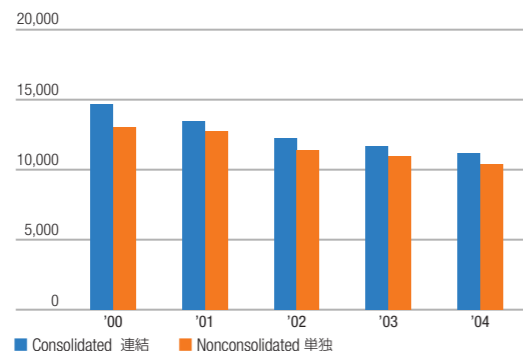
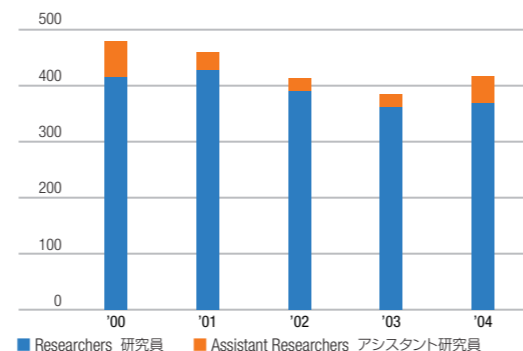


R&D DATA 研究開発関連データ

R&D Expenses (¥ millions)
研究開発費 (百万円)



Number of Researchers
研究開発人員 (人)



| At March 31 | 各3月31日時点 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 |
|---|------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| R&D Expenses (Consolidated) (¥ millions) | 研究開発費 (連結) (百万円) | — | — | — | — | — | 14,680 | 13,517 | 12,225 | 11,671 | 11,146 |
| R&D Expenses (Nonconsolidated) (¥ millions) | 研究開発費 (単独) (百万円) | 14,784 | 14,856 | 14,235 | 14,248 | 12,748 | 13,041 | 12,721 | 11,440 | 10,972 | 10,357 |
| As Percentage of Net Sales (%) | 対売上高比率 (%) | — | — | — | 1.62 | 1.46 | 1.50 | 1.32 | 1.17 | 1.11 | 1.02 |
| Number of Researchers | 研究員 (人) | — | — | — | 424 | 431 | 415 | 427 | 390 | 361 | 369 |
| Number of Assistant Researchers | アシスタント研究員 (人) | — | — | — | 55 | 43 | 66 | 33 | 23 | 23 | 48 |



Functions of R&D Division
R&D本部の機能

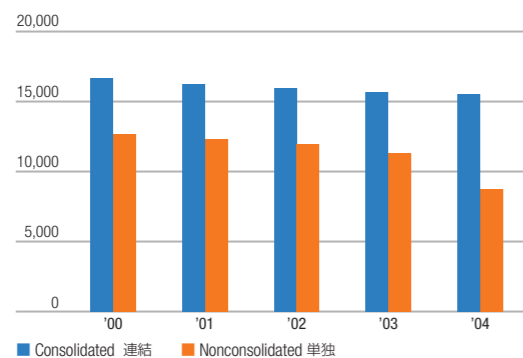
- Research 研究**
Generating new value for the Tokyo Gas Group, under five themes: energy, environment, life, business innovation and new businesses (special emphasis on energy and environment)
エネルギー、環境、生活、業務革新、新事業の5領域で、研究開発を行い、価値創造を提案。特にエネルギー、環境に重点。
- 60% Development 開発**
Focusing on the development of strategic products competitive with electrical appliances as well as new services and measures to lower costs
電化対抗戦略商品開発に集中。新サービスやコストダウン開発も行う。
- Business Incubation ビジネスインキュベーション**
Creating new businesses based on new technologies derived from R&D activities, especially hydrogen-related businesses
水素ビジネス創出を中心に研究から生まれた新技術をビジネス化。
- Rapid Response ラストリゾート**
Quickly responding to accidents and troubles, as well as contributing to prevention and improvement of appliance reliability
事故やトラブルを迅速に解決し、再発防止や機器信頼性の向上に資する
- 30% Technical Support 技術サポート**
Supporting strategic business units through highly specialized technologies in such areas as competition with electricity and engineering
電化対抗、エンジニアリングなどさまざまな分野で高度な専門性を活用し、各SBUに技術支援を行う。

- Use of Intellectual Property 知的財産活用**
Supporting intellectual property-related activities throughout the whole Tokyo Gas Group. Revising the incentive system to promote creativity
東京ガスグループ全体の知的財産活動を支援。特許報酬制度を改正。
- Public Relations 技術広報**
Promoting Tokyo Gas Group's public image based on capabilities and future potential of its technologies, including strengthening PR facilities such as open laboratories.
オープンラボなどPR施設の整備と対応体制強化を行い、東京ガスグループ技術の先進性・将来性を情報発信。
- 10% Personnel Development 人材育成**
Nurturing R&D personnel, who will contribute to strategic business units, through tailor-made education programs and work experience in the various divisions
個々人に適した育成プログラムに基づきSBUなどで活躍できる人材を育成し、積極的にローテーションを行う。
- Planning 技術企画**
Planning and promotion of R&D activities, as well as lobbying with academics and governments to acquire policy-driven support, such as a system for wide use of distributed energy.
R&Dを企画推進するとともに、分散電源を普及させる制度の導入など学会や行政に働きかける。

Percentage represents the budget allocation for fiscal 2004. %は2004年度予算配分

PERSONNEL DATA 人事データ

Number of Employees
従業員数 (人)



Composition by Sex and Age (Nonconsolidated)
(As of March 31, 2004)

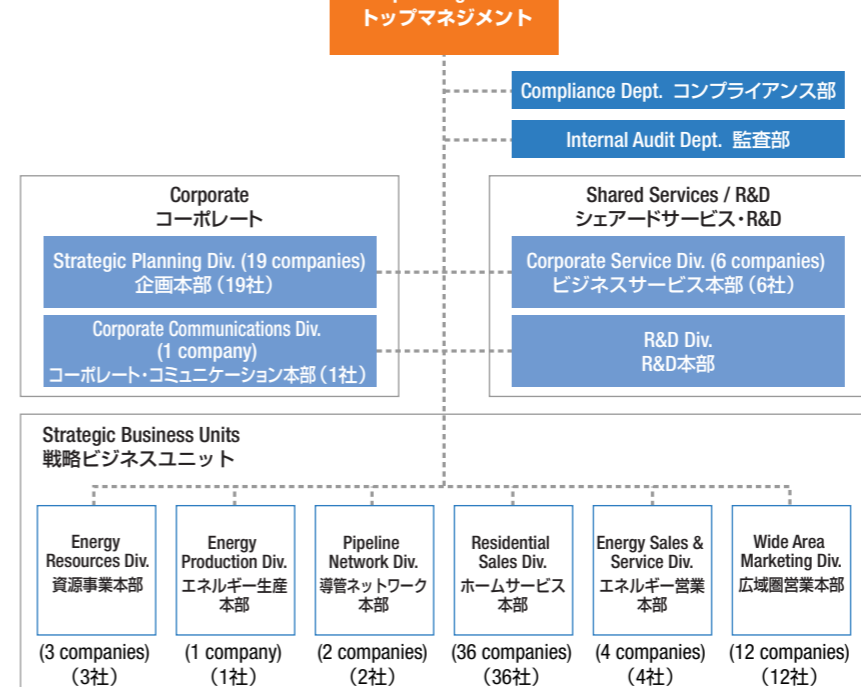
| Age 年齢 | Male 男性 | Female 女性 | Total 合計 |
|-----------------|----------------|--------------|----------------|
| Up to 29 ~29 | 573 7.6% | 130 10.9% | 703 8.0% |
| 30~39 | 1,969 26.1% | 611 51.1% | 2,580 29.5% |
| 40~49 | 2,189 29.0% | 212 17.7% | 2,401 27.4% |
| 50~59 | 2,642 35.0% | 231 19.3% | 2,873 32.8% |
| 60 and over 60~ | 185 2.4% | 11 0.9% | 196 2.2% |
| Total 合計 | 7,558 | 1,195 | 8,753 |

| Fiscal years ended March 31 | 3月31日に終了した1年間 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 |
|------------------------------|---------------|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| CONSOLIDATED 連結 | | | | | | | | | | | |
| Number of Employees 従業員数 (人) | | — | 18,183 | 17,873 | 17,475 | 17,204 | 16,685 | 16,307 | 15,973 | 15,673 | 15,578 |
| NONCONSOLIDATED 単独 | | | | | | | | | | | |
| Number of Employees 従業員数 (人) | | — | 13,893 | 13,578 | 13,224 | 12,933 | 12,661 | 12,339 | 11,967 | 11,338 | 8,753 |



● "Employees" refers to permanent full-time staff and does not include part-time workers. The decrease of 2,585 employees from 2003 to 2004 on a nonconsolidated basis is due to the increase of dispatched personnel, on the consignment of customer service operation to Tokyo Gas Customer Service Co., Ltd. 従業員数は常勤の就業人員数を記載しており、出向者および臨時従業員を含みません。2004年単独の減少(2,585人減)は、東京ガス・カスタマーサービス(株)へのお客さまサービス業務委託による出向者増が原因です。
● The Company began disclosing the above consolidated figures in the fiscal year ended March 31, 2000. Where possible, consolidated figures for the previous fiscal years have also been calculated. 上記データの連結開示は2000年3月期より行っており、1999年3月期以前のデータは可能な範囲で掲載しています。

Organization (As of April 1, 2004)
組織図 (2004年4月1日現在)



● Number of companies in the parentheses is that of group companies. ()グループ会社数