



Supporting you Always and bettering every day.



The Tokyo Gas Group aims to be a true power source for people's lives, and for society. Over 130 years, our work kept us in a kind of face-to-face relation with our customers. Based on the accumulated experience and trust derived from that history, we want to help create a bright, safe, and pleasant tomorrow. We will continue to be very close to our customers and be deliberate in taking action on their behalf. Our efforts will be group-wide as will be our bold, confident approach to the challenges ahead.





Introduction

- 01 Corporate message
- 03 LNG value chain for value creation
- 05 Our history



Message

- 07 CEO's message
- 13 CFO's message



GPS2020

- 15 GPS2020



Overall image after full deregulation

- 19 City Gas and Electric Power Businesses after Full Deregulation



Business overview

- 21 Gas business
- 25 Electric power business
- 29 Service business
- 33 Overseas business



Corporate governance

- 37 Corporate governance
- 43 Board of directors
- 45 Audit & Supervisory Board Members
- 46 Message from an Outside Audit & Supervisory Board Member



Invisible assets

- 47 ESG initiatives
- 49 Safe and stable energy supply infrastructure
- 49 Relationships of trust with business partners
- 51 Relationships of trust with 11 million customers
- 52 Digitalization and technology development (innovation) capabilities
- 53 Human resources



Financial data

- 55 11-Year Consolidated Financial Highlights
- 58 Consolidated Balance Sheet
- 58 Consolidated Statement of Income/ Consolidated Statement of Comprehensive Income
- 59 Consolidated Statements of Cash Flows

Forward-Looking Statements This annual report includes various management goals and other forecasts relating to the "GPS 2020" announced in October 2017 and other strategies. This information is based on forecasts, assumptions, and available information when preparing the "GPS 2020" and other strategies and does not guarantee the achievement of goals and forecasts or future business results. Further, this information may change due to changes in business conditions. Therefore, placing undue reliance on this information is not advised. In addition, the target figures for fiscal 2018 are based on the judgment of management and the information available when the figures were published (April 27, 2018). The company will disclose the latest information to the Tokyo Stock Exchange in a timely manner and at the same time publish it in the investor relations section of its website (www.tokyo-gas.co.jp/IR/english/index.html).