



Working Toward Continuous Corporate Value Enhancement

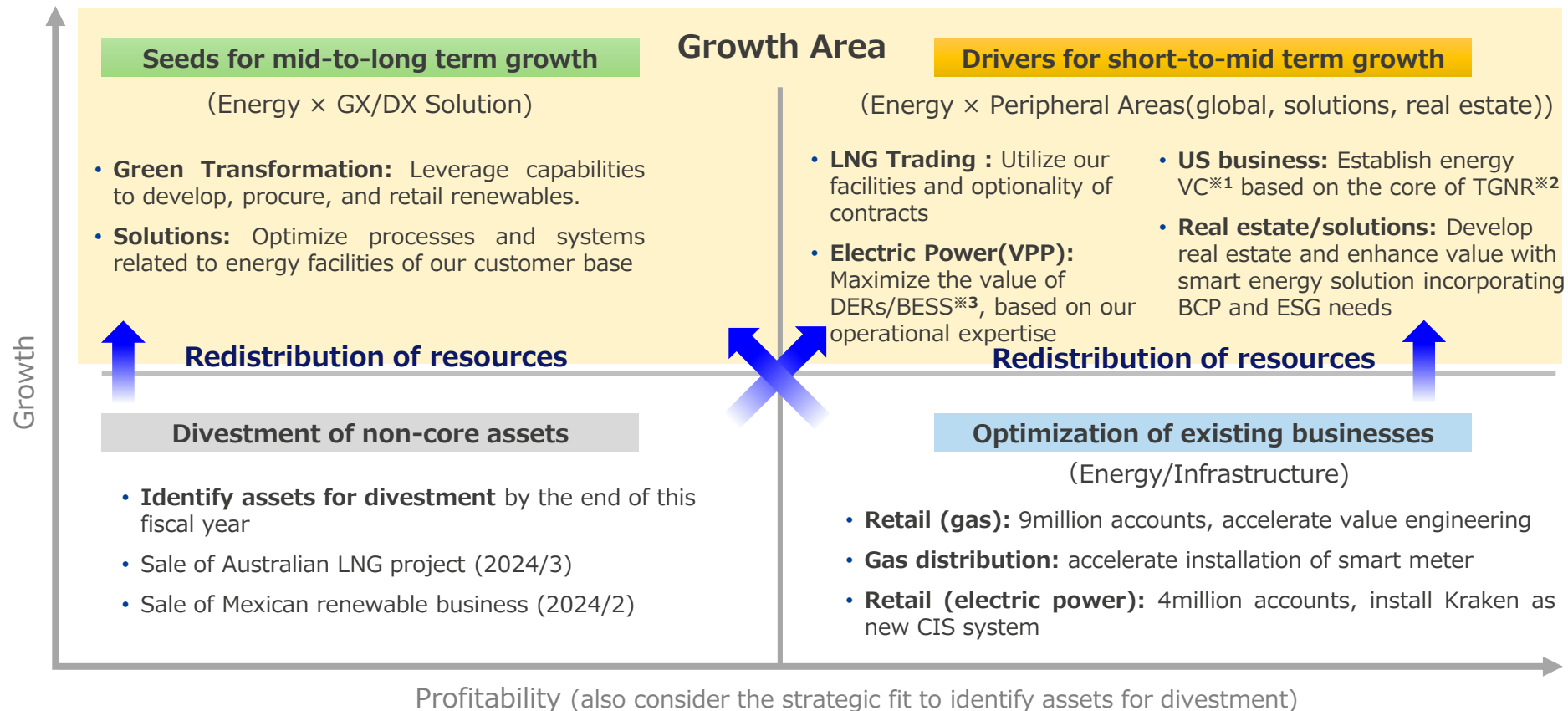
January 31, 2025

Initiatives to Become the Company We Envision

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- We aim to be a **leader in next generation energy systems** while creating value with our customers, **society and business partners** (“Compass 2030”)
- We aim to realize the above accompanied by **earnings growth and increased capital efficiency** through asset optimization (ROE of 10% around 2030)

Business portfolio management for growth



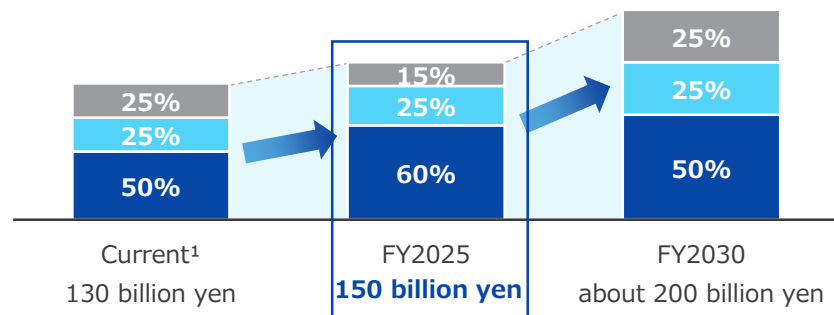
※1 : Value Chain ※2 : TG Natural Resources
 ※3 : Distributed Energy Resources / Battery Energy Storage System

- **Commit to achieve a ROE of 8% by FY2025**, our final year in the current MTMP
- Aim to increase profits and achieve **a ROE of 10% or more around FY2030**, considering cost of equity.
- Realize sustainable corporate value enhancement through **sound balance sheet management** and **improved capital efficiency**

Commitment towards improved ROE

Business portfolio breakdown: EBIT + Equity method income

■ Energy(Gas+Electric+Network) ■ Solution ■ Overseas



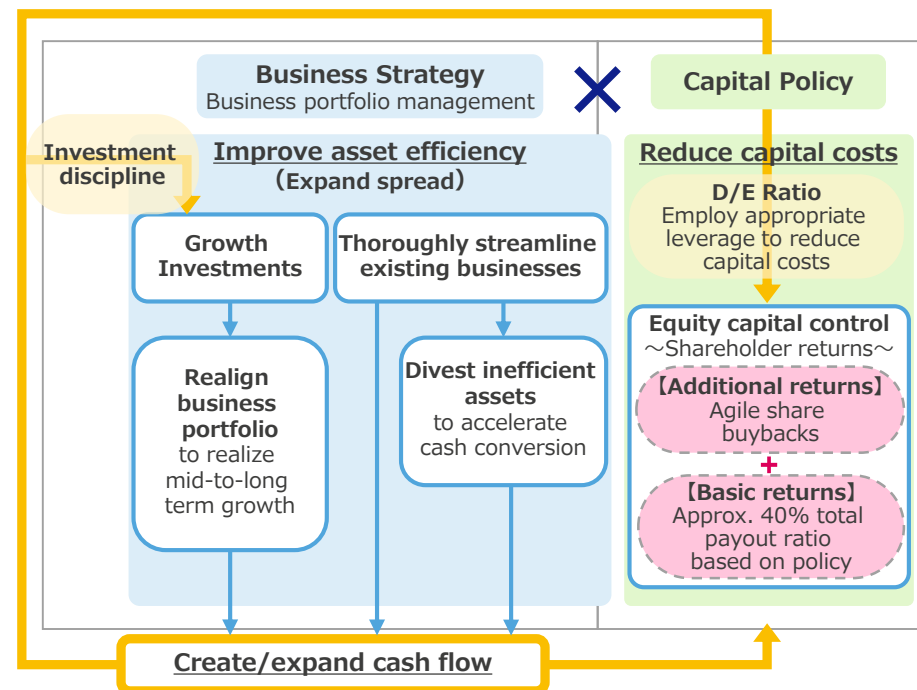
¹ Current MTMP planning period (average of FY2020–FY2022)

Improve ROE by exceeding previously published profit targets through balance sheet management

	FY23A	FY24E	FY25E (MTMP)	Around FY30E
ROE	10.4%	4.3%	~8%	>10%

Balance sheet management

- Sustainable capital efficiency with two pillars, **business portfolio management (PFM)** and **capital policy**



- Specific initiatives to achieve a ROE of 8% by FY2025 and key themes for the management plan post current MTMP to **be announced by the end of March**

Overview and current status

- Developing detailed action plan for next fiscal year
Net Income (R): Realize profits from overseas investments, reduce non-recurring expenses,, expand LNG trading, and execute asset divestments
Shareholders' Equity (E): Announcing additional 40 billion yen buyback. Current buyback program already completed. Further dividends increase under consideration

⇒Details on next page

- Continue sound PFM, considering factors such as growth potential, asset efficiency, and synergies
- Further accelerate divestment of inefficient assets, including real estate, and businesses, while redistributing resources to growth areas

- Develop a disciplined capital policy, including cash allocation, optimal capital structure and proactive shareholder returns

Upcoming Schedule

- Disclose FY2025 plan and key themes for the next management plan in March 2025
- Next management plan scheduled to be announced around February 2026

Initiatives to achieve a ROE of 8% by FY25

Key themes for new MTMP

Sound PFM

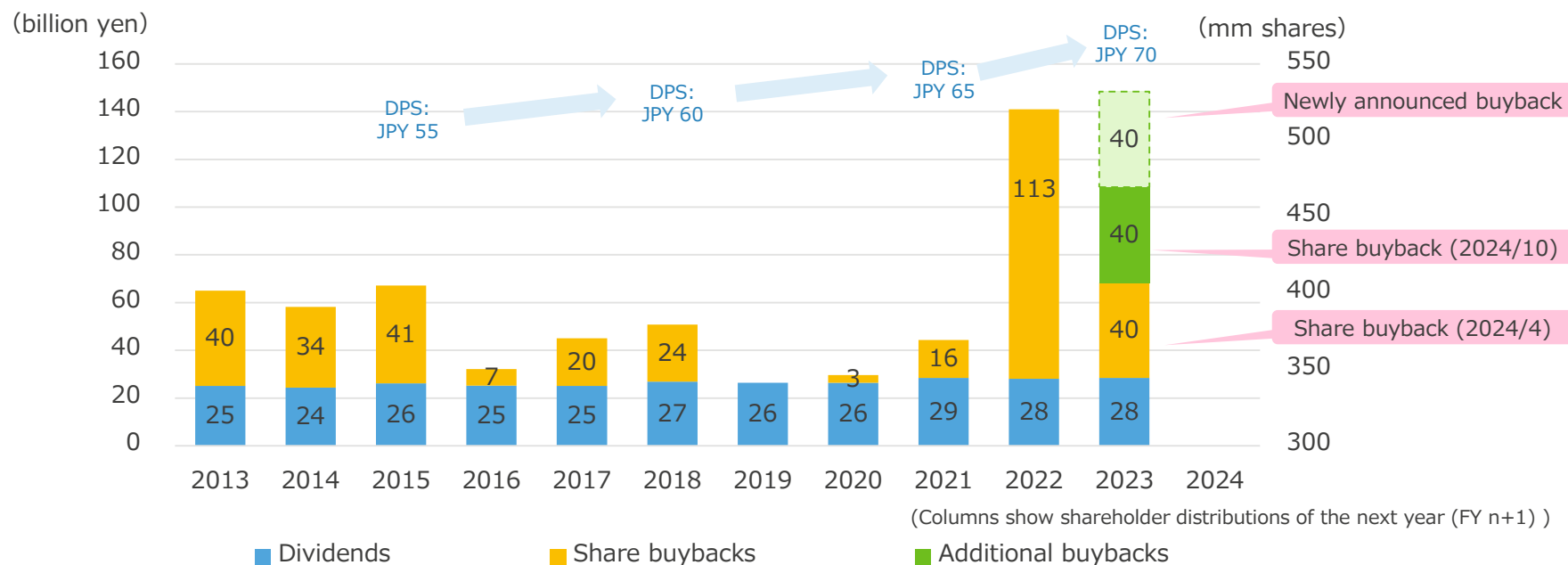
Disciplined Capital Policy

We will disclose the progress of the initiatives above in a timely manner and strengthen the engagement with shareholders and investors.

- **Achieving 8% ROE in FY2025 is our top priority** in the current Medium-Term Management Plan
- **A large-scale buyback program to be implemented** from FY2024 to FY2025
- Decided to **execute additional buyback of 40 billion yen, targeting completion by end of FY2024**
- **Maintain an appropriate level* of equity capital** over the medium to long term

※ Appropriate level of equity capital will be announced in March, along with profit level to be achieved

- The buyback program in FY2024 (totaling approx. 120 billion yen) is expected to result in
 - 87% total return on net income for the previous fiscal year
 - Explore the possibility of **increasing dividends** with the goal of maintaining a progressive dividend based on our shareholder return policy (stable dividend with a gradual increase)



*Shares outstanding as of each year, approximate figure for FY2024

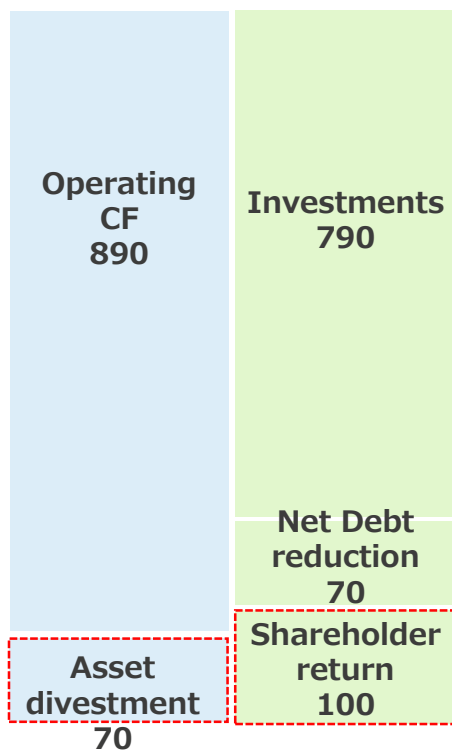
Stock split executed on 10/1/2017 (5:1 split) retroactively applied to shares outstanding for FY2013-2017

Cash Allocation to Improve Capital Efficiency

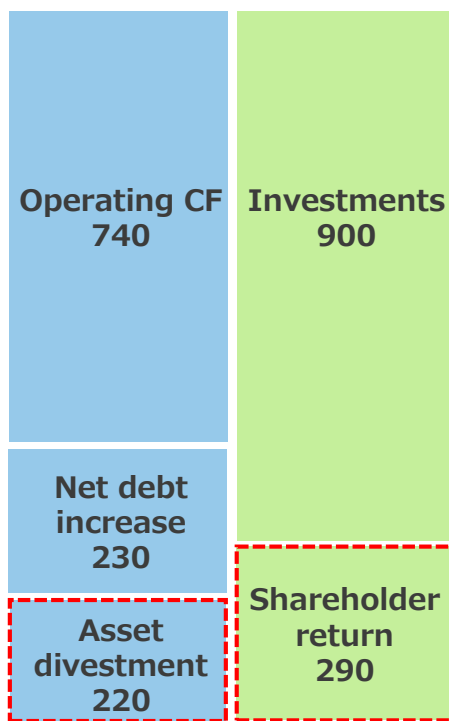
- Cumulative operating CF for FY23-24 progressing as planned. Have increased growth investments by using proceeds from asset sales, while also **increasing allocation for shareholder returns**
- Improve capital efficiency through sound balance sheet management. **Continue growth investments and share buybacks to maintain an optimal equity base** through profit expansion and divestments of inefficient assets

Evolution of and future vision for cash allocation policy

20-22 mid-term plan (actual)
【billion yen】

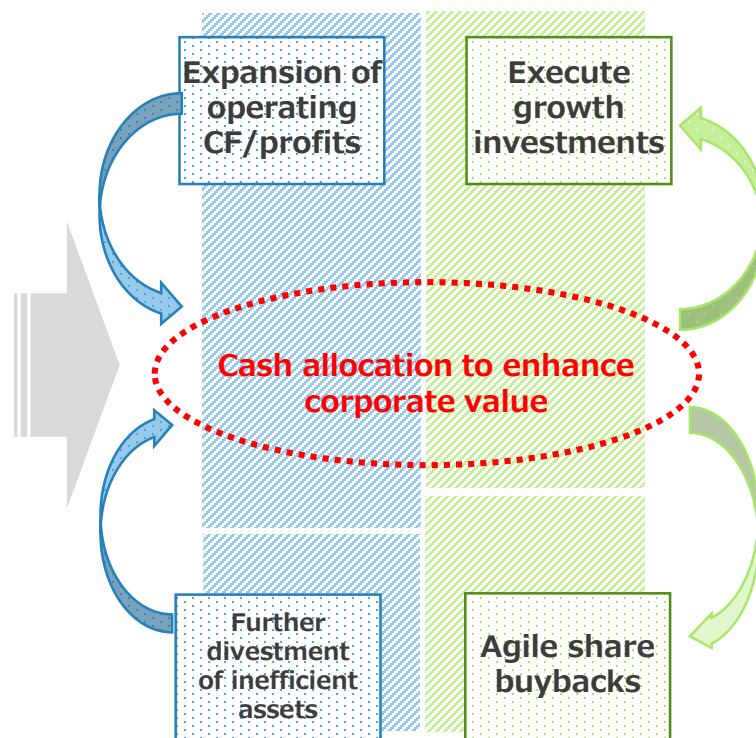


Cumulative of FY23-24*
【billion yen】



*Estimates used for FY2024

23-25 mid-term plan

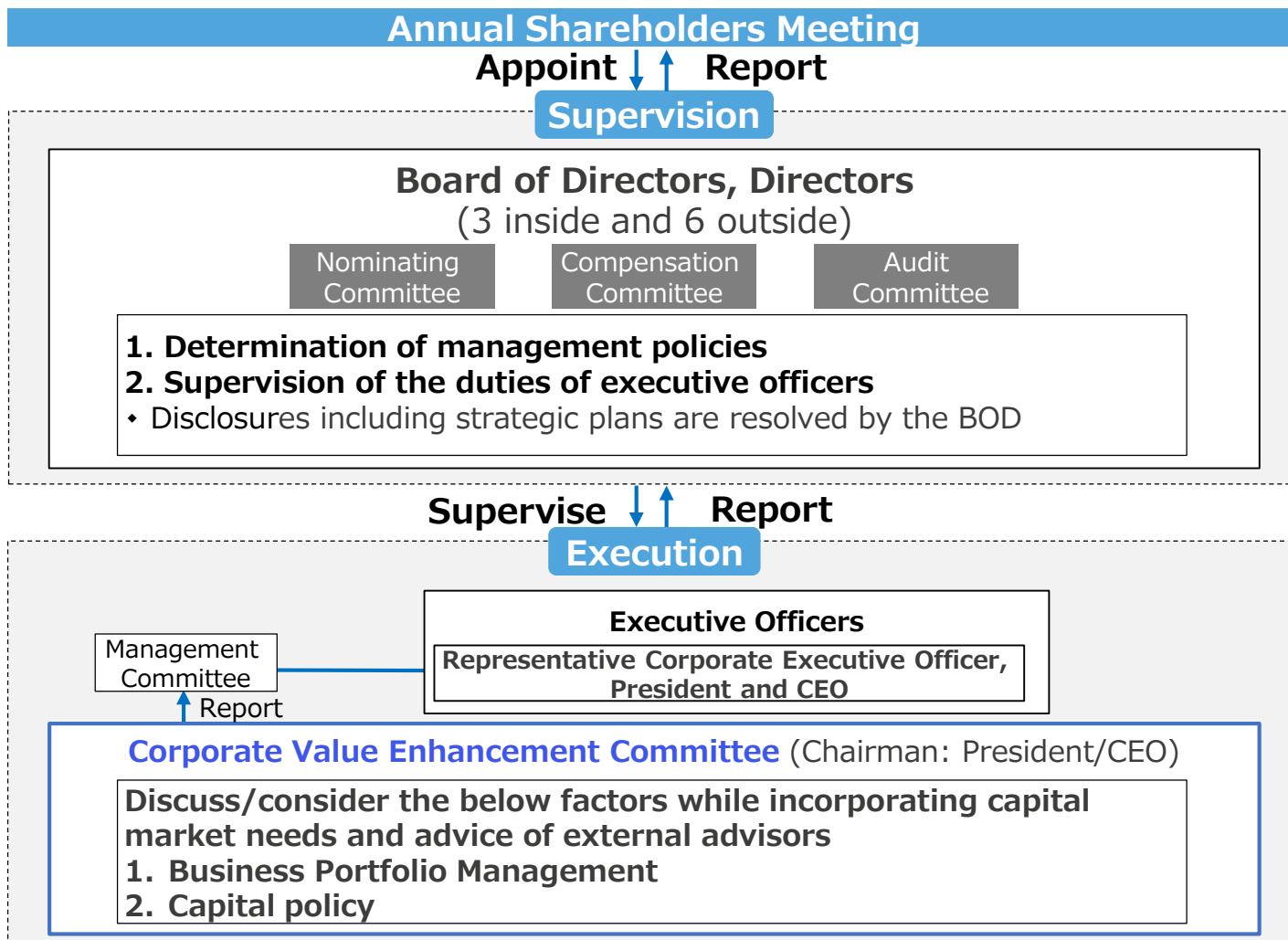


Establishment of the Corporate Value Enhancement Committee



- Established committee to refine business PFM and capital policy, while incorporating capital market needs
- Important contents discussed at committee will be reported to the BOD. The BOD, which **the majority of are independent members**, can further disclose certain content through resolutions

Structure of the Committee





< Cautionary Statement regarding Forward-looking Statements >

Statements made in this presentation with respect to Tokyo Gas's present plans, forecasts, strategies and beliefs, and other statements herein that are not expressions of historical fact are forward-looking statements about the future performance of the Company. As such, they are based on management's assumptions and opinions stemming from currently available information and therefore involve risks and uncertainties.

The Company's actual performance may greatly differ from these projections, due to these risks and uncertainties which include without limitation general economic conditions in Japan, crude oil prices, the weather, changes in the foreign exchange rate of the yen, rapid technological innovations and the Company's responses to the progress of deregulation.