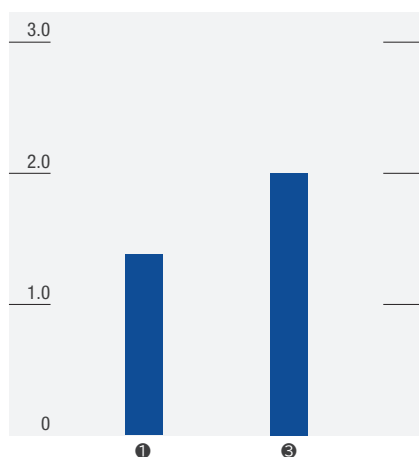
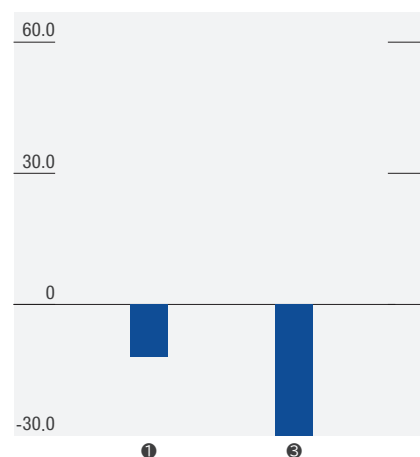
KGI	Fiscal 2020 Result 2020年度実績	Fiscal 2022 Target 2022年度目標	2030 vision Management guidelines 2030ビジョン経営指標
Operating profits + equity method income (¥ billion) 営業利益+持分法利益 (億円)	79.1 791	140.0 1,400	Approx. 200.0 約2,000

Financial indicators 財務指標



Financial indicators 財務指標	Fiscal 2020 Result 2020年度実績	Fiscal 2021 Forecast 2021年見通し	Fiscal 2022 Target 2022年度目標	2030 vision Management guidelines 2030 ビジョン経営指標
ROA (%)	1.9%	1.9%	Approx. 4.0% 4.0%程度	—
ROE (%)	4.3%	4.5%	Approx. 8.0% 8.0%程度	—
D/E Ratio (times) D/Eレシオ (倍)	0.92	1.06%	Approx. 0.9 0.9程度	—

KPI

No. of customer accounts
(million)
お客さまアカウント数 (百万件)*4Natural gas transaction volume
(million tons)
天然ガス取扱量 (百万トン)*5Segment profit from Overseas Business (¥ billion)
海外セグメント利益 (十億円)Contribution to CO₂ emission reductions (million tons)
CO₂削減貢献 (百万トン)*6Renewable energy transaction volume (million kW)
再エネ取扱量 (百万kW)*7Cost structure reform (¥ billion)
コスト改革 (十億円)*8

KPI	Fiscal 2020 Result 2020年度実績	Fiscal 2022 Target 2022年度目標	2030 vision Management guidelines 2030 ビジョン経営指標
No. of customer accounts (million) お客さまアカウント数 (百万件) *4	12.31 1,231	14.80 1,480	20.00 2,000
Natural gas transaction volume (million tons) 天然ガス取扱量 (百万トン) *5	18.20 1,820	17.00 1,700	20.00 2,000
Segment profit from Overseas Business (¥ billion) 海外セグメント利益 (億円)	3.8 38	16.0 160	—
Contribution to CO ₂ emission reductions (million tons) CO ₂ 削減貢献 (百万トン) *6	6.6 668	6.5 650	10.0 1,000
Renewable energy transaction volume (million kW) 再エネ取扱量 (百万kW) *7	1.38 138.3	2.00 200	5.00 500
Cost structure reform (¥ billion) コスト改革 (億円) *8	-12.0 ▲120	-30.0 ▲300	—

*4 as of the end of FY

*5 LNG equivalent including overseas business and trading

*6 as compared to FY 2013 levels

*7 as of the end of FY

*8 compared to FY2019

*4 年度末時点のアカウント数

*5 海外事業・トレーディング含む (LNG相当)

*6 基準年：2013年度

*7 年度末取扱量

*8 2019年度比