

# For the next 50 years



## CONTENTS

11 Message

11 CEO's message

17 CFO's message



#### 21 Business overview

- 21 Gas business
- 25 Invisible assets; Safe and stable energy supply infrastructure 27 Electric power business
- 31 Invisible assets; Relationships of trust with 11 million customers
- 33 Service business Engineering solutions
- 35 Service business Urban development services (Real estate)
- 37 Overseas business



#### O3 For the next 50 years LNG 50th

03 LNG has changed society07 Our history09 LNG value chain



19 Tokyo Gas Group FY2018-2020 Medium-Term Management Plan GPS2020 On November 4, 1969, Tokyo Gas became Japan's first company to introduce liquefied natural gas (LNG). It was a big project that was launched with the strong aspiration to stably supply energy that would support Japan's industry and people's lives for a long time as a clean, eco-friendly energy source.

This year marks the 50th anniversary of the introduction of LNG.

The Tokyo Gas Group has been supplying and will continue to supply reassuring energy to everyone.



#### 41 Corporate governance

41 Corporate governance

- 47 Board of directors
- 49 Audit & Supervisory Board Members
- 50 Messages from Outside Directors



### 59 Deregulation



#### 51 Invisible assets

- 52 Relationships of trust with business partners
- 53 Digitalization and technology development capabilities (Inovation)
- 55 Human resources
- 57 ESG initiatives
- (Environmental, Social, Governance)



#### 61 Financial data

- 61 11-Year Consolidated Financial Highlights
- 64 Consolidated Balance Sheet64 Consolidated Statement of
- Income/ Consolidated Statement of
- Comprehensive Income
- 65 Consolidated Statement of Cash Flows