



創基41年 筑波大学40周年記念
40th anniversary of University of Tsukuba

IMAGINE THE FUTURE.



The University of Tsukuba

Fiscal Year 2013

Financial Management Report

Message from the President



The University of Tsukuba makes greater efforts to search for truth, to create wisdom which generates innovation and to develop global human resources which lead it. It is a major responsibility of our university, as a national university corporation, to provide highly transparent earnings information to everyone who supports operations of our university, both within and outside our institution, so that the situation with our operations is well understood.

Therefore, we have been preparing financial reports in order to provide easy to understand explanations and to foster greater understanding of our earnings information. This financial report basically consists of introduction of outline of the referred fiscal

year, reports to every supporter of the University of Tsukuba (explanation to our stake holders), analyses and comments of our financial statements. It analyzes year-to-year comparison regarding our education, research, medical service and social activities, as well as expenses and other details of constituent items of the referred fiscal year.

In addition, we added a page for our laboratory schools to Financial Management Report of fiscal year 2013 in order to provide deeper information of the University of Tsukuba.

Going forward, we are willing to enhance this report and at the same time, reflect earnings information on our management and operations. By doing so, we will strive to further enhance and advance our education and research activities and to realize autonomous and strategic operations.

President of the University of Tsukuba
Kyosuke Nagata



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【Points to note of reading this report】

The figures less than the unit are rounded off in each table.
Therefore, the total may not match the sum.

【Detailed information pertaining to Earnings】

Please refer to the Financial Statements for details of Earnings in fiscal year 2013.

You can download this report.

http://www.tsukuba.ac.jp/public/misc/info_zaimu25.html



Major Events (Topics)

■ Commemoration of the 40th + 101st Anniversary of the University of Tsukuba



On September 30th and October 1st, The 40th + 101st Anniversary of the University of Tsukuba international symposium and celebration were held at the University Hall.

Our university's history dates back to its founding as the first Japanese "Normal School" in 1872. Based on 101 years of its long tradition and achievement since its founding, in October 1973, our university made a new start as a "University with a new vision." Furthermore, our university commemorated its 40th anniversary.

Our university evolves from a "University with a new vision" into a "University with future." We will create the future and act globally as a global university under the slogan "IMAGINE THE FUTURE."

■ Our students makes superior achievements at the 27th Summer Universiade in Kazan



From July 6th to 17th, the 27th Summer Universiade was held in Kazan, Russia.

A total of 17 students in our university attended 12 events and finished with brilliant results of 5 gold medals and 3 bronze medals.

The Universiade is the world's largest sports festival of students held every two years. It is also called as "the Olympic games of students."

■ President Nagata joins Prime Minister Abe on an Economic Mission to Africa



From January 9th to 14th, President Kyosuke Nagata accompanied Prime Minister Abe on his economic mission to three African countries (Côte d' Ivoire, Mozambique and Ethiopia) as a representative of Japan's educational and academic circles.

Representing the mission, President Nagata gave an address on the importance of investing in human resource development and the role of universities in the ABE Initiative in the Japan-Ethiopia Leaders Summit.

(From the right: Ethiopian Prime Minister Hailemariam, Prime Minister Abe, President Nagata)

■ Our women's soccer team wins the second prize for the first time in the All Japan University Women's Football Tournament



Our women's soccer team won the second prize for the first time since its founding in the 22nd All Japan University Women's Football Tournament held from December 25th to January 19th.

In the final, our team played with Kibi International University, the only university which participates in Nadeshiko league. Going into extra time, the game got heated.

Our team also actively working on contribution to regional community such as girls soccer school for elementary school girls in the city of Tsukuba.

■ The Tsukuba-city Birth Center opens



On September 1st, the University of Tsukuba Hospital started to accept to give birth by using the midwifery system “Tsukuba-city Birth Center” mainly supported by midwives under the cooperation with the city of Tsukuba so that pregnant women in the regional community can independently give birth and bring up children.

This center was established based on agreement on the establishment of “Tsukuba City Endowed Course on Perinatal Medicine” concluded on March 29th, 2013, aiming to bring up doctors and midwives who are taking the central role in perinatal care in the future and to improve perinatal medical system in the regional area.

■ Liaison office based on the cooperation agreement with the National Institute of Fitness and Sports in Kanoya and JSC established



Our university concluded a cooperation agreement with the National Institute of Fitness and Sports in Kanoya and JSC (Japan Sports Council), aiming to “set up a cooperative program of physical education and sports,” under the project for Promoting the Enhancement of National University Reform.

In fiscal year 2013, as promotion of work for the cooperative program, we established a liaison office in Tokyo Campus as well as holding an international symposium and examination of opening cooperative degree programs.

■ Ph. D. Program in Empowerment Informatics selected



The “Ph. D. Program in Empowerment Informatics” of our university was selected for the “Program for Leading Graduate Schools” in fiscal year 2013 by the Ministry of Education, Culture, Sports, Science and Technology.

“Empowerment Informatics” is newly set up as “Informatics for Empowering People,” unique human informatics of our university. This program is located at the School of Integrative and Global Majors as an interdisciplinary program and brings up global leaders active over industry-academia-government fields beyond the traditional academia.

■ The University of Tsukuba European Office in Bordeaux established



On October 24th, the opening ceremony for the University of Tsukuba European Office in Bordeaux was held at our partner university, Bordeaux Segalen University, in France.

The office is expected not only to encourage research and student exchanges but also to be an activity ground for international exchanges in and around France.

Financial Highlights for Fiscal Year 2013

Summary of B/S

Details are reported on page 21

(In millions of yen)			
Item	FY 2012	FY 2013	Change
Assets	399,893	404,149	4,256
Land	249,374	248,553	▲ 821 1)
Buildings	90,359	93,750	3,391 2)
Tools, Furniture and Fixtures	17,452	19,838	2,386
Books	9,904	9,928	24
Investment in Securities	2,804	3,202	398
Cash and Deposits	7,468	8,948	1,481
Accounts Receivable	5,381	6,000	619
Marketable Securities	11,500	6,700	▲ 4,800
Liabilities	116,480	114,844	▲ 1,636
Per Contra Liabilities for Property Acquisition	27,305	32,104	4,799
Long-term Borrowings	27,667	23,254	▲ 4,413
Management Expenses Grants Liabilities	3,720	2,420	▲ 1,300 3)
Subsidies Deposited	260	91	▲ 170
Donation Liabilities	3,676	3,662	▲ 14
PFI Liabilities	30,705	28,602	▲ 2,102
Accounts Payable	10,998	11,489	490
Net Assets	283,413	289,306	5,892
Government Investment	232,826	232,416	▲ 411
Capital Surplus	45,237	53,749	8,513
Reserve Funds Brought Forward from Previous Mid-Term Plan Period	4,271	3,391	▲ 881
Appropriated Surplus	663	123	▲ 540
Unappropriated Retained Surplus (or Undisposed Loss) at the end of the term	▲ 579	▲ 1,368	▲ 789

* Only main items are mentioned.

* The numbers by the table correspond to "Points of Earnings in fiscal year 2013" below.

Summary of P/L

Details are reported on page 23

(In millions of yen)			
Item	FY 2012	FY 2013	Change
Ordinary Expenses	83,720	89,708	5,988
Education Expenses	6,186	7,220	1,033
Research Expenses	7,809	8,936	1,127
Medical Service Expenses	16,408	18,755	2,347
Sponsored Research / Sponsored Operations Expenses	4,207	4,603	396
Personnel Expenses	43,075	43,857	782
General Administrative Expenses	2,592	2,636	44
Ordinary Income	82,921	88,276	5,355
Management Expenses Grants Income	36,039	35,683	▲ 356
Student Fee Income	9,443	9,255	▲ 188
University Hospital Income	22,700	26,185	3,485
Sponsored Research / Sponsored Operations Income	4,687	5,133	446
Subsidy Income	2,829	3,726	897
Donation Income	1,633	1,828	195
Ordinary Profit	▲ 799	▲ 1,432	▲ 634
Extraordinary Loss	624	279	▲ 344
Loss on Retirement of Fixed Assets	65	46	▲ 19
Casualty Loss	559	68	▲ 491 4)
Extraordinary Profit	600	137	▲ 463
Management Expenses Grants Income (for casualty loss)	115	68	▲ 48
Reversal of Per Contra Liabilities for Property Acquisition	41	33	▲ 8
Reduction of Reserve Funds Brought Forward from Previous Mid-Term Plan Period	77	44	▲ 33
Gross Profit (Loss)	▲ 579	▲ 1,368	▲ 789 5)

○ Points of Earnings in fiscal year 2013

1) Sale of Takezono Staff Residence Halls Vacant Lot

Land decreased by 821 million yen and Capital (Government Investment) decreased by 411 million yen due to sale of Takezono staff residence halls vacant lot (8,262.17m²).

2) Completion of the Central Gymnasium

1,558 million yen as Building, 336 million yen as Building Fixtures and 48 million yen as Structures were recorded due to completion of the Central Gymnasium, which was started in fiscal year 2011.

3) Carried forward of Management Expenses Grants

On Management Expenses Grants, 3,720 million yen was brought forward from fiscal year 2012 and 40,378 million yen was granted in fiscal year 2013. Of these, 2,420 million yen was carried forward to fiscal year 2014. (Please refer to "Management Expenses Grants Liabilities" on page 22 for details.)

4) Record of Casualty Loss according to the Great East Japan Earthquake Disaster

In fiscal year 2013, 68 million yen as Casualty Loss was recorded for expenses for repair works on the Central Gymnasium and the Tandem accelerator in the Research Facility Center for Science and Technology. (Restoration of all facilities to their original states is going to be completed by delivery of the Tandem accelerator in fiscal year 2014.)

5) Record of Gross Loss

In fiscal year 2013, Gross Profit (Loss) was ▲1,368 million yen. Main causes of the Loss are repair cost for trouble with proton beam treatment facility in the university hospital and decrease in income due to control of the number of patients during the period of the trouble. (Please refer to page 30 for details of factors of the Loss.)

Earnings of National University Corporations

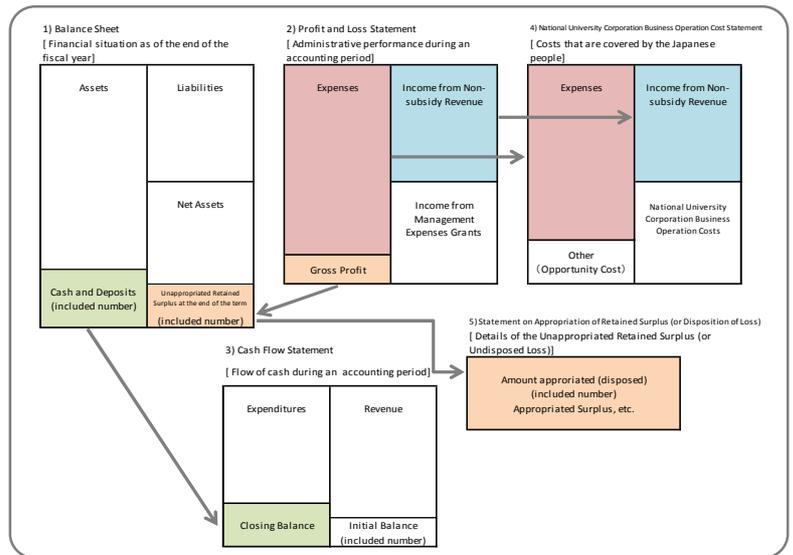
Statements Pertaining to Earnings

National university corporations prepare Financial statements following the Accounting Standards for National University Corporations based on business accounting.

Furthermore, universities also prepare statements not required in business accounting such as National University Corporation Business Operation Cost Statement, which shows the burden share of the Japanese people for university corporation's operations, and Earnings Statement based on governmental accounting.

The principal operations of education and research are not for-profit, unlike corporations, therefore unique accounting treatment is applied for the expenses emerged for those.

Scheme of Financial Statements



Outline of Fiscal Year 2013

1) Balance Sheet (B/S)

Statement that discloses the financial situation by describing all Assets, Liabilities, Net Assets (Capital) of the university as of the settlement date (the end of the fiscal year).

2) Profit and Loss Statement (P/L)

Statement that shows situation with operations of the university by matching income and expenses required from the respective goals in education, research and etc. and discloses the profit gained.

3) Cash Flow Statement (C/F)

A financial statement reported in the three segments of operating activities, investing activities and financing activities, to disclose the cash flow situation during an accounting period.

4) National University Corporation Business Operation Cost Statement (O/C)

A financial statement showing the amount burdened by the Japanese people for operating a national university corporation.

5) Statement on Appropriation of Retained Surplus or Disposition of Loss (draft)

Calculated by subtracting Deficit Brought Over from Gross Profit (or Gross Loss) calculated in Profit and Loss Statement. Prepared to show details of the appropriation (or disposition) of Unappropriated Retained Surplus (or Undisposed Loss).

○ Earnings Statement

Statement that reports situation with operations, following the governmental accounting standards, with cash basis as the base but partially adopting accrual basis taking the idea of transfer consolidation periods into consideration, and by making a comparison with the annual budget.

Unique Accounting Treatment (an Example)

National university corporations are not for-profit, therefore Management Expenses Grants from the national government and Tuition Fees from the students are received as liabilities, and the obligations to operate education and research are generated. If facilities are acquired using Management Expenses Grants and tuition fees, there is no matching income for Depreciation Expenses for facilities. Therefore, matching income is recorded as "Reversal of Per Contra Liabilities for Property Acquisition" to balance the income and

Private Enterprise

Profit 5	Sales 25
Depreciation (expenses) 20	

Sales are recorded. If sales are larger, there will be a profit; if sales are smaller, there will be a loss.

National University Corporation

Depreciation (expenses) 20	=	Reversal of Per Contra Liabilities for Property Acquisition (income) 20
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In order to balance the income and expenses, an income of "Reversal of Per Contra Liabilities" is recorded in the same amount as the expenses.

For Domestic People

■ Management Expenses Grants

Management Expenses Grants are provided by the national government for expenses related to the operation of national university corporations. In fiscal year 2013, we received approximately 40.4 billion yen in Management Expenses Grants. This accounted for about 39% of the entire revenue.

■ Facility Expenses

Facilities Maintenance Grants from the national government and Grants for Facility from the Center for National University Finance and Management are provided for expenses related to maintenance of facilities in national universities. These funds are provided with restrictions on its use such as for construction of facilities. In fiscal year 2013, we received approximately 11.0 billion yen in these Grants. This accounted for about 11% of the entire revenue.

■ Disaster Restoration Expenses from the Great East Japan Earthquake Disaster

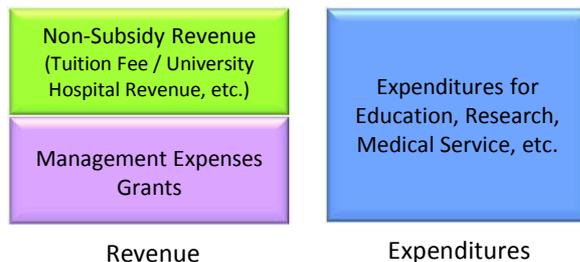
As a part of the Management Expenses and Facility Expenses mentioned above, a supplementary budget was arranged for us as a sufferer of damages from the Great East Japan Earthquake disaster. With these financial supports, the Central Gymnasium (the former name: Multi-purpose Gymnasium) was completed in fiscal year 2013. As a result, all facilities except for the Tandem accelerator in the Research Facility Center for Science and Technology were restored to their original states.

The Tandem accelerator is going to be delivered in fiscal year 2014.

■ Costs borne by the Japanese people

“National University Corporations Business Operation Cost Statement” is prepared under the Accounting Standards for National University Corporations in order to disclose how much the Japanese people bear for activities of universities. This statement is based on the costs in Profit and Loss Statement, adding costs which are not recorded in Profit and Loss Statement but are ultimately borne by the Japanese people in the broad sense and excluding Non-Subsidy Revenue such as tuition which is not directly borne by the Japanese people.

For the breakdown of Business Operation Costs, please refer to the National University Corporations Business Operation Cost Statement on page 26.



(the upper: outward view of the Central Gymnasium)
(the lower: basketball court)



Per Capita Cost
approx. 406 yen

= Business Operation Costs / Population

Costs : approx. 51.7 billion yen

Population : approx. 127.298 million

* Population is estimated population as of October 1st, 2013, Bureau of Statistics, Ministry of Internal Affairs and Communications

[cf.] Figure reported in fiscal year 2012: approx. 387 yen

For Our Students and Prospective Students

Education Related Expenses

Total expenses related to education (Education Related Expenses) are approximately 23.0 billion yen.

[Education Expenses]

Expenses required for education for students such as classes and extracurricular activities

[Education and Research Support Expenses]

Expenses related to supporting organizations such as the university libraries and the Academic Computing & Communications Center

[Amount Equivalent to Depreciation not recorded in P/L]

Expenses not recorded in P/L applied for depreciation of educational assets which were acquired using assets invested from the national government, Facility Expenses or Appropriated Surplus

[Personnel Expenses]

A half of which is calculated as expenses required for education

In addition, other expenses such as Research Related Expenses and expenses for maintenance of our campus for enhancement of educational environment are also closely related to providing Education.

Breakdown of Education Related Expenses (In thousands of yen)

Expenses Classification	FY 2013
Education expenses	5,872,947
Education and research support expenses	2,522,712
Amount equivalent to depreciation not recorded in P/L	1,417,585
Personnel expenses	13,231,384
Total	23,044,629

Education Related Expenses
approx. 1.40 million yen per student

= Education Related Expenses / The number of students

Actual number of students in FY 2013 : 16,422
[cf.] Figure reported in FY 2012 : approx. 1.33 million yen

Admission Fees / Tuition Exemption

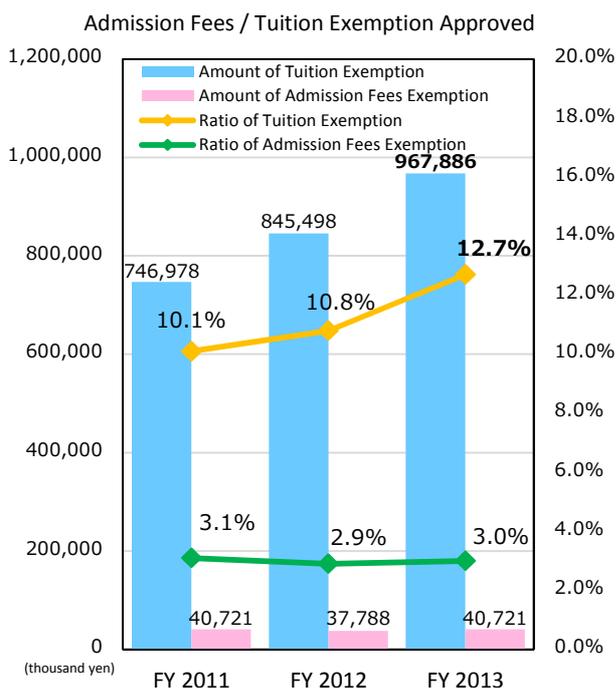
We offer programs to waive all or a part of admission fees or tuition to students who have difficulty paying due to financial problems or other inevitable reasons and who excel at studies.

In fiscal year 2013, we provided a total of 40,721 thousand yen of admission fees exemption for 245 students and 967,886 thousand yen of tuition exemption for 2,727 students. Both the amount of exemption and the ratio of exemption rose by expanding quotas for the exemption and providing special exemption for students who suffered from the Great East Japan Earthquake disaster (83,134 thousand yen for 146 students).

Unit Price of Payment by Students in Fiscal Year 2013 (In yen)

Classification	Tuition	Admission Fee	Examination Fee
Faculty (Excludes School of Medicine and Medical Sciences)	535,800	282,000	17,000
Graduate School / School of Medicine and Medical Sciences	535,800	282,000	30,000
Law School	804,000	282,000	30,000

* Examination Fee of transfer admission is 30,000 yen



Ratio of Tuition Exemption (%) = Amount of Tuition Exemption / Tuition Income

The University Library

Our university libraries consist of the Central Library and four specialized libraries (Art and Physical Education Library, Medical Library, Library on Library and Information Science and Otsuka Library). They are managed under a unified administrative system. The library website provides electronic journals and database, as well as it offers services such as updates of borrowing periods, books reservations and requests for copies of literatures in other universities. At the end of fiscal year 2013, our university libraries owned approximately 2.64 million books, which were worth approximately 9.9 billion yen.

The Number of Books
approx. 161 books per student

= The number of books / The number of students

Actual number of students in FY 2013 : 16,422
[cf.] Figure reported in FY 2012 : approx. 159 books

For Our Students and Prospective Students

■ Remodeling Student Residence Halls

Our university has student residence facilities which consist of 60 residence halls with a total capacity of approximately 4,000 students over four districts of Hirasuna, Oikoshi, Ichinoya, and Kasuga. It accounts for about 10% of student dormitories of all national universities. Usually, about 60% of students from abroad and about 60% of freshpeople live in student residence halls.

We have been remodeling 25 building in five-year-plan since fiscal year 2009. In fiscal year 2013, the final year of the plan, we repaired chambers, common space, heating system and walls and waterproofed roofs of Oikoshi and Ichinoya residence halls.



student residence halls after repaired
(outward view of a building of Oikoshi residence halls, dining hall in Hirasuna residence halls and general single room)

■ Promotion of International Exchange

We aim to improve the level of academic research and to bring up human resources with an international outlook by international academic exchanges. As of March 31st, 2014, we had a total of 259 agreements, consisting of 97 university exchange agreements and 162 department exchange agreements, in 60 countries (areas). We are also promoting to send and receive students and teachers to and from abroad.

In April 2013, we established the Global Commons. We are making efforts to enhance the supporting system on a scale of whole our university in order to promote projects for internationalization such as the Project for Establishing University Network for Internationalization (the Global 30; from fiscal year 2009-2013; 196 million yen in fiscal year 2013) and the Project for Promotion of Global Human Resource Development (from fiscal year 2012-2016; 90 million yen in fiscal year 2013), which are selected by the Ministry of Education, Culture, Sports, Science and Technology. Setting up the "Student Commons" which functions as a common learning space for Japanese and international students who are from various countries and have different fields, we provide an environment where "internationalization is part of everyday life." Furthermore, in order to create an environment where our campus functions as a "place to learn the world," we are working on the TSUKUBA Study Abroad Program, which consists of Global subjects and curriculums for studying abroad, support for students from and studying abroad, supervision over people going abroad for their safety, and etc.



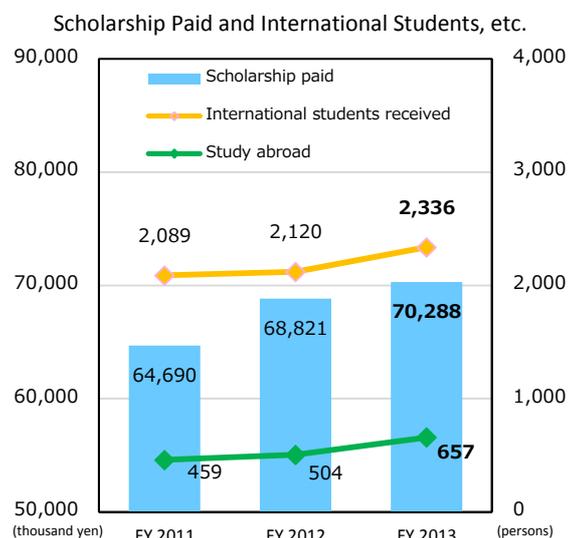
signing ceremony for a university exchange agreement with l'Université de Grenoble



Student Commons (in 1A building)

■ The University of Tsukuba Student Scholarship "The Tsukuba Scholarship"

The Tsukuba Scholarship is a program to provide financial support for students from abroad, support for students going study abroad, and emergency student loans by efforts toward internationalization such as the Global 30. Aiming to secure an environment which enables students to concentrate on their studies, we support them with this our own scholarship program funded by our Non-Subsidy Revenue. In fiscal year 2013, we provided 70,288 thousand yen for 216 students by expanding quotas for the support for international students in Undergraduate English Course Programs and the support for Short-term Overseas Programs for Japanese students.



For Our Laboratory School Students and Prospective Students

Laboratory Schools

We have 11 laboratory schools in the Tokyo metropolitan area.

In elementary, junior high and senior high school, a total of 6 schools in Tokyo and Saitama prefecture, we provide education attaching importance to not only scholastic ability but also general ability including competence to solve problems and competence in communication which are required in the real world in the school tradition of liberty and autonomy.

In special needs education schools, a total of 5 schools in Tokyo, Kanagawa and Chiba prefecture, we accept children and students with different disabilities such as visual impairment, deaf, mental disabilities, physical disabilities and autism. We aim to bring up independent people who can actively join the social community by providing education that suits each one's state and growth stage.

Total expenses related to education (Education Related Expenses) in 11 laboratory schools are approximately 7.0 billion yen.

Breakdown of Education Related Expenses
(in laboratory schools)

Expenses Classification	FY 2013
Education expenses	950,062
Amount equivalent to depreciation not recorded in P/L	216,326
Personnel expenses	5,785,070
Total	6,951,458

(In thousands of yen)

Education Related Expenses
approx. 1.61 million yen per student

= Education Related Expenses / The number of students
Actual number of students in FY 2013 : 4,324

Super Global High School (SGH) Program

In March 2014, Senior High School at Otsuka and Senior High School at Sakado were selected for the "Super Global High School (SGH) Program" by the Ministry of Education, Culture, Sports, Science and Technology.

This program, for 5 years from fiscal year 2014, promotes development and practice of sophisticated curriculums as well as enhancement of systems for those upon selecting high schools which work on bringing up global leaders in collaboration with international organizations and companies.

Senior High School at Otsuka, being selected as the chief secretary of 56 selected schools and 54 associate selected schools all over Japan, leads promotion of this program.



High School International ESD Symposium
(in Senior High School at Sakado)

Super Science High Schools (SSHs)

Since fiscal year 2002, being selected as a "Super Science High School" by the Ministry of Education, Culture, Sports, Science and Technology, Junior and Senior High School at Komaba have been working on enhancement of education especially in science and mathematics.

In the third period, which started in fiscal year 2012, we set a theme of research and development as "Research and Development of junior high, senior high, undergraduate and graduate collaborative programs which bring up global scientists rich in culture and inquiry mind." We are working on bringing up students' abilities of science communication by continuously running "instructing and learning each other" activities such as from senior high school students to junior high school students and from undergraduate/graduate students to senior high school students, development of competence in presentation in English which can be understood at international exchanges and academic conferences, research exchanges with National Taichung First Senior High School in Taiwan, and etc.



workshop (in Senior High School at Komaba)

For Our Clients at the University Hospital



(the upper: outward view of Keyaki building)
(the lower: heliport)

Principle of the University of Tsukuba Hospital

We are committed to providing high-quality medical care and cultivating medical professionals who can contribute to developing the medical field.

Policy of the University of Tsukuba Hospital

- We are committed to providing the safest and highest quality medical care to patients.
- Fully mindful of our mission and responsibility, we cultivate medical professionals who are rich in humanity.
- We promote a team approach to medical care services and thereby build links with the local community.
- We work to spread knowledge about health and medicine.
- We contribute to international society through our medical research and promotion of advanced medical technology.

The University of Tsukuba Hospital on web

<http://www.s.hosp.tsukuba.ac.jp/>



About The University Hospital

Ever since opening in 1976, the University of Tsukuba Hospital has striven to become a hospital that provides “real team medicine,” and our initiatives to provide lifelong education to doctors, nurses and medical administrators have produced many medical professionals working both inside and outside of Ibaraki Prefecture. In terms of overseas developments, we launched the Office for the Promotion of International Medical Affairs in fiscal year 2012 for preparing to accept and dispatch personnel with a global perspective, and cater for patients from overseas.

We are the only university hospital in Japan that operates a proton beam treatment facility and have made global contributions with our pioneering work on proton beam therapy. Based on these achievement, proton beam therapy has become a popular form of treatment in other hospitals in Japan and overseas. To produce the next generation of “made-in-Tsukuba” medicine, we are developing the research organizations for and promoting clinical research in Next-Generation Cell Selective Particle Cancer Therapy, the Tsukuba Biobank, the Tsukuba Next-Generation Molecule Imaging Center (PET) and Tsukuba Medical Laboratory of Education and Research, and are engaged in initiatives for overcoming difficult diseases that have hitherto been hard to treat.

The Ministry of Health, Labour and Welfare has presented a roadmap to the ideal format for medicine by the year 2025, one in which even advanced-medical-care hospitals take the lead by focusing on hospitalization in medical care, while meeting demand for collaboration with regional medical institutions and private doctors in a seamlessly linked medical environment. Our strong desire is to continue to be thoughtful and to work as one team as we provide our patients with the very best medical treatment.



The Intraoperative MRI

This is the first system in Japan that moves MRI apparatus to take a tomogram without moving a patient.



da Vinci

This is the latest robotic surgery assistant possible surgery less strain of patients.

Development and Implementation of Boron Neutron Capture Therapy (BNCT)

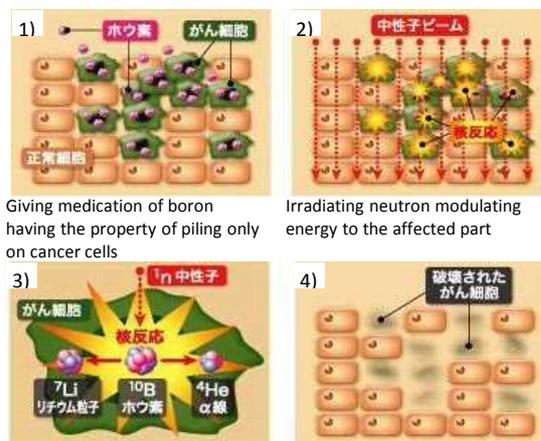
The Boron Neutron Capture Therapy is a next generation radiation therapy that selectively destroys only cancer cells and scarcely harms normal cells. It is expected as a next generation therapy for intractable cancers for which we have not found effective therapies until today.

[Characteristics of BNCT]

- New way of therapy for refractory cancers
- Reduced physical strain on patients and high quality of life (QOL)
- Pinpoint targeting at individual cells

We are developing a medical device which does not have a nuclear reactor but has an accelerator instead of the former device with a nuclear reactor. It is safe and small-sized so that it can be set inside the hospital. This project was selected for the International Strategic Zone in 2011. We are working toward its completion in fiscal year 2014 and the start on clinical research in fiscal year 2015 in cooperation with other research organizations and Ibaraki Prefecture.

[Mechanism of Therapy]



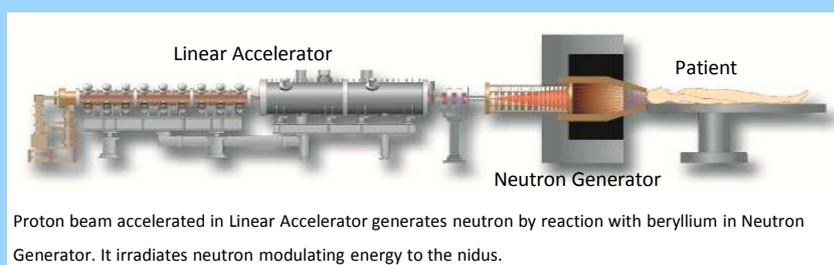
1) Giving medication of boron having the property of piling only on cancer cells

2) Irradiating neutron modulating energy to the affected part

3) Generated alpha rays and Lithium particles destroy the cancer cells. It is possible to treat by unit of a cell because the range of irradiation is the length of one cell (10 micron).

Information about Tsukuba International Strategic Zone is reported on page 16

[Therapy Device Using Linear Accelerator]



Proton beam accelerated in Linear Accelerator generates neutron by reaction with beryllium in Neutron Generator. It irradiates neutron modulating energy to the nidus.



The appearance of Linear Accelerator

Efforts toward Revival of Community Medicine

Ibaraki is the second worst prefecture in Japan in terms of the number of doctors per population of 100,000 by prefecture. The shortage of doctors in Ibaraki Prefecture is a serious problem. In order to cope with the urgent problem of the collapse of community medicine caused by the shortage of doctors, we are working on a community medicine revival plan with the aim of contributing to enhancement and qualitative improvement of the community medicine system in areas where there are not enough doctors by using various methods in cooperation with the government and private enterprises.

Concrete Approach

Cooperation Destination	Development Hospital	Number of Teachers / Doctors	Facilities Established by Our University Hospital
Ibaraki Prefecture	Ibaraki Prefectural Central Hospital, and 4 others	17	Ibaraki Clinical Education and Training Center
Ibaraki Prefecture	Kamisu Saiseikai Hospital	2	Kamisu Medical Education Station
Ibaraki Prefecture	Ibaraki Children's Hospital	2	Ibaraki Pediatric Education and Research Station
JA (Ibaraki Prefecture Welfare Federation of Agricultural Cooperative)	Mito Kyodo General Hospital	23	Mito Clinical Education and Training Center
Hitachi, Ltd.	Hitachinaka General Hospital	5	Hitachinaka Medical Education and Research Center
Hitachi, Ltd.	Hitachi General Hospital, Taga General Hospital	3	Hitachi Medical Education and Research Center
Tsuchiura City	National Hospital Organization Kasumigaura Medical Center	3	Tsuchiura Clinical Education and Training Station
Kitaibaraki City	Kitaibaraki City Hospital	2	Kitaibaraki Medical Education Station
Tsukuba City	University of Tsukuba Hospital	3	Tsukuba-city Birth Center
Total		60	

[Major Efforts toward Revival of Community Medicine]

- 1) Development and management of new programs for bringing up human resources leading community medicine
- 2) Development of environment for pre-/post-graduation and lifelong education and training in areas where there are not enough doctors and bringing up doctors rooted in the regional community
- 3) Contribution to community medicine by constructing an educational and instructional system and supporting medical care at central hospitals in areas where there are not enough doctors
- 4) Promotion of joint research and development and clinical trials for pharmaceuticals and hospital equipment which are produced in the regional community by utilizing clinical data and teachers' abilities of research in our university hospital

For Our Clients at the University Hospital

Financial Situation of the University Hospital

In fiscal year 2013, Operating Income was 31,744 million yen with increase by 4,276 million yen compared to fiscal year 2012 as a result of displaying highly advanced and acute stage medical care under operation of Keyaki building (new hospital building) throughout the year.

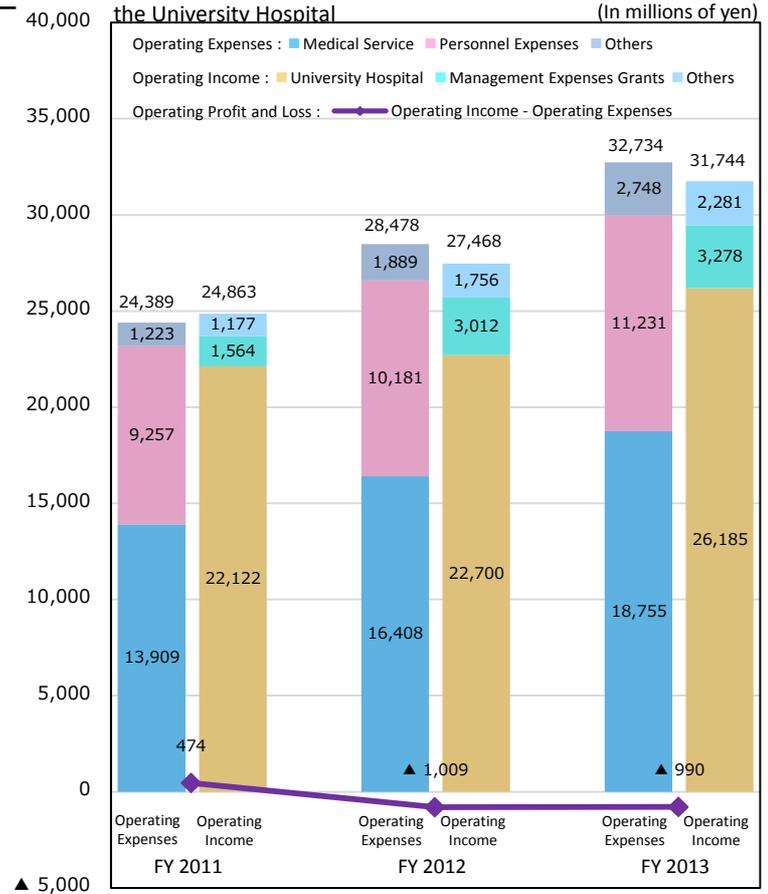
On the other hand, Operating Expenses were 32,734 million yen with increase by 4,256 million yen compared to fiscal year 2012 due to increase in Depreciation Expenses for Buildings and Building Fixtures as well as Personnel Expenses by increasing medical staff (doctors, nurses and etc.) for reinforcement of functions of the hospital.

As a result, the Operating Profit and Loss (Operating Income - Operating Expenses) of the university hospital was ▲990 million yen in fiscal year 2013.

This Operating Profit and Loss is based on Ordinary Income/Expenses. Adding Extraordinary Profit, Gross Loss of the university hospital was ▲969 million yen.

Main causes of Gross Loss are reported on page 30

Changes in Annual Financial Situation of the University Hospital (In millions of yen)



Medical Care at the University Hospital

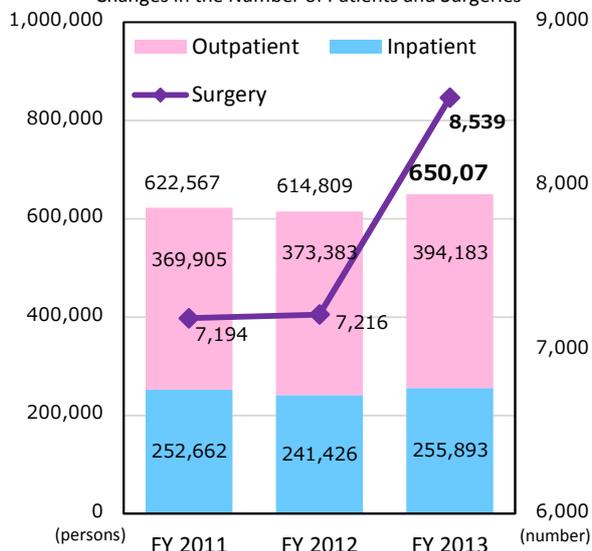
The university hospital is actively working on enhancement of medical care system and improvement of services for patients under the redevelopment project, which has been contributing to increase in the number of outpatients. In addition, the number of surgeries substantially increased due to increase in the number of operating rooms and upgrade of surgical facility.

In fiscal year 2013, the number of inpatients increased and the rate of bed operation rose than usual due to increase in the number of beds for

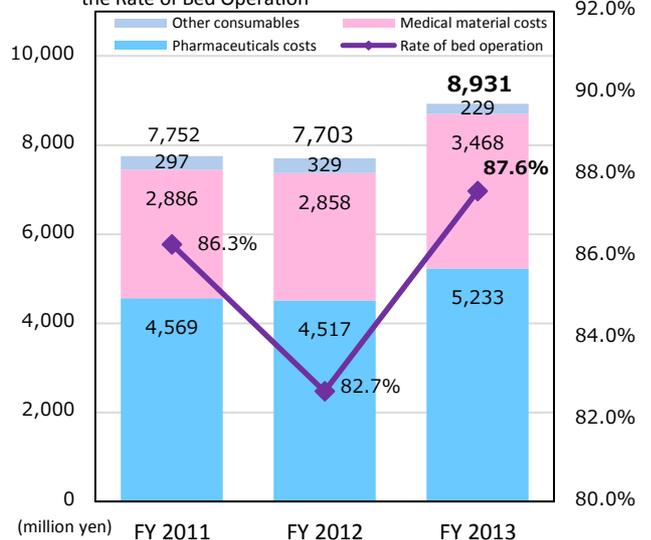
serious case and beds incurring extra charge under the redevelopment project as well as efforts of shortening of hospitalization.

We reduced costs for consumables, however, pharmaceuticals costs and medical material costs increased. Income increased more than expected due to increase in the number of patients and surgeries with active medical services as mentioned above, however, costs for those also increased.

Changes in the Number of Patients and Surgeries



Changes in Expenses for Pharmaceuticals and etc. and the Rate of Bed Operation



Promotion of Industry-Academia Collaboration at the University of Tsukuba

Considering importance of international industry-academia-government collaboration activities, our university reorganized and developed the “Industry Relations and Technology Transfer Office.” We newly established the “International Innovation Interface Organization” in April 2014. This organization mainly aims to integrate works about intellectual property rights in our university and do more activities to promote industry-academia collaboration internationally, promote social contribution of corporations.

Activity and Achievement of Industry-Academia Collaboration

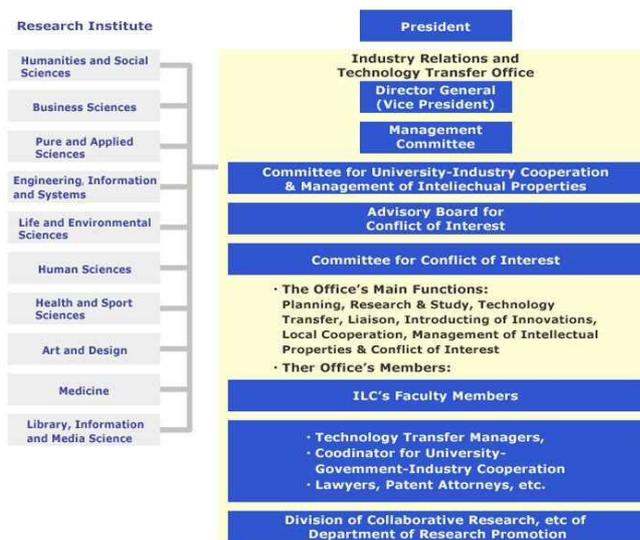
We are running “industry-academia collaboration promotion project” for the purpose of promoting research, educational activities aiming for technology transfer from our university to industry field and entrepreneurship by supporting cooperative research between our university and private enterprises, nurturing and supporting our university spin-offs. Nowadays, we accept 6 projects of cooperative research, business start-ups, supporting university spin-offs, utilizing intellectual property, supporting cooperative research organization and supporting entrepreneurship and intellectual property education.

Depending on kinds of projects, we support research development costs and lend laboratory and etc.

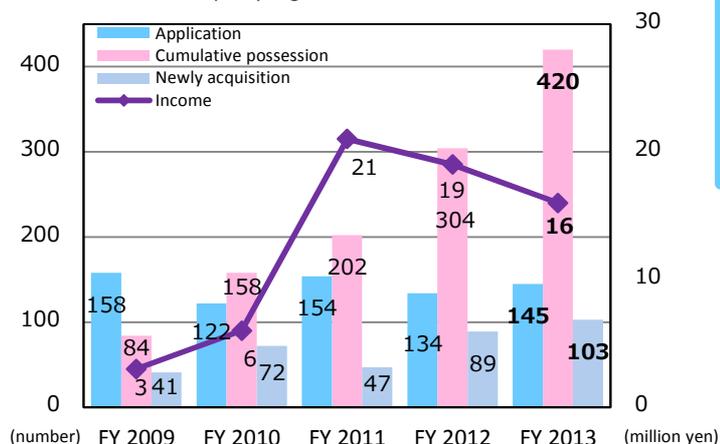
We also provide “Academic Instruction Contract” system that allows contracts for technical instruction, supervision and consultations by our teachers between our university, not our teacher individuals, and private enterprises as well as scientific technological consultations (for free).

So far, 96 our university spin-offs were established and 78 of those are active.

In addition, in fiscal year 2013, the number of application and newly acquisition of intellectual property rights increased.



Number of Application, Possession and Acquisition of Intellectual Property Rights; and Income



CYBERDYNE Corporations Acquires Certification of Medical Devices and Is Listed on the Stock Market

CYBERDYNE Corporations produced by Professor Yoshiyuki Sankai, our university spin-offs, acquired ISO13485 (Quality management systems of medical devices) and ISO/DIS 13482, “Robots and robotic devices — Safety requirements for non-industrial robots — Non-medical personal care robot -HAL.” In addition, in June, robot suit “HAL” which was newly developed for medical use acquired international certification of medical devices at EU (CE marking). By acquisition of CE marking, robot care device as medical device which uses innovative technology in Japan was born at the first time in the world and commercial distribution and selling were permitted all over EU area. Furthermore, in Germany, we achieved good result that all amount of public industrial injury insurance extend coverage by insurance for functional improvement care by HAL of spinal damage patients.

Moreover, this corporation, a our university spin-off, is formed as problem solving type business (social business) by innovative technology in the field of medical care, welfare and life. On March 26th, 2014, its stock limited voting right was listed for the first time in Japan. Its superior technical skills and possibilities made it receive IPO of the year (Thomson Reuter) in 2014.



robot suit “HAL” for medical use

Cooperative Research

External Funds received are reported on page 31

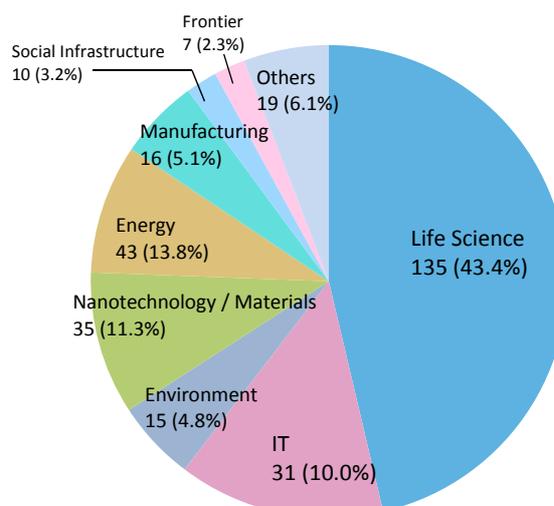
Cooperative Research is a system that our teachers and researchers from private enterprises together research on a common theme on an equal footing, which promotes to achieve superior results. We launched the "Cooperative Research Launch Support Project" in fiscal year 2010, and we recommend and support cooperative research by our young teachers and small/medium-sized enterprises in order to expand range of research activities.

If you have a consultation of Industry-Academia Collaboration, please send your thoughts to Division of Collaborative Research.

<http://www.sanrenhonbu.tsukuba.ac.jp/>



Track Record of Cooperative Research (by research area) in Fiscal Year 2013



Of these, the number of local enterprises (in Ibaraki Prefecture) is

44 (of 328) (**13.4%** of all)

○ Conclusion of Academic Alliance with Kashima Antlers FC

On August 3rd, we concluded academic alliance with Kashima Antlers Corporation for regional cooperation and vitalization.

Since fiscal year 2009, we have been strengthening our ties by directors and officials giving a lecture in the field of special lecture, lectures set in College of Policy and Planning Sciences. With this alliance, we are going to build more organizational cooperation system and develop cooperative research and cooperative operations.

We are going to start research by approach of social engineering. For initial research, we plan to verify distribution of supporters of Kashima Antlers with a viewpoint of urban engineering and to expect and analyze how supporter collecting environment changes affected by Metropolitan Inter-City Expressway service between Inashiki and Ohsakae planned to be opened in 2014.



Shigeru Iбата: President of Kashima Antlers and President Nagata shaking hands after signing

■ Endowed Courses

The system of Endowed courses sets up and manages "endowed course" or "endowed research division," effectively utilizing donations from donors such as private enterprises. They aim to diversify and activate education and research of our university. These courses are to have names which show contents of their education or research, but they also can add information about donors to their names by proposal from donors.

In fiscal year 2013, we set up 3 new courses of "Innovation in Power Electronics of Toyota and Denso," "Innovation in Power Electronics of Fuji Electric Holdings Corporation" and "Course on Perinatal Medicine." We hold a total of 15 courses including ones having been continued.

List of Endowed Courses at the University of Tsukuba in Fiscal Year 2013

(In millions of yen)

Endowed Course	Amount Received
Sleep Medicine Endowed Course	25,000
Toshokan Ryutsu Center (TRC) Library Management Course	25,000
Life-style Diseases Course Endowed by the JA Ibaraki Prefecture Welfare Federation of Agricultural Cooperative	50,000
Department of Longevity Science Endowed by Onodera Memorial Asuka Foundation	22,000
Ibaraki Prefecture Department of Primary Care and Medical Education	20,000
"Environmental Disaster Prevention" Course	100,900
Research Course on Regional Medical System	202,000
Innovation in North & Middle Ibaraki Healthcare Network (Social Cooperation Program)	120,000
Arrhythmia Research Department	15,000
Innovation in South Ibaraki Healthcare Network	42,000
Innovation in Ibaraki Pediatric Healthcare Network	33,125
Innovation in Power Electronics of Toyota and Denso	30,000
Innovation in Power Electronics of Fuji Electric Holdings Corporation	30,000
Course on Perinatal Medicine	24,500
Arrhythmia Next Generation Endowed Research Division	20,000
Total	759,525

TSUKUBA INTERNATIONAL STRATEGIC ZONE

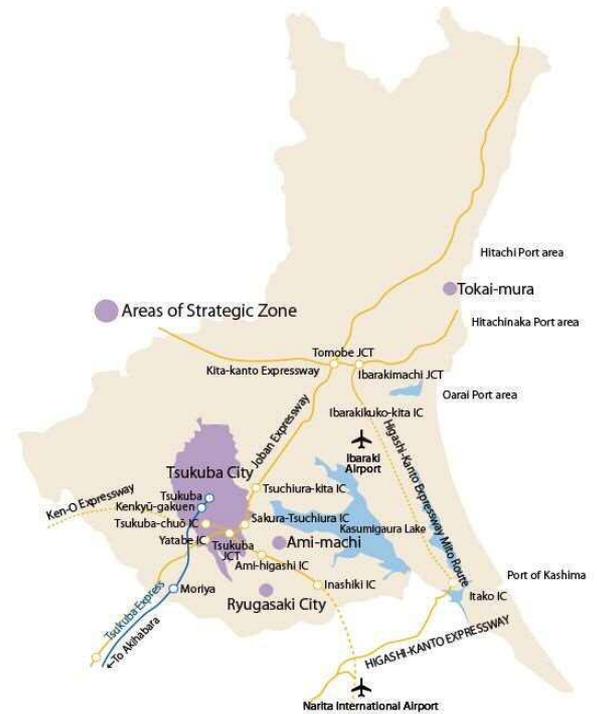
In December 2011, Tsukuba City and parts of Ibaraki Prefecture were designated as "International Strategic Zone."

This zone is one of Japan's economic growth strategies. For projects authorized in this zones, various types of support and special treatment such as government funding and relaxation of regulation.

Today, in Tsukuba International Strategic Zone, 7 leading research and development projects are being undertaken in order to create new industries with a global vision. Our university is involved in 7 all projects.

The details of TSUKUBA INTERNATIONAL STRATEGIC ZONE are introduced on website from URL below.

<http://www.tsukuba-sogotokku.jp/>



areas of TSUKUBA INTERNATIONAL STRATEGIC ZONE

○ Seven Pioneering Projects

Project Name (Field)	Main Institutes Involved
Life-Innovation	
Development and Implementation of BNCT A part of this project is also reported on page 12	University of Tsukuba Hospital / High Energy Accelerator Research Organization (KEK) / Japan Atomic Energy Agency / Mitsubishi Heavy Industries, LTD / Hokkaido University / Ibaraki Prefecture
Living with Personal Care Robots	National Institute of Advanced Industrial Science and Technology (AIST) / University of Tsukuba
Development of Innovative Pharmaceuticals and Medical Technologies Using Biomedical Resources in Tsukuba	University of Tsukuba / National Institute of Advanced Industrial Science and Technology (AIST) / Eisai CO., LTD. / Riken BioResource Center (BRC) / National Institute of Biomedical Innovation / Cell-Medicine, Inc.
Domestic Production of Medical Radioisotope (Technetium-99m) in Japan	Japan Atomic Energy Agency / Chiyoda Technol Corporation / University of Tsukuba
Creation of the Global Hub of Innovative Medical Robots and Medical Devices	University of Tsukuba (Hospital) / CYBERDYNE Inc. / Bergmannsheil Hospital (BG Group, Germany) / Karolinska Institute-Dandreyd Hospital (Sweden) / Cyberdyne Care Robotics (Germany)
Green-Innovation	
Application of Algal Biomass Energy	University of Tsukuba / Tsukuba City / Ibaraki Prefecture
TIA-nano Creation of Global-Center Unit of Nano-Technology	National Institute of Advanced Industrial Science and Technology (AIST) / National Institute for Material Science (NIMS) / University of Tsukuba / High Energy Accelerator Research Organization (KEK)

○ Opening Ceremony of Large Scale Demonstrating Facilities of Producing Algae Biomass Energy and Departing Ceremony of Cars Practical Running in Public Thoroughfare Held

In March, the facility in which much algae biomass is cultivated in the farmland in Tsukuba City was completed and an announcement ceremony of the founding of large scale demonstrating facilities of producing algae biomass energy was held. This facilities aim to establish mass-production technology of algae which produce hydrocarbon oil by making use of non-cultivated land and others in the project of 'Application of Algal Biomass Energy.'

In addition, a departing ceremony of cars practical running in public thoroughfare (cars running demonstration ceremony) was held. In order to do the running demonstration in public thoroughfare, we concluded an agreement with Ibaraki Prefecture, Tsukuba City, SEKISHOU Corporation and SINANEN Corporation, LTD. It is the first case in Japan that a car which uses algae produced oil run in public thoroughfare.



Large Scale Demonstrating Facilities of Producing Algae Biomass Energy (outdoor mass culture)

■ Lifelong Education

We provide lifelong education such as open courses and certificate programs for non-students.

Open courses release and diffuse educational and research achievements of our university through lectures in order to contribute to improvement of people's culture and development of people's ability at work and real life.

* Revenue and expenditures for open courses in fiscal year 2013

Total Revenue : 14,247 thousand yen

Total Expenditures: 16,223 thousand yen

Certificate programs are special courses for adults. Each course requires 120 hours or more studies depending on its goals and contents. A certificate based on the School Education Law will be issued to those who have completed the program. It can be recorded as an educational background in curriculum vitae.

■ Contribution to Society

We work on activities for contribution to society as a regional center of knowledge in order to return intellectual achievements to society positively. We aim to create a bond between local people and our university, to bring up excellent human resources and to form a good cycle of regional activeness. On the recovery and rebirth assistance project, we are carrying projects such as "Measures against Radiation," "Disaster Measures and Local Promotion" and "Forming Health-care," making use of our characteristic as a university with various academic fields. These projects are based on needs from suffering area.

○ A Case of Social Contribution Project

"Creation of Health Promotion Network Mainly by Leaders of the Elderly's Exercise Support Activities"

Considering aging society expected to progress more in the future, it contributes to create and expand health promotion network which is supported mainly by leaders of the elderly's exercise support activities.

"Practice of Science Communication by Students"

We offer opportunities to have and enhance interest in science through science playing laboratory and science experiments for elementary and junior high school students in suffering area.

Besides the projects as above, we develop various projects of contribution to our region. Please see them from URL below.

[Lifelong Education] <http://www.tsukuba.ac.jp/education/>
 [Contribution to Society] <http://www.tsukuba.ac.jp/community/>



List of open courses

Course	Number	Enrollee
Incumbent Training Course	33 courses	1,158 people
General Open Course	33 courses	927 people
Prioritized Open Course	10 courses	254 people
Endowed Open Course	1 course	30 people
Total	77 courses	2,369 people

List of certificate programs

(In thousands of yen)

Course	Enrollee	Total Revenue
Library Management Course	13 people	1,950
University Management and Cultivation of Human Resources	17 people	1,560
Total	30 people	3,510

Main projects of contribution to society (In thousands of yen)

Project	Number	Total Expenditures
Recovery and Rebirth Assistance Project	41 projects	34,182
Social Contribution Project	50 projects	12,433
Science and Technology Week Assistance Project	15 projects	3,483
Total	106 projects	50,098



square step exercise exchange in Kasama City, Ibaraki Prefecture

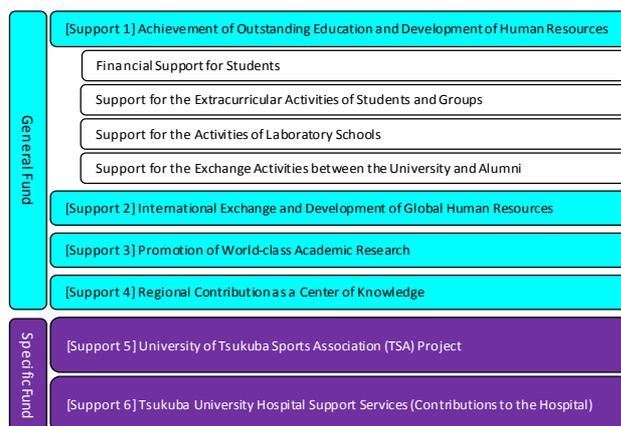


science lecture in an elementary school in Minami-soma City, Fukushima Prefecture

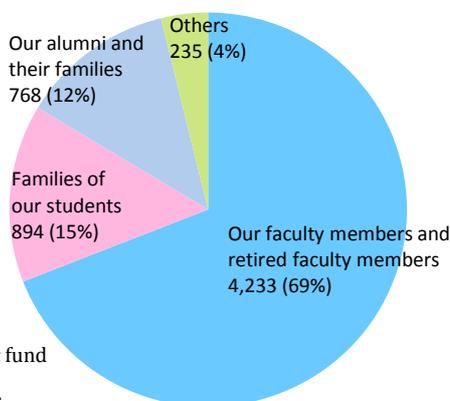
■ The University of Tsukuba Fund (TSUKUBA FUTURESHIP)

We established the “University of Tsukuba Fund (TSUKUBA FUTURESHIP)” in April 2010, aiming to contribute to various activities such as support for students in our university and children/students in our laboratory schools, promotion of education and research activities, and contribution to the regional community.

This fund consists of two kinds of fund; the “General Fund” which provides support in levels from Support 1 to Support 4 aiming to reinforce four functions that our university should serve, and the “Specific Fund” which provides support in levels of Support 5 and Support 6 aiming to aid specific projects. We accept donations without designation of use and used books donations.



Donations in Fiscal Year 2013 (by classification of donors)



* Excludes specific fund and gifts-in-kind.

■ The University of Tsukuba Alumni Association

The “University of Tsukuba Alumni Association” is a “forum” launched for the purpose of strengthening collaboration between our university and everyone involved in our university including graduates, completed students, current students, former faculty members, current faculty members, organizations for extracurricular activities, and specific alumni associations. Please make use of the “University of Tsukuba Alumni Association” when everyone involved in our university gathers, connects and promotes exchanges under the “common bond” of the “University of Tsukuba.”

In addition, we set up the “University of Tsukuba Alumni Association website” in July 2012. This website has a SNS which only those who are involved in our university such as graduates, completed students, current students, former faculty members, and current faculty members can access. Please make use of this SNS.



The University of Tsukuba Alumni Association on web
<https://alumni.tsukuba.ac.jp/>



as of March 31st, 2014

Total amount: 373,788 thousand yen
 Total number: 10,783 donations

You can see detailed information of activities of the University of Tsukuba Fund and how to donate from URL below.

<https://futureship.sec.tsukuba.ac.jp/>



■ Commemorative Fundraising for the 40th + 101st Anniversary of the University of Tsukuba

Our university’s history dates back to its founding as the first Japanese “Normal School” in 1872. Based on 101 years of its long tradition and achievement since its founding, in October 1973, our university made a new start as a “University with a new vision.” Furthermore, our university commemorated its 40th anniversary on October 1st, 2013.



For this commemoration, we launched the “Commemorative Fundraising for the 40th + 101st Anniversary” in April, aiming to support bringing up global human resources. It finished in September 2014. We sincerely appreciate for your cooperation.

In addition, since April 2014, we have been running following projects as supporting projects funded by this commemorative fundraising.

- Support for excellent undergraduate students going study abroad
- Support for projects for international exchanges of our laboratory schools
- Maintenance and expansion of our campuses abroad

Research Related Expenses

Total expenses related to research (Research Related Expenses) are approximately 17.6 billion yen.

[Research Expenses]

Expenses for research funded by Management Expenses Grants, Subsidies, Donations, Non-Subsidy Revenue and etc.

[Sponsored Research Expenses]

Expenses for Sponsored Research and Cooperative Research

[Grants-in-Aid for Scientific Research (direct expenses)]

Subsidies provided by the national government for researcher individuals

[Amount Equivalent to Depreciation not recorded in P/L]

Expenses not recorded in P/L applied for depreciation of research assets which were acquired using assets invested from the national government, Faculty Expenses or Appropriated Surplus

Breakdown of Research Related Expenses (In thousands of yen)

Classification	FY 2013
Research expenses	8,929,420
Sponsored research expenses	3,783,926
Grants-in-Aid for Scientific Research (direct expenses)	3,041,770
Amount Equivalent to Depreciation not recorded in P/L	1,880,163
Total	17,635,279

Research Related Expenses
approx. 9.81 million yen per teacher

= Research Related Expenses / The number of full-time teachers

Number of full-time teachers in FY 2013 : 1,797

[cf.] Figure reported in FY 2012 : approx. 8.97 million yen

Personnel Expenses

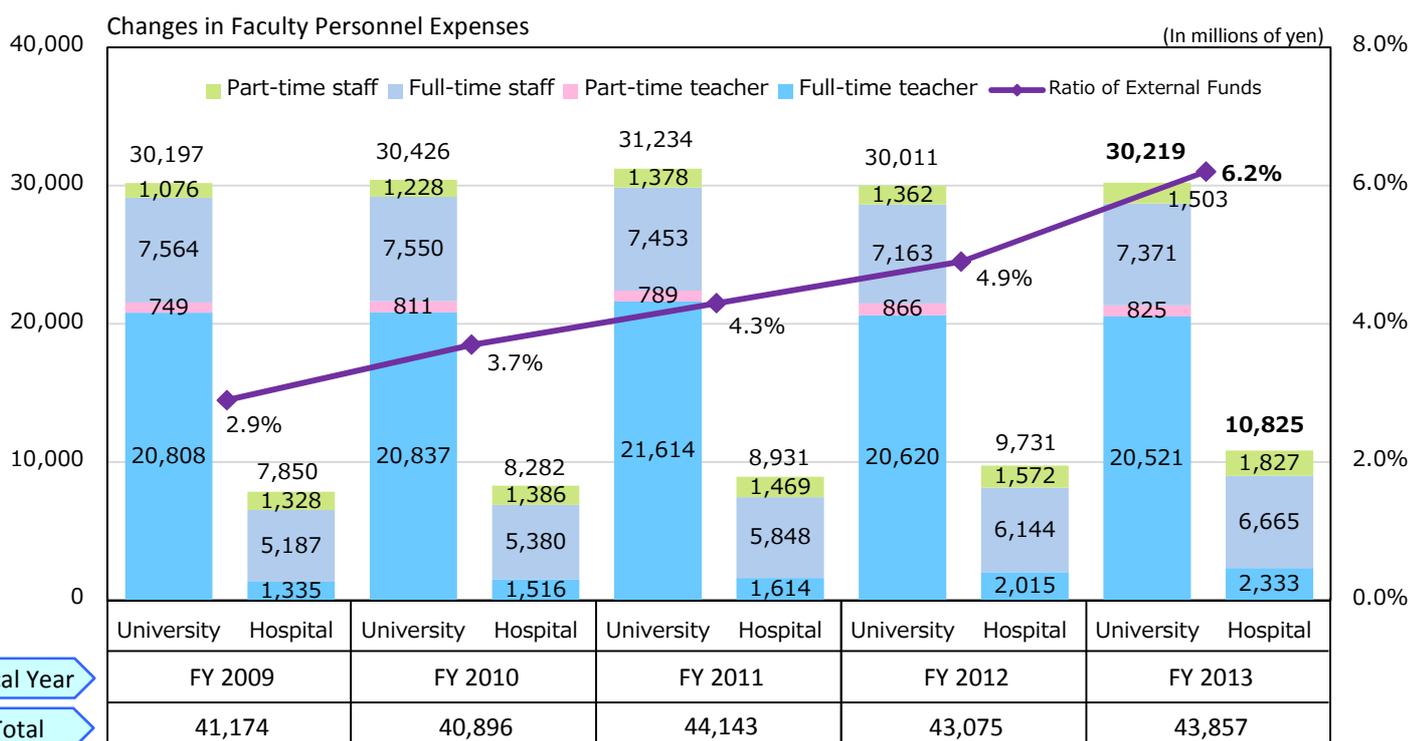
Personnel Expenses account for 48.9% of Ordinary Expenses and approximately 43.9 billion yen is paid out (including 149 million yen for personnel expenses for directors and 2,664 million yen for retirement benefits). As for our university (excluding the university hospital), Personnel Expenses increased by 208 million yen due to increase in the number of annual-salary teachers and staff employed by external funds even though salary payment for full-time teachers and full-time staff was reduced according to the Special Provisions Act.

On the other hand, as for the university hospital, Personnel Expenses

increased by 1,094 million yen because we increased employment in order to reinforce functions of the hospital and turned the Proton Medical Research Center from as the university hospital facilities into as our university facilities.

In addition, the proportion of External Funds to Personnel Expenses has been rising year by year, which shows we are diversifying operations of our university and actively running projects such as research, development and contribution to the regional community.

Personnel Expenses ratio is reported on page 37



* The Personnel Expenses in graph do not include personnel expenses for directors and retirement benefits.

General Administrative Expenses

General Administrative Expenses are recorded as expenses necessary for management and operations of the university. In fiscal year 2013, General Administrative Expenses were approximately 2.6 billion yen with increase by 0.04 billion yen from fiscal year 2012. This is mainly caused by increase in utility costs. However, the ratio of General Administrative Expenses to Operating Expenses declined to 3.1% with decline by 0.1% because the entire Operating Expenses increased. It shows that efficiency of operations has been improved.

General Administrative Expenses Ratio

3.1%

= General Administrative Expenses / Operating Expenses

Changes in annual General Administrative Expenses ratio are reported on page 37

Breakdown of General Administrative Expenses (In thousands of yen)

Classification	FY 2012	FY 2013	Change
Consumables	258,015	217,966	▲ 40,049
Utility costs	135,255	176,872	▲ 41,617
Travel expenses	59,210	73,584	▲ 14,374
Maintenance costs	208,645	214,344	▲ 5,699
Repair costs	332,232	278,978	▲ 53,254
Non-life insurance premium	57,035	55,376	▲ 1,659
Advertising expenses	114,654	109,972	▲ 4,682
Compensation / Consignment / Commission	892,447	874,056	▲ 18,391
Tax and Dues	151,526	191,602	▲ 40,076
Depreciation Expenses	198,340	238,491	▲ 40,151
Others	184,598	204,491	▲ 19,893
Total General Administrative Expenses	2,591,957	2,635,734	▲ 43,777
Operating Expenses (cf. p. 23)	80,074,798	85,892,938	▲ 5,818,140
General Administrative Expenses Ratio	3.2%	3.1%	▲ 0.1%

The University of Tsukuba Action Plan for Revenue and Expenditures Reform

Based on proposals by five viewpoints such as reduction in administrative and personnel expenses and promotion of facility management by "Action Plan for Revenue and Expenditure Reform Promotion Committee," we examined specific matters which lead to reduction in expenditures and expansion of revenue as well as we shared and followed up information in task force over the related department.

As the result in fiscal year 2013, we reflected the amount of income increased and cost reduced (approximately 88 million yen) in fiscal year 2014 budget by introducing user fees in campus transportation system, introducing competition for setting up vending machines and reviewing fees for nurseries on Saturdays and accommodation.

List of Matters Examined

Matter
<input type="radio"/> Reduction in administrative expenses and personnel expenses Co-treatment of facility maintenance operations with other organizations
<input type="radio"/> Measures for new revenue ensure Introduction of strategic fund management
<input type="radio"/> Promotion of Facility Management Review of management and operations of accommodation
<input type="radio"/> Introduction and expansion of user fees Review of campus transportation system
<input type="radio"/> Verification of cooperation of the way with relevant external organizations Public welfare (Restructuring of welfare business structure)

Improvement of Business Operations for Controlling Expenses

Since October, our university, Tsukuba university of Technology and High Energy Accelerator Research Organization have been conducting joint procurement of staff residence halls maintenance and our university reduced costs for those by approximately 2.6 million yen per year. We also have been conducting joint procurement of PPC paper continuously and our university reduced costs for those by approximately 4.3 million yen per year. In addition, 6 institutions, adding 2 institutions in Tsukuba to joint procurement conference (3 institutions mentioned above and Ibaraki University), concluded an agreement for joint procurement of toilet paper. Furthermore, in order to promote improvement of procurement system and cost reduction, we started to operate a new purchase system (TUPS), which is for reagent and physics and chemistry supplies and has its own estimate competition function, in January 2014.

Balance Sheet

(In millions of yen)

Item	FY 2012	FY 2013	Change
Assets	399,893	404,149	4,256
Fixed Assets	374,918	382,236	7,318
Land	249,374	248,553	▲ 821
Buildings	85,332	88,476	3,144
Structures	5,027	5,274	246
Mechanical equipment/tools, furniture and fixtures	17,452	19,838	2,386
Books	9,904	9,928	24
Works of art and Collected items	871	871	▲ 1
Construction in Progress	3,123	4,833	1,710
Patents	135	181	46
Software	307	283	▲ 24
Patent in Progress	242	237	▲ 5
Investment in Securities	2,804	3,202	398
Other Fixed Assets	345	560	215
Current Assets	24,975	21,913	▲ 3,062
Cash and Deposits	7,468	8,948	1,481
Accounts Receivable	5,381	6,000	619
Marketable Securities	11,500	6,700	▲ 4,800
Drugs, Medicine and Materials for Medical Services	172	161	▲ 11
Other Current Assets	454	103	▲ 351

It decreased due to selling land of 3-chome, Takezono (▲821 million yen).

It increased due to completion of the Central Gymnasium (1,943 million yen) and repair works on building for the Institute of Medicine (1,245 million yen), etc.

It increased due to acquisition of leased assets such as integrative medical information system (1,741 million yen) and remote-controlled endoscope operation system (378 million yen) in the university hospital.

The number of books collected is approximately 2.64 million as of the end of fiscal year 2013.

It increased due to construction of the International Institute for Integrative Sleep Medicine building (1,472 million yen) and the High Definition Medical Innovation Center building (1,058 million yen).

It increased due to purchase of government bonds (20 years) and government-guaranteed bonds.

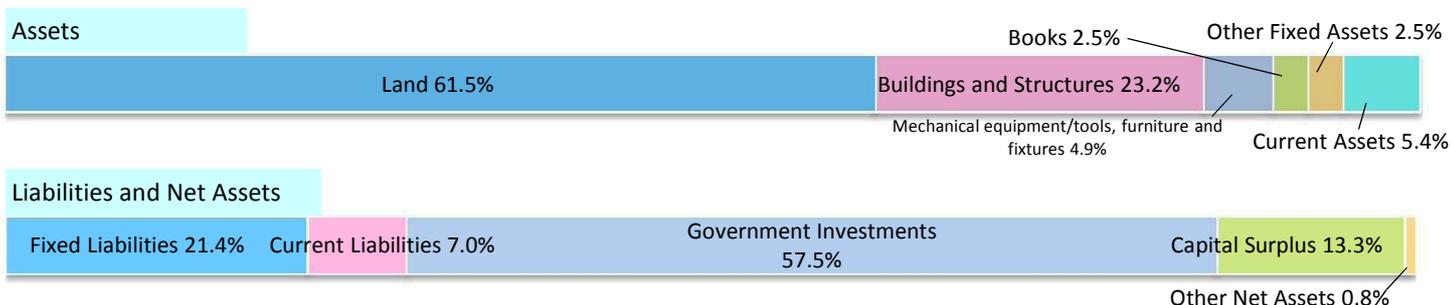
It increased due to making deposits in time deposits.

It increased due to receivable funds for Sponsored Operations from the Ministry of Economy, Trade and Industry (332 million yen) and Sponsored Research from Japan Atomic Energy Agency (141 million yen).

It decreased due to mature refund of certificates of deposit.

Financial Statements in Fiscal Year 2013

○ Breakdown of Assets / Liabilities / Net Assets by composite in fiscal year 2013



(In millions of yen)

Item	FY 2012	FY 2013	Change
Liabilities	116,480	114,844	▲1,636
Fixed Liabilities	86,247	86,497	249
Per Contra Liabilities for Property Acquisition	27,305	32,104	4,799
Borrowings	27,667	23,254	▲4,413
Long-term PFI Liabilities	28,600	26,763	▲1,837
Other Fixed Liabilities	2,675	4,375	1,701
Current Liabilities	30,232	28,347	▲1,885
Management Expenses Grants Liabilities	3,720	2,420	▲1,300
Donation Liabilities	3,676	3,662	▲14
Borrowings scheduled to be repaid within one year	4,471	4,413	▲58
Short-term PFI Liabilities	2,104	1,839	▲265
Accounts Payable	10,998	11,489	490
Other Current Liabilities	5,262	4,523	▲738
Net Assets	283,413	289,306	5,892
Government Investment	232,826	232,416	▲411
Capital Surplus	45,237	53,749	8,513
Reserve Funds Brought Forward from Previous Mid-Term Plan Period	4,271	3,391	▲881
Appropriated Surplus	663	123	▲540
Reserve	995	995	-
Unappropriated retained earnings (or Undisposed loss) at the end of the term	▲579	▲1,368	▲789

It is an accounting item specific to national university corporations. When an asset is acquired, matching liability is recorded. Then, when depreciation expenses of that asset emerge, matching liability is transferred into an income to balance the income and expenses.

It decreased due to Redemption of PFI Liabilities for the University Hospital redevelopment project (▲1,911 million yen) and the Laboratory Animal Resource Center (▲191 million yen).

Less was carried forward compared to fiscal year 2012 as many projects finished as planned. The following are main items: expenses of reconstruction related projects (886 million yen), disaster restoration expenses (420 million yen) and retirement benefits (607 million yen).

It decreased due to regular repayment of borrowings from financial institutions for purchasing land (▲3,963 million yen) and borrowings from the Center for National University Finance and Management (▲508 million yen).

It is recorded in cases such as when fixed assets are acquired using Facility Expenses granted by the national government.

We reduced Reserve for expenditures of operating expenses for Remodeling Student Residence Halls.

Main causes of the Loss are repair cost for trouble with proton beam treatment facility in the university hospital and etc. (Please refer to "On Profit (Loss)" on page 30 for details.)

Balance Sheet (B/S)

Reveals the financial condition of a corporation on the day of settlement. Liabilities and Net Assets show the "source of fund procurement" and Assets show "how the procured funds have been managed."

Assets : The majority is Fixed Assets such as land and buildings.

Liabilities : Borrowings (including PFI Liabilities) account for 49%, but we are striving to achieve a stable financial operation by making repayments in a well-planned manner.

Net Assets : They account for 72% of the total of Liabilities and Net Assets with 80% coming from government investment.

Profit and Loss Statement

(In millions of yen)

Item	FY 2012	FY 2013	Change
Ordinary Expenses	83,720	89,708	5,988
Operating Expenses	80,075	85,893	5,818
Education Expenses	6,186	7,220	1,033
Research Expenses	7,809	8,936	1,127
Medical Service Expenses	16,408	18,755	2,347
Education and Research Support Expenses	2,390	2,523	133
Sponsored Research Expenses	3,581	3,787	206
Sponsored Operations Expenses	625	816	190
Personnel Expenses	43,075	43,857	782
General Administrative Expenses	2,592	2,636	44
Financial Expenses	981	1,044	63
Miscellaneous Loss	72	135	63
Extraordinary Loss	624	279	▲ 344
Gross Income (Loss)	▲ 579	▲ 1,368	▲ 789

National university corporations are required to classify expenses by purpose of use such as education, research and etc.

It increased due to costs for repair works on building for Natural Sciences (49 million yen), increase in research consignment costs (37 million yen) and etc.

It increased due to increase in Depreciation Expenses for buildings and hospital equipment according to operation of Keyaki building throughout the year (998 million yen) and increase in pharmaceuticals costs required for securing income by running highly advanced and acute stage medical care (1,327 million yen).

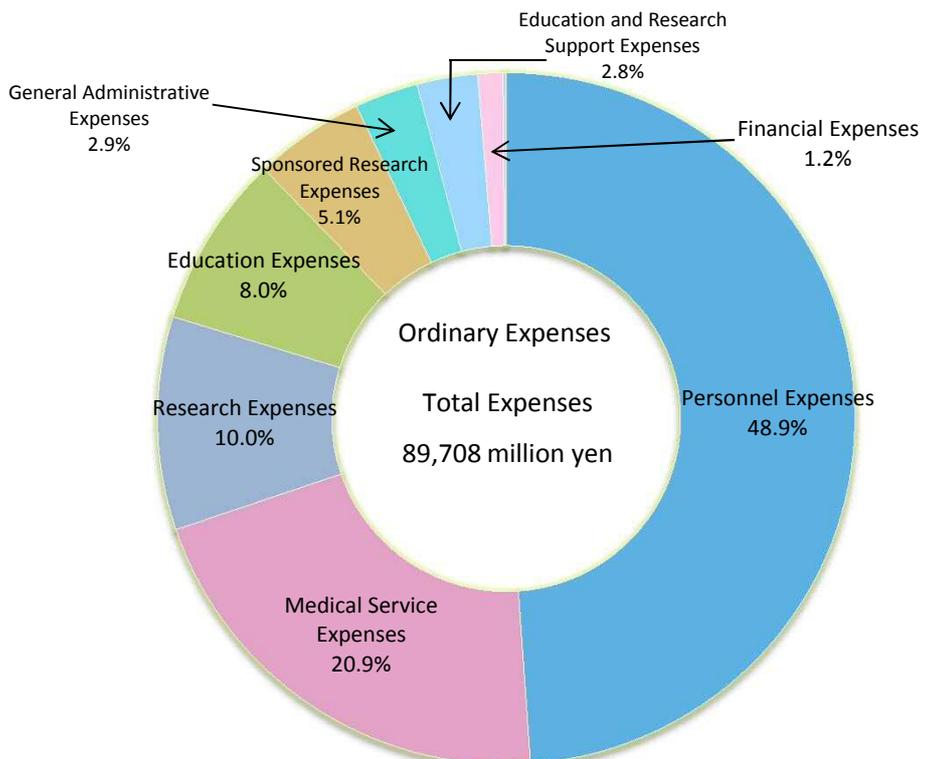
It increased due to increase in annual-salary staff employed by external funds (605 million yen), increase in nurses for reinforcement of functions of the university hospital (979 million yen) and decrease in retirement benefits due to an extension of the retirement age and etc. (▲514 million yen).

Paid interest on Borrowings and PFI Liabilities are recorded.

Casualty Loss for disaster restoration decreased (▲491 million yen) compared to fiscal year 2012.

Main causes of the Loss are repair cost for trouble with proton beam treatment facility in the university hospital and etc. (Please refer to "On Profit (Loss)" on page 30 for details.)

○ Breakdown of Ordinary Income and Expenses by composite in fiscal year 2013



What is the difference between Income and Revenue?

Income / Expenses : accrual basis accounting

Revenue / Expenditures : cash basis accounting

Income that is not Revenue

(ex) accrued income such as interest

Revenue that is not Income

(ex) unearned revenue such as down payments

Expenditures that are not Expenses

(ex) prepayments such as rents

Expenses that are not Expenditures

(ex) depreciation expenses

(In millions of yen)

Item	FY 2012	FY 2013	Change
Ordinary Income	82,921	88,276	5,355
Management Expenses Grants Income	36,039	35,683	▲ 356
Student Fee Income	9,443	9,255	▲ 188
University Hospital Income	22,700	26,185	3,485
Sponsored Research / Sponsored Operations Income	4,687	5,133	446
Facilities Expenses Grants Income	143	768	625
Subsidy Income	2,829	3,726	897
Donation Income	1,633	1,828	195
Reversal of Per Contra Liabilities for Property Acquisition	2,907	3,364	457
Financial Income	41	40	▲ 1
Miscellaneous Gains	2,498	2,293	▲ 204
Extraordinary Profit	600	137	▲ 463
Reduction of Appropriated Surplus	166	162	▲ 4
Reduction of Reserve Funds Brought Forward from Previous Mid-Term Plan	77	44	▲ 33

Management Expenses Grants decreased.

It decreased due to decrease in the number of students.

It increased due to increase in the number of outpatient chemotherapies and surgeries and rise in the rate of bed operation.

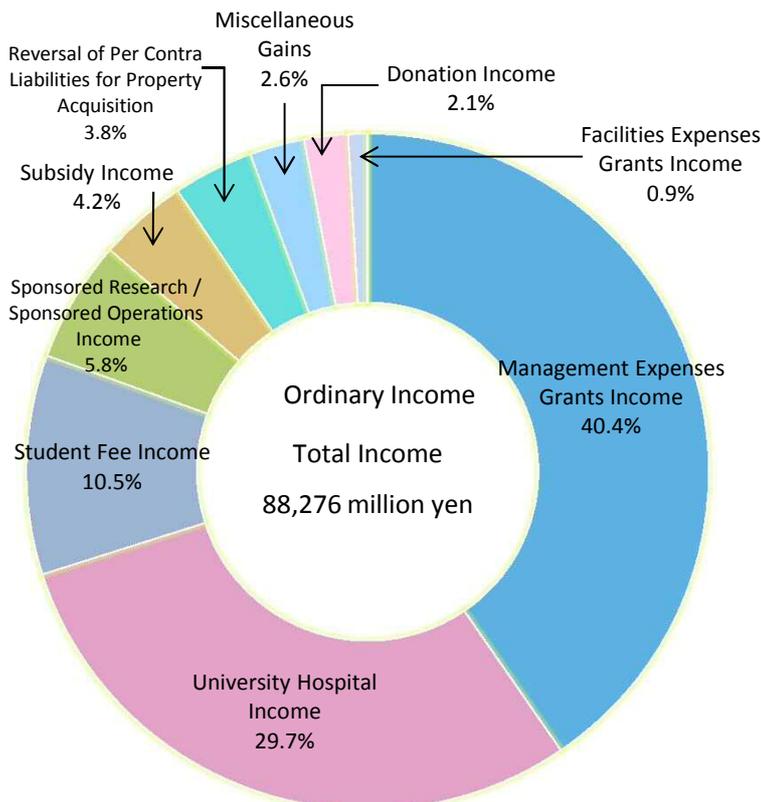
It increased due to the increase in amounts received and the decrease in amounts carried forward.

It increased due to the increase in amounts received of World Premier International Research Center Initiative (WPI) and the Program for Promoting the Enhancement of Research Universities, etc.

It increased due to increase in amounts received.

This is an income item that is recorded corresponding to the depreciation expenses of assets. By recording it, profit and loss are balanced. (Please refer to "Unique Accounting Treatment (an Example)" on page 6 for details.)

Income from disaster restoration expenses in Extraordinary Loss decreased compared to fiscal year 2012.



Profit and Loss Statement (P/L)

The statement shows the amount of income minus expenses as profit. It reveals the situation with the operation of a national university corporation during a certain accounting period.

Cash Flow Statement

(In millions of yen)

It shows the flow of cash, such as business revenue and expenditures, related to conducting the respective operations of education and research, etc.

It records the difference between the amount received and the amount paid.

It shows the flow of cash in fund management or acquisition of Fixed Assets for establishing the operational foundation towards the future.

It shows the flow of cash in repayment of Borrowings, etc.

It shows the changes in the amount of funds during the fiscal term. The decrease in funds during the fiscal term is due to the increase in investment activities.

The closing balance does not include time deposits and thus does not match the Cash and Deposits in Balance Sheet.

Items	FY 2012	FY 2013	Change
I Cash Flow from Operating Activities	11,762	11,840	77
Education/Research Operation Expenditures	▲15,315	▲18,621	▲3,306
Medical Service Operation Expenditures	▲12,758	▲14,518	▲1,760
Expenditures of Personnel Expenses	▲44,268	▲43,753	515
Other Operating Expenditures	▲3,326	▲2,938	387
Management Expenses Grants Revenue	42,702	40,378	▲2,324
Student Fee Revenue	9,285	9,120	▲165
University Hospital Revenue	22,546	25,938	3,392
Sponsored Research/Operations Revenue	4,819	5,034	215
Subsidy Revenue	3,744	6,859	3,115
Donation Revenue	1,713	2,579	866
Other Operating Revenue	2,440	2,534	94
Changes in Deposits Payable	181	▲771	▲953
Amount Paid to National Treasury	-	-	-
II Cash Flow from Investing Activities	▲3,841	▲2,084	1,757
Expenditures from Acquisition of Marketable Securities	▲60,004	▲48,999	11,004
Revenue from Sale of Marketable Securities	51,520	53,400	1,880
Expenditures from Acquisition of Tangible/Intangible Fixed Assets	▲9,440	▲16,973	▲7,533
Revenue from Sales of Tangible/Intangible Fixed Assets	-	679	679
Expenditures from Deposit of Time Deposits	▲3,300	▲5,200	▲1,900
Revenue from Refund of Time Deposits	14,000	4,300	▲9,700
Revenue from Facility Expenses	4,078	11,044	6,966
Expenditures of Refund from Settling Facility Expenses	▲742	▲42	700
Other Investing Expenditures	-	▲340	▲340
Interests and Dividends Received	47	47	▲0
III Cash Flow from Financing Activities	▲6,248	▲9,174	▲2,926
Expenditures for Repayment of Lease Liabilities	▲631	▲1,332	▲701
Expenditures for Repayment of PFI Liabilities	▲186	▲2,104	▲1,919
Expenditures for Repayment of the Center for National University Finance and Management Debt Burden	▲555	▲487	67
Expenditures for Repayment of Long-term Borrowings	▲3,984	▲3,984	-
Other Financing Expenditures	▲25	▲134	▲108
Interest Paid	▲868	▲1,133	▲265
IV Differences from Currency Conversion of Funds	▲1	▲1	0
V Changes in Funds	1,673	581	▲1,092
VI Initial Balance	4,695	6,368	1,673
VII Closing Balance	6,368	6,948	581

Cash Flow Statement (C/F)

The statement focuses on the flow of cash during a certain accounting period and displays them by specific activity segments. It shows the flow and overage/shortage of cash that cannot be seen in "Balance Sheet" or "Profit and Loss Statement."

While Profit and Loss Statement shows the expenses and income generated during the fiscal term, this statement recognizes and measures the fact of "cash received and paid" including borrowings and additional investments unrelated to expenses and income, and it is indicated as revenue (plus) and expenditures (minus: ▲) segments.

National University Corporation Business Operation Cost Statement

(In millions of yen)

Items	FY 2012	FY 2013	Change
I Operating Expenses	43,420	45,223	1,802
1) Expenses in Profit and Loss Statement	84,343	89,987	5,644
Operating Expenses	80,075	85,893	5,818
General Administrative Expenses	2,592	2,636	44
Financial Expenses	981	1,044	63
Miscellaneous Expenses	72	135	63
Extraordinary Loss	624	279	▲344
2) (Deduction) Non-Subsidy Revenue	▲40,923	▲44,764	▲3,842
Tuition Fee Income	▲7,812	▲7,609	203
Admission Fee Income	▲1,326	▲1,341	▲14
Examination Fee Income	▲304	▲305	▲1
University Hospital Income	▲22,700	▲26,185	▲3,485
Sponsored Research Income	▲4,036	▲4,288	▲251
Sponsored Operations Income	▲651	▲846	▲195
Donation Income	▲1,633	▲1,828	▲195
Reversal of Management Expenses Grants Per Contra Liabilities for Property Acquisition (Tuition Fee)	▲229	▲327	▲97
Reversal of Donations Per Contra Liabilities for Property Acquisition	▲640	▲607	33
Financial Income	▲41	▲40	1
Miscellaneous Gains	▲1,524	▲1,322	202
Extraordinary Income	▲24	▲68	▲44
II Depreciation Amount not Included in P/L	4,325	4,649	323
III Impairment Loss Amount not Included in P/L	183	37	▲146
IV Interest Expense Equivalent Amount not Included in P/L	3	38	35
V Sales or Disposal Amount not Included in P/L	6	72	67
VI Estimated Amount of Increase in Unreserved Bonus	▲132	218	349
VII Estimated Amount of Increase in Unreserved Retirement Benefi	▲136	▲425	▲288
VIII Opportunity Cost	1,723	1,920	197
Opportunity cost of debt-credit transactions of decreased or free-of-charge usage fees from the national government or local public authorities	190	129	5,818
Opportunity cost of government investment	1,533	1,790	257
IX National University Corporation Business Operation Cost	49,393	51,731	2,338

It shows the expenses in Profit and Loss Statement minus income of Non-Subsidy Revenue.

It shows income other than that coming from tax money from the Japanese people.

It shows the increase in the cost borne by the Japanese people that is not included in Profit and Loss Statement.

It shows the amount waived or reduced for being a national university corporation, in using assets held by the government,

It includes staff residence halls rented free of charge from the national government.

No interest payment is required on government investments recorded in Balance Sheet, but this shows the hypothetical amount that would be paid.

Financial Statements in Fiscal Year 2013

National University Corporation Business Operation Cost Statement (O/C)

The statement summarizes costs borne by the Japanese people for business operations of a national university corporation to ensure thoroughness of information disclosure so that it would contribute to the evaluation/assessment of operations of a national university by the Japanese people as taxpayers.

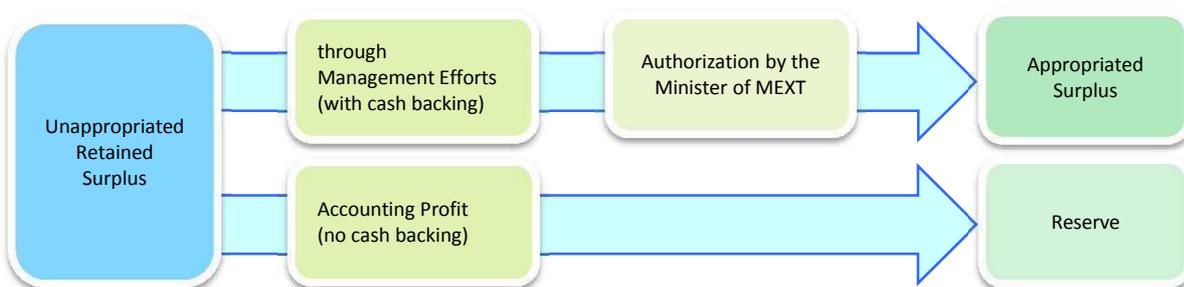
That is to say, it represents the amount borne by the Japanese people for our university.

Statement on Appropriation of Retained Surplus or Disposition of Loss (draft)

(In millions of yen)

Items	FY 2012	FY 2013	Change	Outlines
I Unappropriated Retained Surplus (or Undisposed Loss) at the end of the term	▲579	▲1,368	▲789	
Gross Profit (Loss)	▲579	▲1,368	▲789	
Deficit Brought Over	-	-	-	Deficit brought forward from the former fiscal year, which should be covered by Profit of referred fiscal year
II Retained Surplus Appropriation (Loss Disposition)	▲579	▲1,368	▲789	
Appropriated Surplus	-	-	-	Amount to be requested for approval by the Minister of MEXT under the National University Corporations Law Article 35, which provides for the mutatis mutandis application of the Act on the General Rules for Incorporated Administrative Agencies Article 44, Paragraph 3 (This amount, with cash backing, may be carried forward to the next fiscal year upon receiving authorization of management efforts and making the use of the fund clear.)
Reserve	▲579	▲1,368	▲789	In case Unappropriated Retained Surplus at the end of the term emerges, the amount other than Appropriated Surplus is categorized as Reserve. In case Undisposed Loss at the end of the term emerges, the loss is covered by the reduction of Reserve.
III Deficit Carried Forward	-	-	-	Deficit carried forward to the next fiscal year in case the Loss was not covered completely as a result of the Disposition of Loss

○ Flow of Appropriation of Earned Surplus



Statement on Appropriation of Retained Surplus

National University Corporations are non-profit corporations which conduct operations with Management Expenses Grants received. Its accounting is based on a system under which the profit and loss shall be balanced if operations are implemented as planned. However, if non-subsidy revenue increases or costs decrease by efficient operations management, there will be a profit. "Statement on Appropriation of Retained Surplus" is prepared in order to show how this profit will be carried forward to the next fiscal year.

Earnings Statement

○ Revenue

Classification	Budget	Actual	(In millions of yen)	
			Difference (Actual - Budget)	
Management Expenses Grants	43,200	43,899	699	It increased due to reconstruction related projects by the supplementary budget, etc.
Facilities Maintenance Grants	12,018	10,779	▲1,239	It decreased because the project for bases of world-leading research and the project for enhancement of bases of measures against deterioration were carried forward to fiscal year 2014.
Subsidy Revenue	6,339	6,711	372	
Grants for Facilities from the Center for National University Finance and Management	175	175	-	
Non-Subsidy Revenue	34,409	37,197	2,789	
Revenue from Tuitions, Admission and Examination Fee	9,150	9,124	▲26	
University Hospital Revenue	23,537	25,938	2,401	It increased due to increase in the number of inpatients, surgeries and outpatient chemotherapies.
Revenue from appropriation of property	497	680	183	
Other Miscellaneous Revenue	1,224	1,455	231	
Revenue from Industry-Academia Collaboration Research and Donations	8,042	9,834	1,792	Revenue increased due to efforts to gain external funds.
Reduction of Reserve Allowance	464	395	▲69	
Reduction of Appropriated Surplus	545	814	269	It increased due to facilities enhancement for reinforcement of functions of our university, enhancement of hospital equipment for reinforcement of functions of the university hospital, and etc.
Total	105,191	109,803	4,612	

○ Expenditures

Classification	Budget	Actual	(In millions of yen)	
			Difference (Actual - Budget)	
Operating Expenses	71,304	72,576	1,272	It decreased because projects to be continued in next fiscal year were carried forward.
Education and Research Expenses	49,275	47,083	▲2,193	
Medical Service Expenses	22,029	25,493	3,464	It decreased because the project for bases of world-leading research and the project for enhancement of bases of measures against deterioration were carried forward to fiscal year 2014.
Facility Maintenance Expenses	14,112	13,143	▲968	
Subsidies	6,339	6,711	372	Expenditures increased with increase in the amounts received of Subsidies.
Expenditures for Industry-Academia Collaboration Research and Donation Projects	8,042	8,050	9	Expenditures increased with increase in the amounts received of Donations.
Redemption of Long-term Borrowings	5,146	5,146	▲0	
Paid for Facilities from the Center for National University Finance and Management	249	339	91	
Total	105,191	105,966	775	

Earnings Statement

As the majority of the operating funds is appropriated from the national government resources, management by budget classifications similar to that of the national government is required. The statement shows the situation of implementation in comparisons to the budget plan.

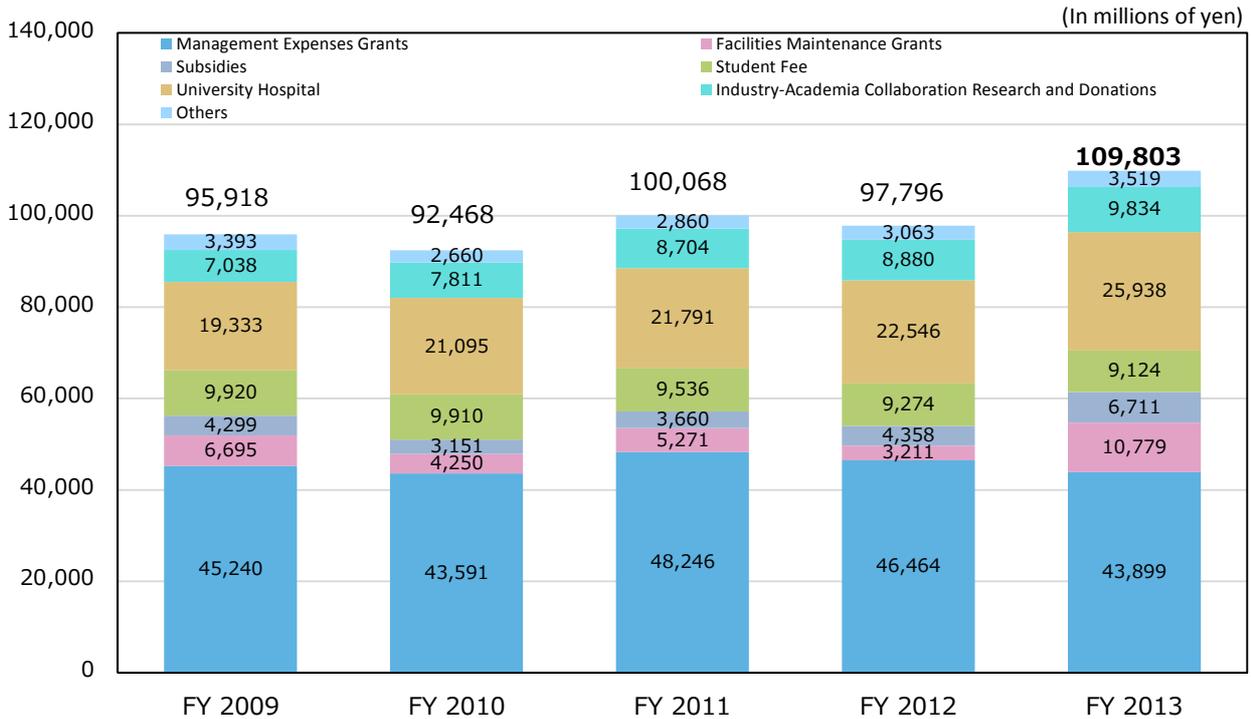
On Operating Expenses

Changes in Annual Operating Expenses

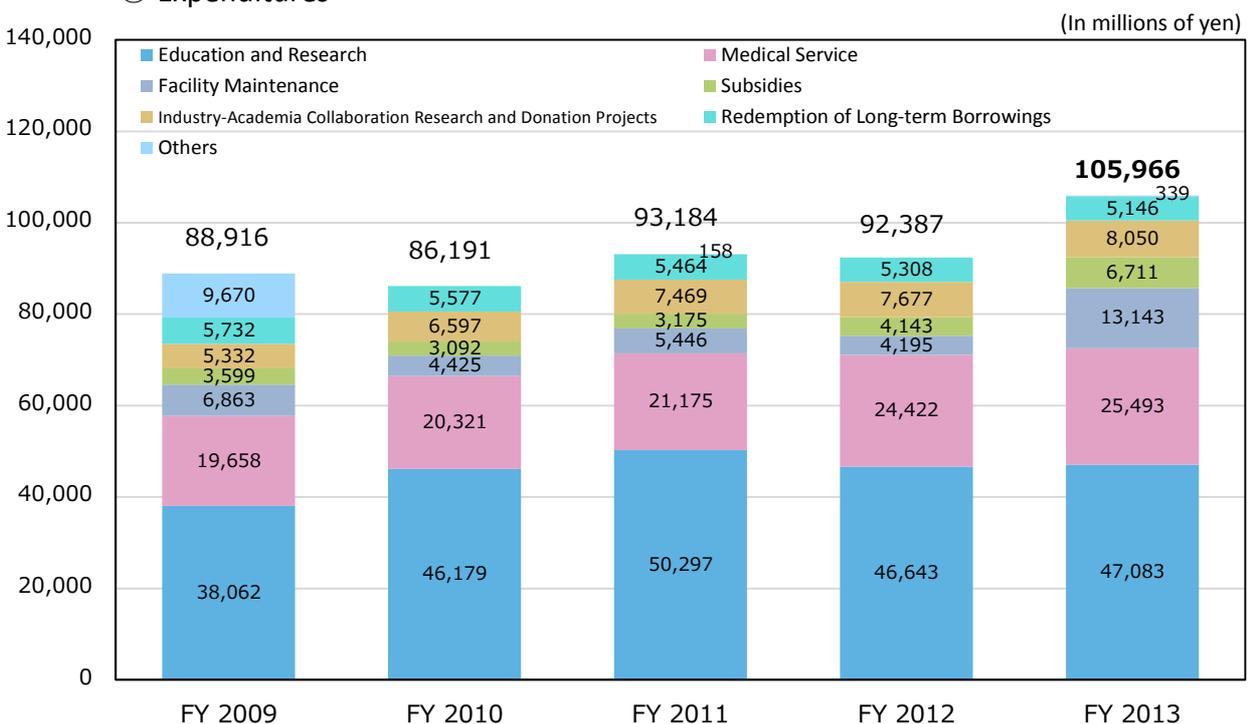
The revenue of our university consists of Management Expenses Grants and Facilities Maintenance Grants, which are provided by the national government, Subsidies, external funds such as Industry-Academia Collaboration Research and Donations, Non-Subsidy Revenue such as Student Fee and University Hospital Revenue, and etc. Looking at the changes since fiscal year 2009, our revenue is in an increasing trend.

The expenditures consist of Education and Research Expenses, Medical Service Expenses, Industry-Academia Collaboration Research Expenses, and etc. Our expenditures have also been increasing year by year since fiscal year 2009. Therefore, our Operating Expenses are in an increasing trend, and it can be seen that operations of our university have been expanding.

○ Revenue



○ Expenditures



Financial Information pertaining to Management

On Profit (Loss)

■ Main Causes of Gross Loss

Gross Profit (Loss) of our university in fiscal year 2013 was ▲1,368 million yen (▲399 million yen for our university and ▲969 million yen for the university hospital). It was caused by following matters.

(1) Main causes of the Loss of our university

- 1) Depreciation Expenses for assets which were acquired using Non-subsidy Revenue and etc. : 111 million yen
- 2) Settlement of consumption tax : 288 million yen

Both are causes of the Loss on accounting due to gap between record of expenses and income matching the expenses, which are not trouble on management.

(2) Main causes of the Loss of the university hospital

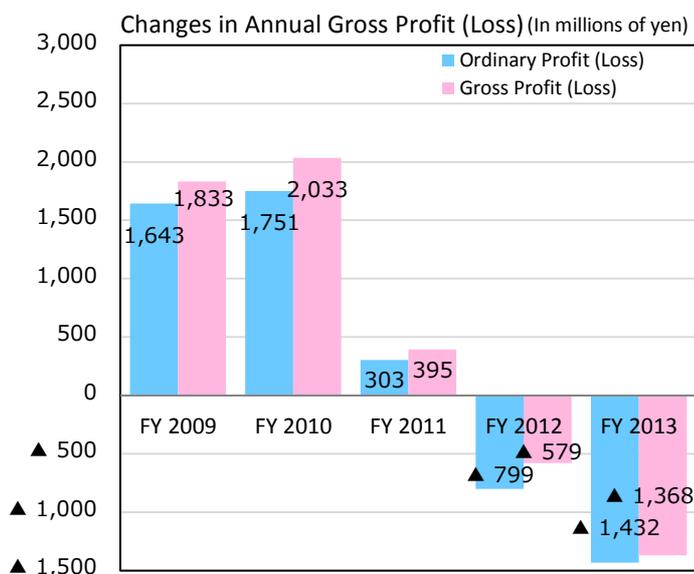
- 1) Decrease in income due to control of patients for trouble with proton beam treatment facility : 49 million yen
- 2) Repair cost for proton beam treatment facility and etc. : 216 million yen
- 3) Various costs with change of the current PFI contract : 206 million yen
- 4) University hospital income and Depreciation Expenses in functional advancement period with the redevelopment project : 385 million yen
- 5) Prior enhancement of facilities and equipment (recorded as Expenses) for maintenance and improvement of highly advanced and acute stage medical care function : 115 million yen

These are peculiar factors due to trouble with proton beam treatment facility, temporary factors during shift period in the substantial first fiscal year of operations after the redevelopment project and prior enhancement of facilities such as surgical facilities in terms of

undertaking social responsibility as the only university hospital as well as special function hospital in the prefecture despite fear of the balance going worse.

We expect that these peculiar factors and temporary factors are eliminated from the next fiscal year. However, the environment surrounding hospital management is getting severer due to revision of medical treatment fees (substantial minus revision), revision of consumption tax rate and etc.

In this situation, we settled "Action Program for Revenue and Expenditures Target Achievement of the University Hospital in fiscal year 2014," which sets specific targets of reduction in costs such as Personnel Expenses and Medical Service Expenses as well as increase in University Hospital Income, in order to maintain and develop stable management. Members of the university hospital are working on stable hospital management in order to achieve the goal.



■ Implementation of Appropriated Surplus

In fiscal year 2013, we reduced 301,476 thousand yen of Reserve Funds Brought Forward from Previous Mid-Term Plan Period into "Projects for remodeling student residence halls" and 540,231 thousand yen of Appropriated Surplus into "Projects for reserve and maintenance of education and research environment (the renewal of marine research ship at Shimoda Marine Research Center, purchase of self-navigation robot with hi-vision camera in the water, reinforcement of functions of our laboratory schools and the university hospital and etc.)."



marine research ship "Tsukuba II"



self-navigation robot with hi-vision camera in the water

Appropriated Surplus in fiscal year 2013

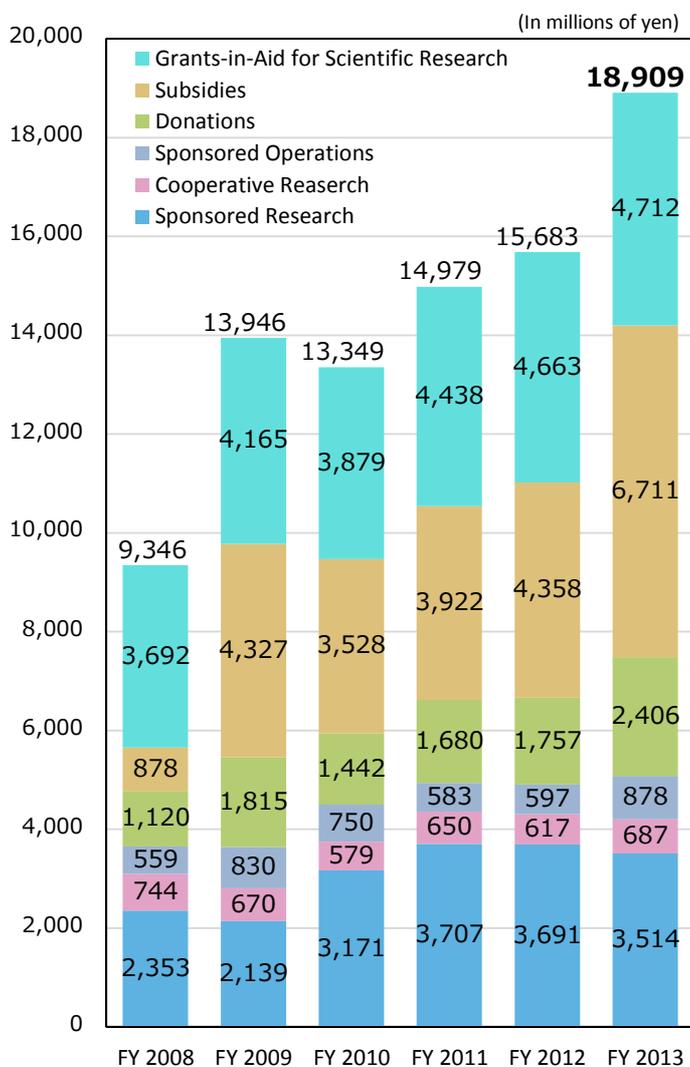
(In thousands of yen)

Items of Reserve and Name of Projects	Reserve Funds Brought Forward from Previous Mid-Term Plan Period	Appropriated Surplus	Total
	Remodeling of student residence halls	Projects for reserve and maintenance of education and research environment	
Buildings	257,110	27,520	284,629
Structures	-	1,795	1,795
Tools, Furniture and Fixtures	-	121,325	121,325
Ships	-	227,535	227,535
Sub-total	257,110	378,175	635,284
Education Expenses	44,367	2,322	46,688
Personnel Expenses for teachers	-	63,065	63,065
Personnel Expenses for staff	-	96,670	96,670
Sub-total	44,367	162,056	206,423
Total	301,476	540,231	841,707

On External Funds

Changes in Annual External Funds Received

External funds received in fiscal year 2013 increased by 3,227 million yen compared to fiscal year 2012 with various efforts leading to the rise. They doubled compared to fiscal year 2008, which shows the growth of our university.



* Includes indirect expenses.

* Excludes gifts-in-kind in Donations.

[Grants-in-Aid for Scientific Research]

They are research aids for the development of original/leading research in all fields from humanities/social sciences to natural sciences, granted by the national government to individual researchers. In fiscal year 2013, the amount increased by 50 million yen compared to fiscal year 2012.

- Grants-in-Aid for Scientific Research (Kakenhi)	: 1,957	4,234 million yen
- Health and Labor Sciences Research Grants	: 72	322 million yen
- Other Grants	: 5	157 million yen

[Subsidies]

They are granted by the national government or local public authorities to specific projects of the university. In fiscal year 2013, the amount increased by 2,353 million yen compared to fiscal year 2012.

- Subsidy for the Support for University Education	: 6	744 million yen
- Subsidy for state-of-the-art high-performance general-purpose supercomputer project	: 2	797 million yen
- Subsidies of the Project for Promoting International Core for Research (WPI)	: 1	939 million yen
- Funding Program for World-Leading Innovative R&D on Science and Technology (FIRST)	: 2	1,024 million yen

[Donations]

They are donated funds from corporations or individuals to the university for the purpose of enhancing education or for academic research. They include endowed courses that are courses funded by donations from private institutions. In fiscal year 2013, the amount increased by 648 million yen compared to fiscal year 2012.

- Mito Clinical Education and Training Center operations	: 1	251 million yen
- Hitachinaka Medical Education and Research Center operations	: 1	120 million yen
- Certificate Programme on Nature Conservation (Endowed course)	: 1	500 million yen
- Ibaraki Prefecture Research Course on Regional Medical System (Endowed course)	: 1	202 million yen

[Sponsored Research, Cooperative Research, Sponsored Operations]

Sponsored Research is a system under which our university is commissioned from an external consigner to conduct research as the university's operation and reports the results to this consigner. Cooperative Research is that the university carries out a research on common subject by cooperating with or sharing it with outside researchers. In fiscal year 2013, the amount decreased by 175 million yen compared to fiscal year 2012.

- Team "Nippon" Multi Support Project	: 1	978 million yen
- Strategic Basic Research Program (CREST)	: 19	522 million yen
- Strategic Basic Research Program (PRESTO)	: 16	222 million yen

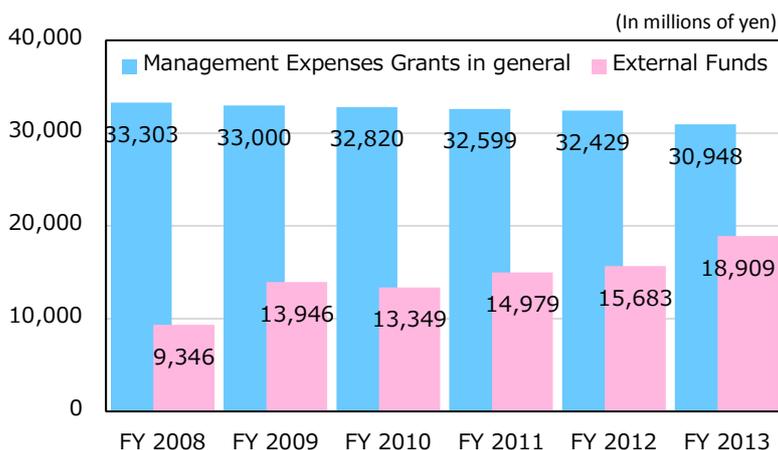
* Only main projects are mentioned in tables.

Changes in Annual Management Expenses

Grants and External Funds

The graph on the right compares the above mentioned amount of external funds received and the amount of Management Expenses Grants in general received. While Management Expenses Grants in general have been decreasing year by year, it can be seen that external funds received have been increasing and supporting the operations of the university.

* Management Expenses Grants in general excludes special expenses, special factor expenses, and the portion from the supplementary budget.



Donations

In fiscal year 2013, the amount received increased drastically compared to fiscal year 2012 due to the Certificate Programme on Nature Conservation (5 years from fiscal year 2014; 500,000 thousand yen) and etc.

In Funds, the number of donations to the University of Tsukuba Fund by families of our students, our alumni and their families sextupled compared to fiscal year 2012.

* Excludes gifts-in-kind.

* Includes Long-term Donation Liabilities.

* The number of donations received is the total.

* Funds include the "the University of Tsukuba Fund" as well as the "Fund for the occasion of the 120 year anniversary of the establishment of the Junior and Senior High School at Otsuka, University of Tsukuba," and etc.

Donation Liabilities in Fiscal Year 2013

(In thousands of yen)

Classification	Initial balance	Number	Increase	Decrease	Closing balance
Donations	2,921,265	801	1,113,150	1,215,870	2,818,545
Endowed courses	386,632	18	1,183,625	701,934	868,323
Funds	368,565	6,279	108,945	118,346	359,164
Total	3,676,461	7,098	2,405,721	2,036,151	4,046,031

Subsidies

In fiscal year 2013, the amount received increased drastically compared to fiscal year 2012 due to Subsidies of the Project for Promoting International Core for Research (International Institute for Integrative Sleep Medicine; 938,958 thousand yen), Subsidies for Promoting the Enhancement of National University Reform (Setting up A Cooperative Program in Collaboration with the National Institute of Fitness and Sports in Kanoya; 529,004 thousand yen), Subsidies for the Support for University Education (Ph. D. Program in Empowerment Informatics; 245,400 thousand yen) and etc.

* Subsidies other than from the above mentioned are those provided by independent administrative agencies, etc.

Subsidies Deposited in Fiscal Year 2013

(In thousands of yen)

Classification	Initial balance	Number	Increase	Decrease	Closing balance
Subsidies from National Government	19,474	53	6,092,616	6,026,120	85,970
Subsidies from Local Government	-	14	227,269	227,269	-
Subsidies other than from the above	240,868	3	819,217	1,055,248	4,837
Total	260,342	70	7,139,102	7,308,637	90,807

Grants-in-Aid for Scientific Research

In fiscal year 2013, both the number and the amount received increased compared to fiscal year 2012 due to the increase in the number of Scientific Research project (B) of Multi-year Funds in part, Scientific Research project (C) of Multi-year Funds and Grants-in-Aid for Young Scientists project (B) of Multi-year Funds selected.

In addition, the number of Multi-year Funds exceeded that of Kakenhi (Single-year Funds) in fiscal year 2013.

We can say that the shift to Multi-year Funds, which scientists can use according to the progress of research without being bound by borders of fiscal years, is making progress.

* Includes amounts received as expenses shared.

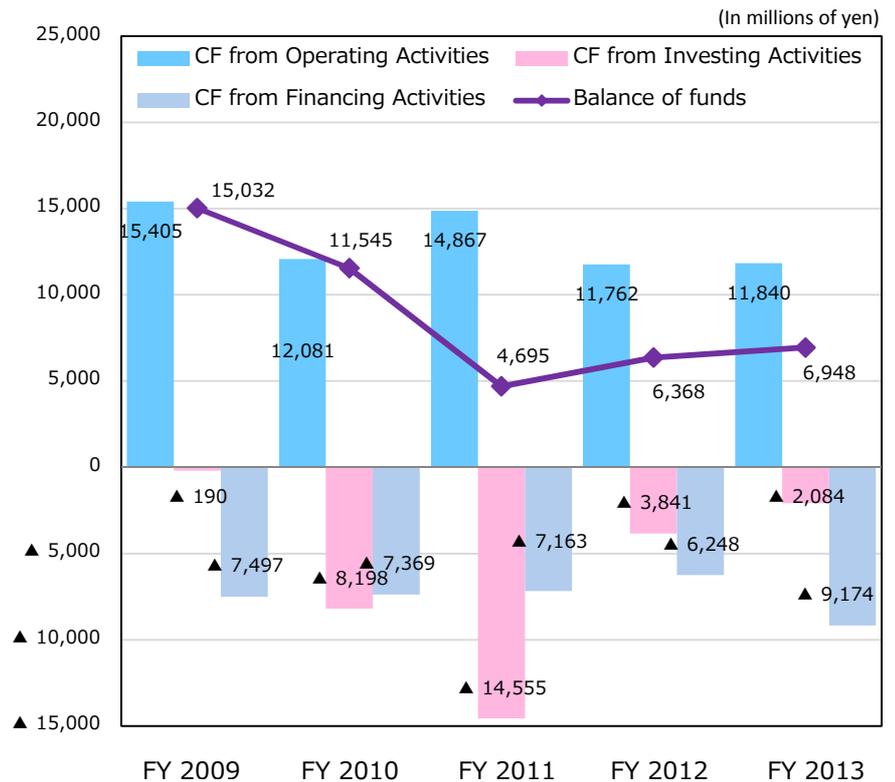
Grants-in-Aid for Scientific Research Deposited in Fiscal Year 2013 (In thousands of yen)

Classification	Initial balance	Number	Increase		Decrease		Closing balance
			Direct expenses	Indirect expenses	Direct expenses	Indirect expenses	
Grants-in-Aid for Scientific Research (Kakenhi)	-	762	2,014,956	-	2,014,956	-	-
			538,670	-	538,670	-	
Multi-year Fund-based Grants-in-Aid (Multi-year Fund)	159,807	962	944,652	-	926,275	-	183,694
			282,033	-	276,523	-	
Kakenhi (Multi-year Fund in part)	40,143	233	593,940	-	524,242	-	130,949
			177,404	-	156,295	-	
Health and Labor Sciences Research Grants	-	72	388,826	-	388,826	-	-
			63,411	-	63,411	-	
Grants for Industrial Technology Research	-	1	6,240	-	6,240	-	-
			1,872	-	1,872	-	
Leading-edge Research Promotion Fund (Multi-year Fund)	28,179	4	93,142	-	114,818	-	-
			27,943	-	34,446	-	
Total	228,129	2,034	4,041,756	1,091,333	3,975,358	314,643	

Changes in Annual Cash Flow

Cash Flow Statement focuses on the flow of funds (cash) during a certain accounting period and describes the flow in specific activity segments.

In fiscal year 2013, "Cash Flow from Operating Activities," which shows the flow of funds for education and research activities, increased by 77 million yen compared to fiscal year 2012 due to increase in the University Hospital Revenue and Subsidy Revenue even though Management Expenses Grants Revenue decreased and Medical Service Operation Expenditures increased. "Cash Flow from Investing Activities," which shows purchase and sales of marketable securities, such as government bonds and certificates of deposit, and tangible fixed assets, decreased compared to fiscal year 2012 due to decrease in Expenditures from Acquisition of Marketable Securities. On the other hand, "Cash Flow from Financing Activities," which shows the situation of procurement and repayment of funds, was ▲9,174 million yen mainly due to repayment of Long-term Borrowings, Lease Liabilities and PFI liabilities.



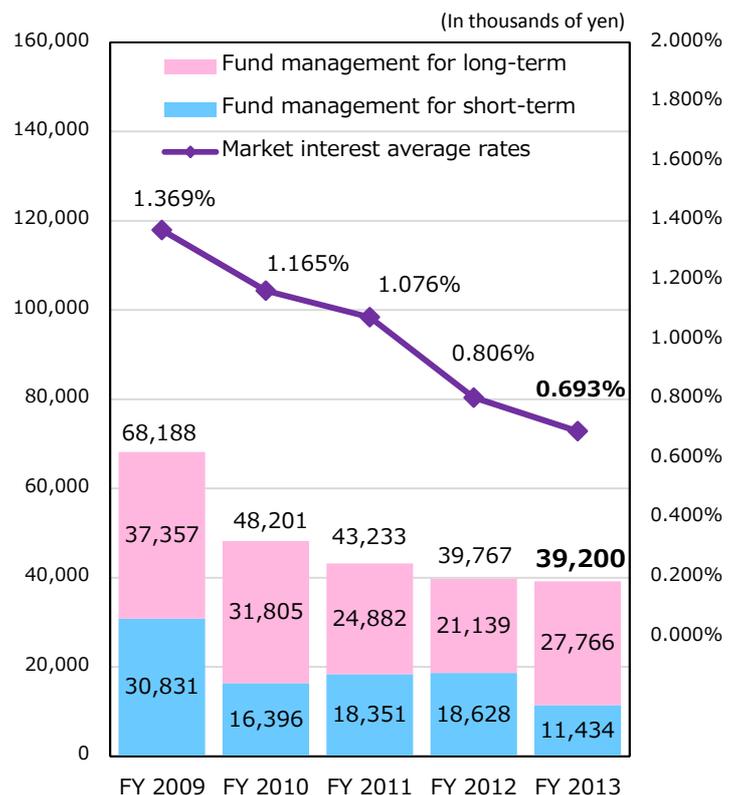
Track Record of Profit from Fund Management

Since the corporatization of national universities, Management Expenses Grants have been being reduced every year and to secure various sources of revenue is the challenge for us.

Our university makes fund management using funds not scheduled to be paid out in foreseeable future. We invest Donations in government bonds and government guaranteed-bonds for long-term management as well as we invest Management Expenses Grants in certificates of deposit for short-term (less than one year) management.

In fiscal year 2013, interest received was roughly the same as last fiscal year even in the situation that market interest rates were low. This is because the interest rate improved due to reviewing long-term management plan from 5 years into 10 years. On the other hand, interest received by short-term management decreased because funds decreased compared to last fiscal year due to increase in expenditures for trouble with proton beam treatment facility in the university hospital.

* The market interest average rates are taken from the average annual yield for newly issued ten-year government bonds.



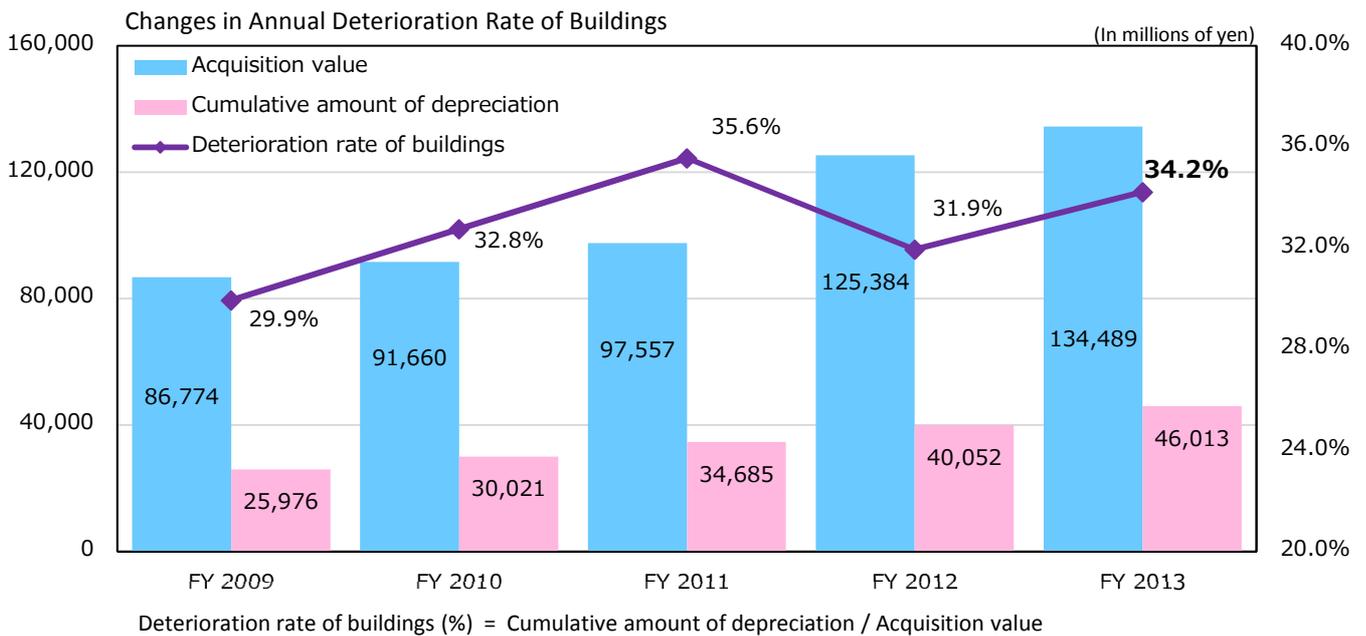
On Fixed Assets

Deterioration Rate of Buildings

By calculating the rate of cumulative amount of Depreciation Expenses for Buildings to acquisition value of them, it can be grasped as a whole that how long they have been from acquisition as compared with their service lives.

In fiscal year 2012, deterioration rate declined because a new building was built by the project for the university hospital redevelopment. However, it rose in fiscal year 2013 because no large-scale remodeling or renewal of buildings was applied.

Furthermore, at the corporatization of national universities in fiscal year 2004, the buildings which were acquired by fiscal year 2003 were capitalized and succeeded from the national government. However, acquisition value was recorded on estimated value as of the time of corporatization, as well as their service lives were set as new service lives on that remaining as of the time of corporatization. Because of that, years of depreciation are shorter than actual ages of service. As a result, actual deterioration rate of buildings is more progressing than one on the graph.



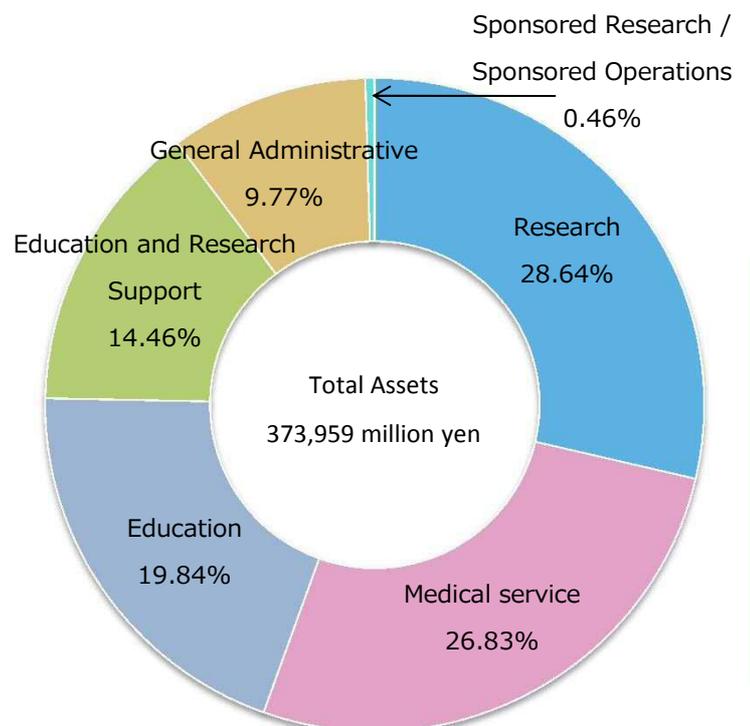
Share of Assets by Usages

The right graph shows the share of assets by usages. The value of assets is the remaining value, which subtracts Depreciation Expenses until now from acquisition value, as of the end of fiscal year 2013.

Assets which mainly increased are following: education assets due to completion of the Central Gymnasium and research assets due to repair works on building for the Institute of Medicine.

It seems that nearly equal levels of funds are invested in education, research and medical service. We can say that well-balanced investments not being one-sided by any of usages are made.

* The total in graph on the right excludes items such as Construction in Progress from "Fixed Assets" in Balance Sheet on page 21.



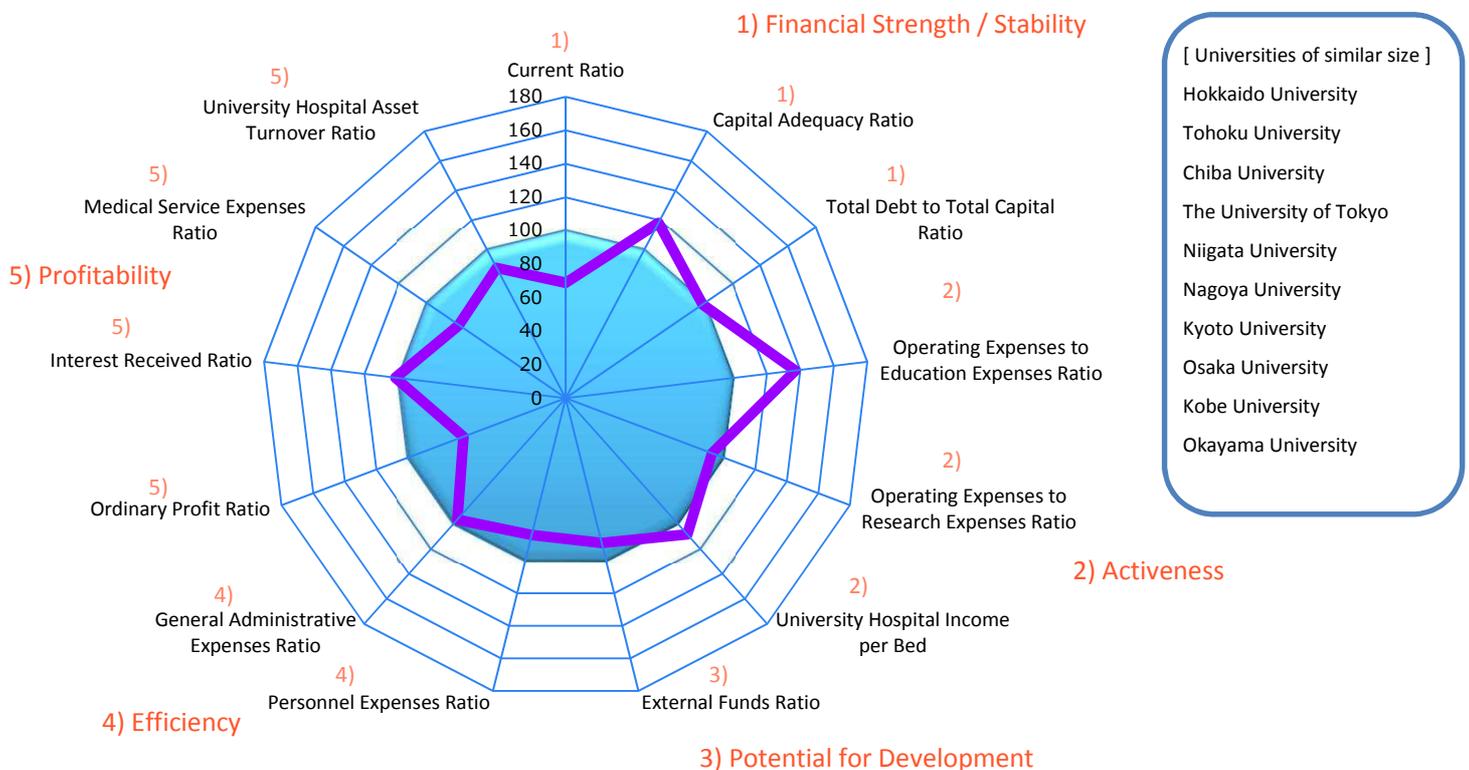
Financial Indicator Analyses

Making a financial analysis on the financial data from financial statements helps to better grasp and improve the financial situation of the university. The analysis is also utilized as the explanatory material towards the Japanese people and parties involved with the university.

Our university makes analyses using the following five indicator scheme.

The following radar chart shows the average in the rate of universities of similar size as 100 in blue, and the corresponding figure of our university in purple line.

- 1) Financial Strength / Stability
This indicator shows whether or not the financial structure allows for stable/continuous education and research activities.
- 2) Activeness
This indicator shows whether or not resources are financially secured/used for improving the level of higher education and academic research.
- 3) Potential for Development
This indicator shows whether or not the university stabilizes financial resources and secures matching resources for the activities, by making efforts to secure various resources outside Management Expenses Grants from the national government and Student Fees.
- 4) Efficiency
This indicator shows whether or not resources are efficiently managed in conducting education and research activities.
- 5) Profitability
This indicator shows the profitability of Non-Subsidy Revenue; in particular whether or not the expenses and income of general medical service activities at the university hospital are balanced.



Explanation of Indicator		Indicator	Analysis																		
Financial Strength / Stability	Current Assets / Current Liabilities	<p>Current Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>98.3%</td> <td>93.5%</td> <td>89.5%</td> <td>82.6%</td> <td>77.3%</td> </tr> <tr> <td>Average</td> <td>103.2%</td> <td>95.6%</td> <td>96.4%</td> <td>107.4%</td> <td>103.1%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	98.3%	93.5%	89.5%	82.6%	77.3%	Average	103.2%	95.6%	96.4%	107.4%	103.1%	<p>It declined because Current Assets decreased due to acquisition of Investment in Securities by having short-term certificates of deposit refunded even though Current Liabilities also decreased due to Redemption of Borrowings and PFI Liabilities.</p>
			FY 2009	FY 2010	FY 2011	FY 2012	FY 2013														
Our university	98.3%	93.5%	89.5%	82.6%	77.3%																
Average	103.2%	95.6%	96.4%	107.4%	103.1%																
<p>An indicator shows the short-term solvency (within one year) and the higher the figure, the larger the margin of solvency. If the current ratio is over 100%, it can be said that the Current Liabilities can be paid off with Current Assets.</p> <p>↑</p>																					

* If the arrow indicated on the lower part of the ratio column is pointing upward, the indicator is better when the figure is higher. The opposite is true if the arrow is pointing downward.

Explanation of Indicator		Indicator	Analysis																		
Financial Strength/Stability	<p>Capital Adequacy Ratio</p> <p>Equity Capital / (Liabilities + Equity Capital)</p> <p>An indicator shows the soundness of management. It can be said that the larger the figure, the more sound it is.</p> <p>↑</p>	<p>Capital Adequacy Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>74.3%</td> <td>75.6%</td> <td>76.3%</td> <td>70.9%</td> <td>71.6%</td> </tr> <tr> <td>Average</td> <td>65.5%</td> <td>65.5%</td> <td>65.0%</td> <td>64.2%</td> <td>62.4%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	74.3%	75.6%	76.3%	70.9%	71.6%	Average	65.5%	65.5%	65.0%	64.2%	62.4%	<p>It rose because Capital Surplus increased due to acquisition of Fixed Assets by using Facility Expenses and Redemption of Long-term Borrowings for purchase of land for our campus.</p>
		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013															
Our university	74.3%	75.6%	76.3%	70.9%	71.6%																
Average	65.5%	65.5%	65.0%	64.2%	62.4%																
<p>Total Debt to Total Capital Ratio</p> <p>* Debts / Liabilities and Net Assets</p> <p>An indicator shows debts that require the payout of funds against Total Assets. It can be said that the lower the figure, the higher the ability to payback debts.</p> <p>↓</p>	<p>Total Debt to Total Capital Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>18.8%</td> <td>16.6%</td> <td>15.2%</td> <td>20.4%</td> <td>18.9%</td> </tr> <tr> <td>Average</td> <td>20.2%</td> <td>19.1%</td> <td>18.3%</td> <td>18.0%</td> <td>18.4%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	18.8%	16.6%	15.2%	20.4%	18.9%	Average	20.2%	19.1%	18.3%	18.0%	18.4%	<p>It declined because we redeem Long-term Borrowings for purchase of land for our campus, Borrowings for facilities enhancement in the university hospital and PFI Liabilities every year.</p>	
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013																
Our university	18.8%	16.6%	15.2%	20.4%	18.9%																
Average	20.2%	19.1%	18.3%	18.0%	18.4%																
Activeness	<p>Operating Expenses to Education Expenses Ratio</p> <p>Education Expenses / Operating Expenses</p> <p>An indicator shows the Education Expenses against Operating Expenses. It can be said that the higher the figure, the larger the expenses necessary for education.</p> <p>↑</p>	<p>Operating Expenses to Education Expenses Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>8.2%</td> <td>8.1%</td> <td>7.6%</td> <td>7.7%</td> <td>8.4%</td> </tr> <tr> <td>Average</td> <td>5.1%</td> <td>4.4%</td> <td>4.6%</td> <td>5.1%</td> <td>5.5%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	8.2%	8.1%	7.6%	7.7%	8.4%	Average	5.1%	4.4%	4.6%	5.1%	5.5%	<p>It rose because repair costs for educational facilities such as the Central Gymnasium and scholarship costs such as tuition exemption increased. It is higher than the average of universities of similar size, which shows that we own plenty of educational facilities.</p>
		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013															
Our university	8.2%	8.1%	7.6%	7.7%	8.4%																
Average	5.1%	4.4%	4.6%	5.1%	5.5%																
<p>Operating Expenses to Research Expenses Ratio</p> <p>Research Expenses / Operating Expenses</p> <p>An indicator shows the Research Expenses against Operating Expenses. It can be said that the larger the figure, the higher the expenses used in research activities.</p> <p>↑</p>	<p>Operating Expenses to Research Expenses Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>9.3%</td> <td>9.8%</td> <td>10.2%</td> <td>9.8%</td> <td>10.4%</td> </tr> <tr> <td>Average</td> <td>11.3%</td> <td>11.3%</td> <td>11.6%</td> <td>12.4%</td> <td>12.8%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	9.3%	9.8%	10.2%	9.8%	10.4%	Average	11.3%	11.3%	11.6%	12.4%	12.8%	<p>It rose because costs for repair works on research facilities such as building for Humanities and Social Sciences increased.</p>	
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013																
Our university	9.3%	9.8%	10.2%	9.8%	10.4%																
Average	11.3%	11.3%	11.6%	12.4%	12.8%																

* The debt amount in the Total Debt to Total Capital Ratio is calculated as Total Liability minus Per Contra Liabilities for Property Acquisition, Donations Liabilities, Management Expenses Grants Liabilities and Tuitions Liabilities .

Financial Indicator Analyses

Explanation of Indicator		Indicator	Analysis																		
Activeness	<p>University Hospital Income per Bed</p> <p>University Hospital Income / Number of Hospital Beds</p> <p>An indicator shows the activity level of medical service activities based on the size of the university hospital. It can be said that the higher the figure, the better it is.</p> <p>↑</p>	<p>University Hospital Income per Bed (In thousands of yen)</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>24,345</td> <td>26,850</td> <td>27,652</td> <td>28,374</td> <td>32,730</td> </tr> <tr> <td>Average</td> <td>25,592</td> <td>27,434</td> <td>28,929</td> <td>30,294</td> <td>31,309</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	24,345	26,850	27,652	28,374	32,730	Average	25,592	27,434	28,929	30,294	31,309	<p>It increased because the number of surgeries and outpatients increased by displaying functions of highly advanced and acute stage medical care under operation of Keyaki building throughout the year.</p>
		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013															
Our university	24,345	26,850	27,652	28,374	32,730																
Average	25,592	27,434	28,929	30,294	31,309																
Potential for Development	<p>External Funds Ratio</p> <p>(Sponsored Research Income + Sponsored Operations Income + Donation Income) / Ordinary Income</p> <p>An indicator shows how much external funds have been obtained. It can be said that the higher the figure, the better it is. This is the indicator used to evaluate the profitability and situation of activities using external funds.</p> <p>↑</p>	<p>External Funds Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>5.9%</td> <td>6.9%</td> <td>7.4%</td> <td>7.6%</td> <td>7.9%</td> </tr> <tr> <td>Average</td> <td>10.5%</td> <td>10.6%</td> <td>10.5%</td> <td>10.0%</td> <td>10.9%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	5.9%	6.9%	7.4%	7.6%	7.9%	Average	10.5%	10.6%	10.5%	10.0%	10.9%	<p>It rose because acceptance of Sponsored Operations and Donations increased. It has been rising continuously since fiscal year 2009, which shows that our sources of revenue are being diversified as a whole.</p>
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013																
Our university	5.9%	6.9%	7.4%	7.6%	7.9%																
Average	10.5%	10.6%	10.5%	10.0%	10.9%																
Efficiency	<p>Personnel Expenses Ratio</p> <p>Personnel Expenses / Operating Expenses</p> <p>An indicator shows the management efficiency of the university from personnel aspects. It can be said that the lower the figure, the higher the efficiency is. By investing funds efficiently, how to raise the quality of education and research is the challenge.</p> <p>↓</p>	<p>Personnel Expenses Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>57.5%</td> <td>55.9%</td> <td>56.2%</td> <td>53.8%</td> <td>51.1%</td> </tr> <tr> <td>Average</td> <td>51.6%</td> <td>51.1%</td> <td>51.3%</td> <td>50.1%</td> <td>47.8%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	57.5%	55.9%	56.2%	53.8%	51.1%	Average	51.6%	51.1%	51.3%	50.1%	47.8%	<p>We continue making efforts to reduce Personnel Expenses as the level of comprehensive Personnel Expenses reform which we have been doing. This ratio declined because the entire Operating Expenses increased even though Personnel Expenses also increased with expansion of operations.</p>
		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013															
Our university	57.5%	55.9%	56.2%	53.8%	51.1%																
Average	51.6%	51.1%	51.3%	50.1%	47.8%																
General Administrative Expenses Ratio	<p>General Administrative Expenses Ratio</p> <p>General Administrative Expenses / Operating Expenses</p> <p>An indicator shows the management efficiency of the university from aspects about cost. It can be said that the lower the figure, the better it is. These costs are genuinely the management / operating expenses of the university, and how to reduce them is the challenge.</p> <p>↓</p>	<p>General Administrative Expenses Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>3.9%</td> <td>3.5%</td> <td>3.3%</td> <td>3.2%</td> <td>3.1%</td> </tr> <tr> <td>Average</td> <td>3.3%</td> <td>2.9%</td> <td>2.9%</td> <td>2.9%</td> <td>3.0%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	3.9%	3.5%	3.3%	3.2%	3.1%	Average	3.3%	2.9%	2.9%	2.9%	3.0%	<p>We continue making efforts to reduce General Administrative Expenses by improving business for our university operations. This ratio declined because the entire Operating Expenses increased even though General Administrative Expenses increased slightly, which shows that efficiency of operations has been improved.</p>
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013																
Our university	3.9%	3.5%	3.3%	3.2%	3.1%																
Average	3.3%	2.9%	2.9%	2.9%	3.0%																

Explanation of Indicator		Indicator	Analysis																		
Profitability	<p>Ordinary Profit Ratio</p> <p>Ordinary Profit / Ordinary Income</p> <p>An indicator shows the profitability of operations. It can be said that the larger the figure, the higher the profitability.</p> <p>* However, national university corporations are not for-profit organizations.</p>	<p>Ordinary Profit Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>2.1%</td> <td>2.2%</td> <td>0.4%</td> <td>▲1.0%</td> <td>▲1.6%</td> </tr> <tr> <td>Average</td> <td>1.7%</td> <td>2.8%</td> <td>2.1%</td> <td>1.5%</td> <td>1.1%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	2.1%	2.2%	0.4%	▲1.0%	▲1.6%	Average	1.7%	2.8%	2.1%	1.5%	1.1%	<p>It declined because Personnel Expenses and Medical Service Expenses increased even though Ordinary Income also increased due to increase in University Hospital Income and Subsidy Income.</p>
		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013															
	Our university	2.1%	2.2%	0.4%	▲1.0%	▲1.6%															
	Average	1.7%	2.8%	2.1%	1.5%	1.1%															
<p>Interest Received Ratio</p> <p>(Interest Received + Interest on Marketable Securities) / (Cash and Deposits + Marketable Securities)</p> <p>An indicator shows the amounts of financial income gained from cash, deposits, and marketable securities. It can be said that the larger the figure, the more efficiently financial resources are managed.</p>	<p>Interest Received Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>0.3%</td> <td>0.3%</td> <td>0.2%</td> <td>0.2%</td> <td>0.3%</td> </tr> <tr> <td>Average</td> <td>0.5%</td> <td>0.3%</td> <td>0.3%</td> <td>0.2%</td> <td>0.2%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	0.3%	0.3%	0.2%	0.2%	0.3%	Average	0.5%	0.3%	0.3%	0.2%	0.2%	<p>It rose because Interest on Marketable Securities increased due to increase in Long-term Investment in Securities by fund management.</p>	
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013																
Our university	0.3%	0.3%	0.2%	0.2%	0.3%																
Average	0.5%	0.3%	0.3%	0.2%	0.2%																
<p>Medical Service Expenses Ratio</p> <p>Medical Service Expenses / University Hospital Income</p> <p>An indicator shows the profitability of a university hospital. It can be said that the lower the figure, the better it is. However, personnel expenses are not included in the medical service expenses.</p>	<p>Medical Service Expenses Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>63.8%</td> <td>61.8%</td> <td>62.9%</td> <td>72.3%</td> <td>71.6%</td> </tr> <tr> <td>Average</td> <td>66.7%</td> <td>64.5%</td> <td>64.2%</td> <td>63.7%</td> <td>65.7%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	63.8%	61.8%	62.9%	72.3%	71.6%	Average	66.7%	64.5%	64.2%	63.7%	65.7%	<p>It declined because University Hospital Income increased even though Medical Service Expenses also increased due to increase in medical material costs and consignment costs by running highly advanced and acute stage medical care, increase in Depreciation Expenses by operation of Keyaki building throughout the year and etc.</p>	
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013																
Our university	63.8%	61.8%	62.9%	72.3%	71.6%																
Average	66.7%	64.5%	64.2%	63.7%	65.7%																
<p>University Hospital Asset Turnover Ratio</p> <p>Ordinary Income of University Hospital / Imputed Assets of University Hospital</p> <p>An indicator shows how much activity is done using assets at a university hospital from the revenue aspect. It can be said that the larger the figure, the better the efficiency of the use of assets is.</p>	<p>University Hospital Asset Turnover Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2009</th> <th>FY 2010</th> <th>FY 2011</th> <th>FY 2012</th> <th>FY 2013</th> </tr> </thead> <tbody> <tr> <td>Our university</td> <td>114.0%</td> <td>125.2%</td> <td>127.4%</td> <td>58.0%</td> <td>66.3%</td> </tr> <tr> <td>Average</td> <td>72.2%</td> <td>75.1%</td> <td>78.6%</td> <td>80.0%</td> <td>77.0%</td> </tr> </tbody> </table>		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Our university	114.0%	125.2%	127.4%	58.0%	66.3%	Average	72.2%	75.1%	78.6%	80.0%	77.0%	<p>It rose because Ordinary Income of University Hospital increased due to operation of Keyaki building throughout the year in fiscal year 2013 even though the hospital's assets increased by the project for the university hospital redevelopment in fiscal year 2012.</p>	
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