

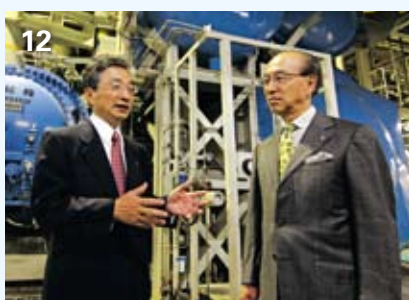
# CONTENTS



## 4 Financial Highlights

## 6 **To Our Shareholders and Investors**

President Tsuyoshi Okamoto discusses the position of Tokyo Gas in an age of dramatic change, the Company's vision for the realization of a low-carbon society, its progress with the medium-term management plan, and decisions the Company has made to realize sustainable growth.



## 12 **SPECIAL FEATURE**

## **Achieving Sustainable Growth in a Low-Carbon Society**

The themes of this year's special feature are how the business activities of the Tokyo Gas Group contribute to the achievement of sustainable growth in a low-carbon society. From that perspective, this section explains the background to the Company's business strategies and initiatives and provides specific examples.

## 22 Tokyo Gas at a Glance

## 24 Review of Operations

## 30 Technology Development

## 32 Corporate Governance

## 38 Corporate Social Responsibility

## 42 On-Site IR Report

## 45 Financial Section

## 73 Consolidated Subsidiaries and Equity-Method Affiliates

## 74 Investor Information

### About This Annual Report

This annual report was prepared as a communications tool that helps to foster a better understanding of the Company and to build good relationships with shareholders, investors, and a wide range of other people. In addition to the Company's operating results and business strategies, it also provides information about matters that are not as readily visible from outside the Company, such as the Company's philosophy, its approach to the environment and safety, and the features of its operations and markets.

### Other Publications

#### CSR Report



The CSR Report introduces the corporate social responsibilities (CSR) that the Group is fulfilling through its business activities as well as specific initiatives.

#### Tokyo Gas

#### Environmental Activities



This report introduces the Company's activities in the area of the environment, which is an important element in all of the Group's business activities, and introduces the superior characteristics of natural gas and the Company's initiatives.