

# Aiming to Become a World-Class Research University

Contributing to Human Well-being through  
Top-class Knowledge

Hearing on the development of designated national  
university corporation

2022.1.19



## Agenda



### 1. Designated National University Initiatives of Nagoya University (Summary)

#### 2. Autonomous Management Reform

- 1) Establishing shared governance to support reform
- 2) Establishment of a new multi-campus system
- 3) Strengthening our financial base through a virtuous cycle of management resources

#### 3. Efforts to Enhance International Reputation and Presence

- 1) Rise in World University Rankings indicator
- 2) Development of global activities
- 3) Establishment of premier international research centers

#### 4. Future Plans and Prospects for the Fourth Term

- 1) Development of world-class research
- 2) Further development and deepening of the Tokai National Higher Education and Research System (**THERS**)
- 3) Strengthening Governance
- 4) Strengthening our financial management base

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## Nagoya University as a Designated National University (Summary)

Become a World-Leading Research University

01

Becoming an elite research university that Produces world-leading research

- ◆ Establish world-leading research centers.
  - \* Our prioritized fields are as follows: "interdisciplinary research in chemistry and biology led by the WPI research center", "future electronics research", "particle and astrophysical science research", and "research in medical and life sciences supporting our super-aging societies".
- ◆ Set up a "multi-layered support system optimized for different research objectives" that prioritizes cultivating and supporting young researchers and the next-generation research centers.
  - \* Expand the Cutting Edge International Research Unit (WPI-next) (to six units).
  - \* Expand the Young Leaders Cultivation Program (to 50 participants).
  - \* Expand the Young Leaders Research Unit for the Advancement of New and Undeveloped Fields (to 16 units).

02

Training outstanding doctoral researchers to lead our knowledge-based society

- ◆ Establish a university-wide platform for the improvement of and quality assurance in doctoral education: "the Institute for Promotion of Doctoral Education"
  - \* Cultivate transferable skills, etc.
- ◆ Offer doctoral programs that work in collaboration with cutting-edge research centers, etc.
  - \* Establish Distinguished Graduate Schools, etc.
- ◆ Carry out Joint Degree Programs utilizing international research networks (to 20 units)
- ◆ Promote Sharing Education (industry-academia co-created education)
- ◆ Expand economic and career path support for doctoral students
  - \* Establish scholarships through funds, etc.

03

Creating an international campus that attracts people from around the world, and developing overseas outreach

- ◆ Enhance the international appeal of our educational programs (aim to enroll 3,200 international students)
  - \* Promote English-language graduate school course offerings
  - \* Expand the acceptance of international students through G30 International Programs, etc.
- ◆ Expand Japanese student involvement in G30 International Programs
- ◆ Play a key role in global inter-university consortiums to promote the Joint Degree Programs
- ◆ Promote the activities of "the Applied Social System Institute of Asia", which works in cooperation with researchers throughout Asia to solve problems of a global scale
- ◆ Expand the public relations system to strengthen our overseas communications capabilities

04

Developing synergies outside of academia

- ◆ Strengthen a research management system in order to create innovation, train personnel with practical skills, make contributions to industry, etc.
- ◆ Promote full-fledged, industry-academia collaborative research among organizations
  - \* Promote "Designated Collaborative Research" in order to appropriately distribute the burden of collaborative research costs
  - \* Improve and expand industry-academia collaborative research units/divisions, etc. (to 50 units/divisions)
- ◆ Improve open innovation research and development centers through industry-academia-government co-creation
- ◆ Contribute to industry through the creation of university-originated venture businesses
  - \* Support start-ups, enhance entrepreneurship education, etc.

05

Presidential Leadership and a Flexible System for Proposing, Debating, and Enacting Policies through Shared Governance

- ◆ Build a system capable of the flexible proposal, review, and execution of policies
  - \* Establish a provost position
  - \* Review the Education and Research Council in order to reflect the various opinions from members of the University, etc.
- ◆ Implement the strategic and open faculty selection
- ◆ Promote gender equality (aim for female faculty members to account for 30% of the total)
- ◆ Develop university management personnel through University Design Workshops

06

Strengthening our financial basis through a positive cycle of management resources

- ◆ Strengthen fundraising capabilities around the Development Office, organized directly under the University President (increase the fund balance to more than 10 billion yen).
  - \* Increase the acceptance of evaluation asset donations, such as stocks, etc.
- ◆ Strengthen fundraising from international graduates through overseas alumni association branch offices
- ◆ Strengthen financial foundation by diversifying financial resources
  - \* Reinforce profitable business activities led by the Financial Strategy Office (utilize real estate owned by the University, establish an extension program, etc.

07

Creation of Positive Cycle for Continuous Development with the New Multicampus System

- ◆ Realize a new multi-campus system to overcome the barriers existing between participating national universities in the region, while still respecting their autonomy
  - \* Form research centers according to each university's strengths, enhance educational and research capabilities, increase the acquisition of both public and outside funds, strengthen international competitiveness, etc.

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- 1) Rise in World University Rankings indicator
- 2) Development of global activities
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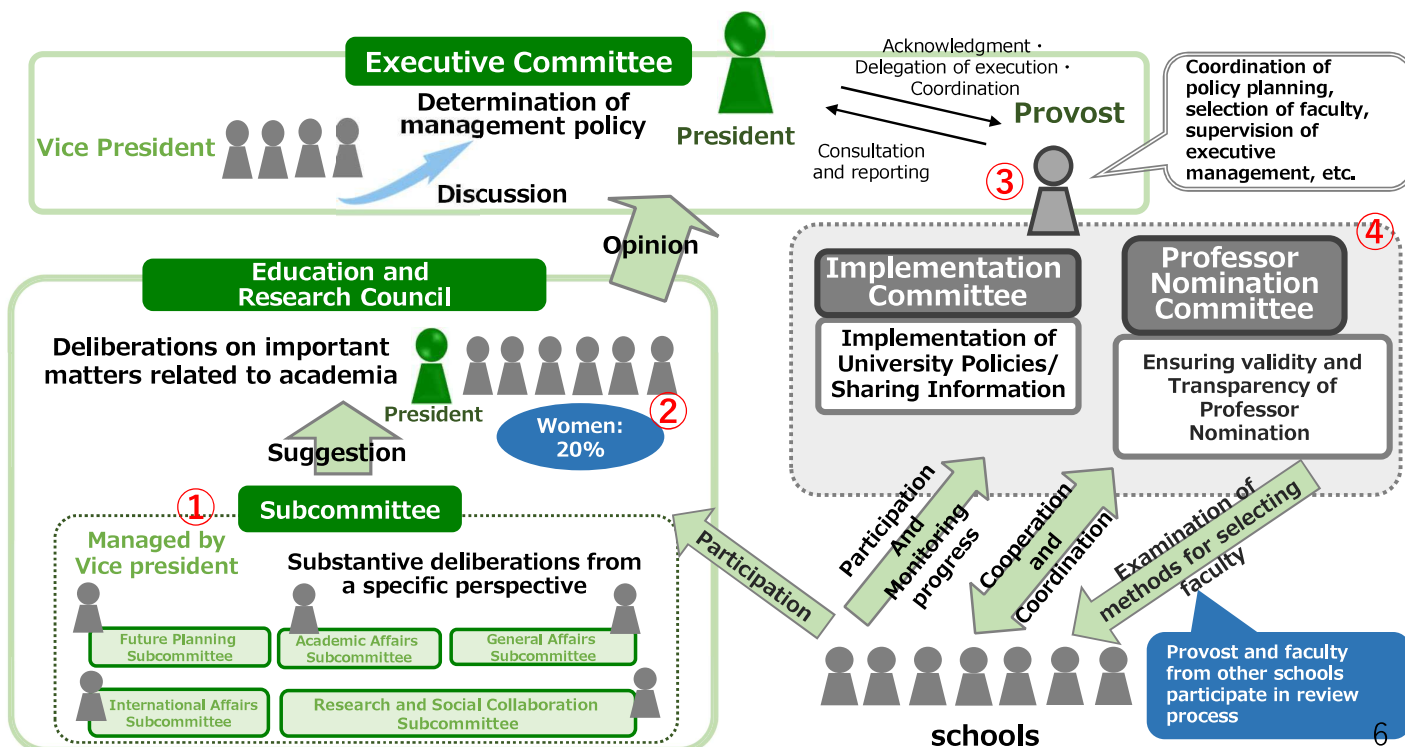
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- 1) Development of world-class research
- 2) Further development and deepening of the Tokai National Higher Education and Research System (THERS)
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- 4) Strengthening our financial management base

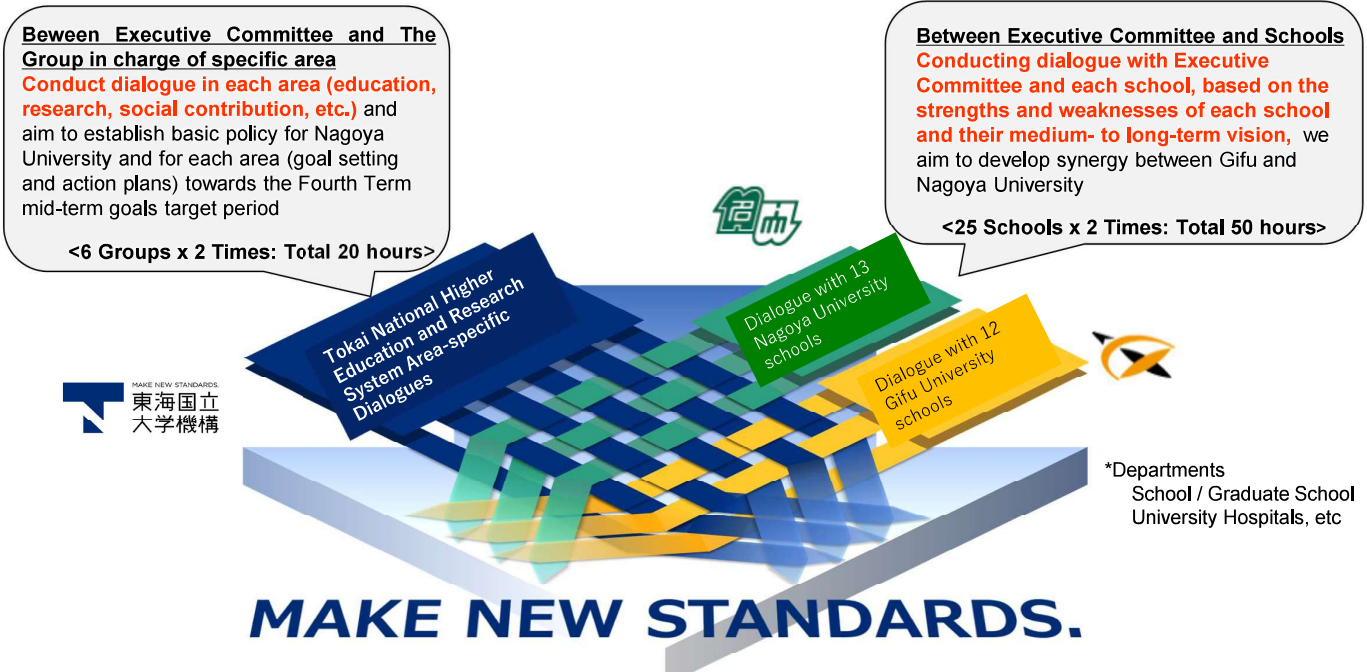
## Establishing shared governance to support reform

Members are involved in governance from multiple perspectives ⇒ Checks and balances through shared governance

- ✓ To incorporate various opinions, members are participating in governance from multiple perspectives
- ✓ Appointment of a provost to coordinate policy planning and oversee implementation, and establishment of Implementation Committee
- ✓ Revitalize deliberations by Education and Research Council ( 20% female faculty members, establishment of subcommittees )



- Dialogue between Executive Committee and The Group in charge of specific area, and between Executive Committee and Schools



To take full advantage of our integration as the Tokai National Higher Education and Research System, and to promote cooperation and integration within Nagoya University and with Gifu University, **comprehensive dialog was conducted in two layers**: within **the Executive Committee** and **between Executive Committee and each department**

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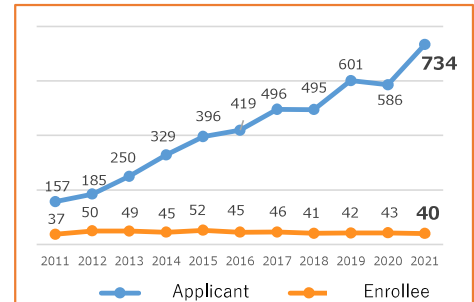
## G30 Programs

### Development of internationally recognized teaching programs

#### ☆ Overview and Status of G30 Programs

- Fall enrollment for full-degree programs taught only in English
- 10 programs in 6 departments, 19 programs in 7 graduate schools  
⇒ 550 undergraduate courses in English (**the largest number in Japan**)
- Increase in applicants through overseas recruiting  
⇒ Information sessions and mock lectures overseas, particularly in Southeast Asia

Applicants / Entrants for G30 Department Programs (2011-2021)

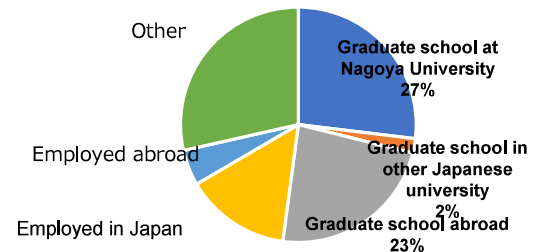


G30 applicants are increasing every year

#### ☆ Results of G30 Programs

- 23% of graduates matriculate at graduate schools in Europe and North America  
(2 each for Oxford, MIT, ETH, Amsterdam, Toronto, 3 each for UC Berkeley, Michigan, 4 for Melbourne, Imperial College London, Chicago, Pennsylvania, etc.)  
\* Success of graduates suggests high quality of Nagoya University's education
- Employed in Japan and abroad following graduation  
(Panasonic, Toyota Motor Corporation, Toho Gas, Softbank, etc.)

G30 Department Graduate Careers (2015 to 2021)



Graduates continue their studies at world-leading graduate schools

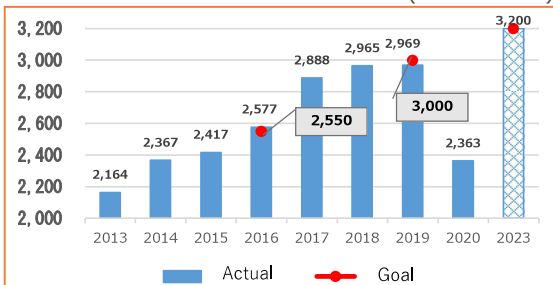
11

## A campus with diverse students from around the globe and sending students to other countries

### Promoting enrollment of excellent international students and sending students overseas

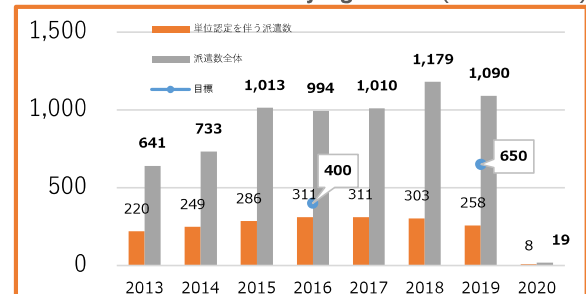
#### ☆ Number of exchanges

Number of international students (2013-2020)



The number of international students is on target

Number of students studying abroad (2013-2020)



However, number of students studying abroad for credit is stagnating

#### ☆ Investigating why it is difficult to increase students studying abroad and means to encourage them

##### <<Current Challenges>>

- Insufficient sharing of information about programs - their appeal, diversity, and various levels and destinations in which they are offered.
- Insufficient financial support

##### <<Proposed Actions for Improvements>>

- ➔ Promotion of co-learning between Japanese and international students, including stimulating students' interest in life overseas
- ➔ Development and realization of a diverse hybrid style of study abroad (Global Multi-campus System)
- ➔ Strengthening of management (promotion and development of programs) cooperating with the Doctoral Education Consortium and other relevant organizations
- ➔ Visualize experience of study abroad, develop incentives for students
- ➔ Strengthening of financial support for study abroad through scholarships like JASSO, etc., and funding through a university-wide cross-disciplinary program

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## An Asian hub university

### Expansion of Asian Satellite Campuses

#### ☆ Producing key personnel for other countries

- ◆ Established Asian Satellite Campuses in FY2014. Currently have six graduate schools participating in 10 countries.
- ◆ Five graduates appointed as key personnel at the national level, including ministers, vice minister, department head, etc.
- ◆ 91 students enrolled, with 27 awarded doctoral degrees

#### ☆ From cultivation of talented people to the development of new research centers

- ◆ Establishment of the International Station for Tropical Agricultural Sciences in the Philippines in 2019

	Education and Human Development	Law	Medicine	Bioagricultural Sciences	International Development	Environmental Studies
Vietnam		●				
Cambodia		●	●	●	●	
Mongolia	●	●	●			●
Laos		●	●	●		●
Uzbekistan	●	●	●			
Philippines				●	●	
Myanmar	●		●*	●		
Afghanistan			●*			
Kazakhstan			●*			
Kyrgyzstan			●*			

\* Provides programs without satellite campuses

#### The Transnational Doctoral Programs for Leading Professionals in Asian Countries (Doctoral, started in 2014)



Opening ceremony



Entrance ceremony



Class at the satellite campuses

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# Expansion of activities in Asia

## An Asian hub university

### Development of an education and research network for learning with Asia

- Establishment of the **Research and Education Center for Japanese Law** in 7 countries, cultivating undergraduate students at partner law schools
- Cultivating human resources for medical administration leadership in Asian countries through the **Young Leaders Program (YLP)**
- Implementation of multi-layer collaborative research in Mongolia, like research into support for children with developmental disabilities and joint research on resilience
- Establishment of the **Applied Social System Institute of Asia**, analyzing issues faced by humanity alongside other researchers from Asia
- Nagoya University Alumni Association established **15 branches overseas (Asia)**
- **Many appointments for graduates to positions such as minister and heads of academic departments**
- **Implementation of reform project at Tashkent State Technical University coinciding with a visit by the Uzbek President Mirziyoyev, in December 2019**



Hor Peng,  
President of National  
University of Management,  
Cambodia



Chet Chealy,  
President of Royal  
University of Phnom  
Penh,  
Cambodia



Le Thanh Long,  
Minister of  
Justice,  
Vietnam



Dang Hoang Oanh,  
Vice Minister of  
Justice,  
Vietnam



Ochirkhuyag  
Bayanjargal,  
President of National  
University,  
Mongolia



Altantuya Jigidsuren,  
Former Administrative  
Vice - Minister of the Health  
Department,  
Mongolia



Ngin Chhay,  
Ministry of Agriculture,  
Forestry and Fisheries  
Commissioner of  
Agriculture,  
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San LwinC,  
Vice Minister of National  
Planning and Economic  
Development,  
Myanmar



Bounfeng  
Phoummalaysith,  
Minister of Health,  
Laos



Amphay  
Chitmanonth,  
Diet Legislative  
Head, Laos



Edgar Tulin,  
University of Visayas  
President,  
Philippines

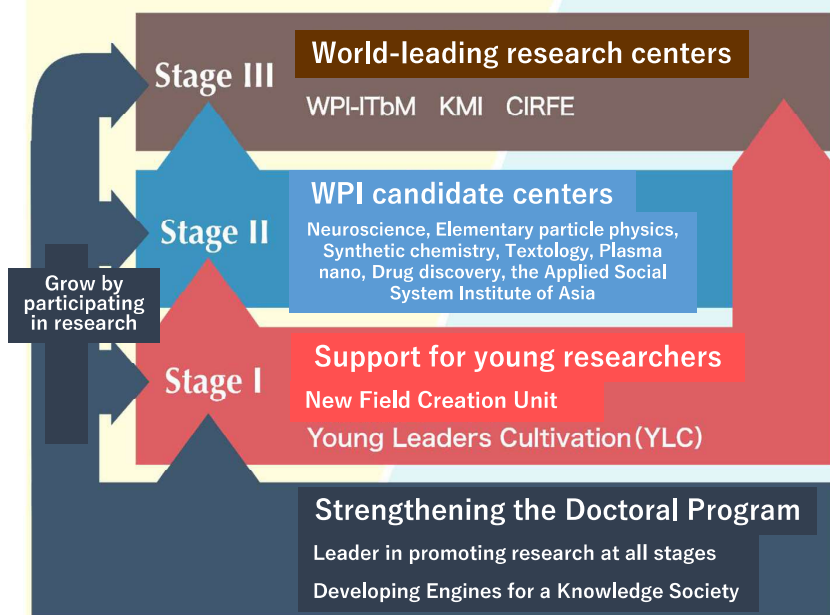


Rizal Affandi Lukman  
Economic Adjustment  
Minister,  
Vice Minister,  
Indonesia

Co-creating new value with Asia, challenging global problems

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### Dynamic Creation of New Research Areas through Multi-layer Structures



Ability to obtain external and competitive funds

Allocation of resources within Nagoya University

Strengthening multi-tiered and systematic support based on an appropriate balance between university resource allocation and external funding

### Succession of Nobel Prize research · Building a group of cutting edge research centers



**ITbM** Institute of Transformative Bio-Molecules

Highest "S" rating in WPI interim assessment



**KMI** Kobayashi-Maskawa Institute for the Origin of Particles and the Universe

**CIRFE**

Center for Integrated Research of Future Electronics

### Group of Joint Usage / Research Center



**ISEE** Institute for Space-Earth Environmental Research



**iGCORE** Institute for Glyco-core Research

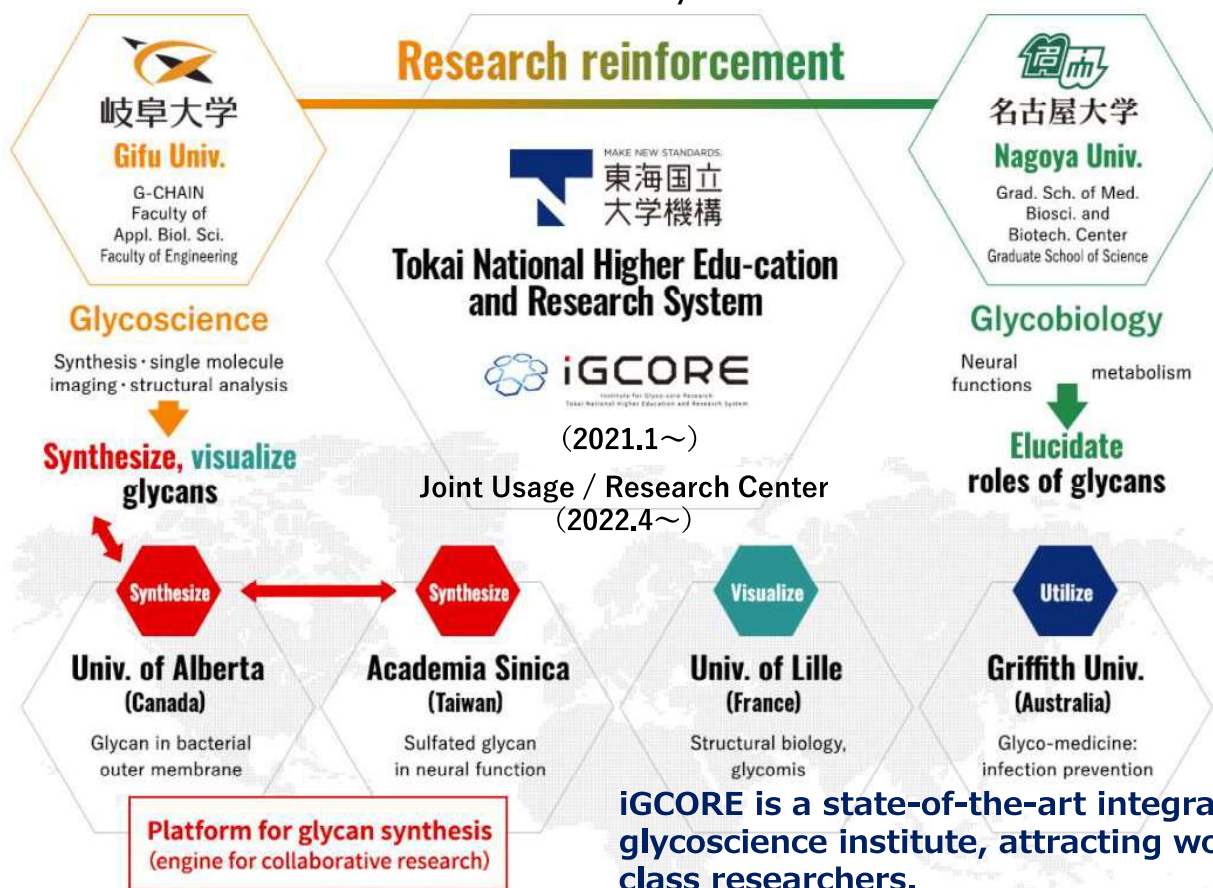


**IMaSS** Institute of Materials and Systems for Sustainability



**CLPS** Center for Low-temperature Plasma Sciences

### ○ Establishment of institute for Glyco-core Research (2021.1)



**iGCORE is a state-of-the-art integrative glycoscience institute, attracting world-class researchers.**



## Plans for Supporting Young Researchers

### Comprehensive Support to Foster Principal Investigators from Doctoral Courses

#### Late 30s

Permanent faculty members/  
Designated faculty members

#### Fostering Principal Investigator

##### Support for researchers selected by Fusion Oriented Research for disruptive Science and Technology Program : FOREST (JST)

· Foster young researchers as independent PI.  
· Number of Selected Proposal  
FY 2020: 13 Nagoya University, 1 Gifu University  
FY 2021: 25 Nagoya University, 2 Gifu University

※Nagoya University

FY2021: No.2 in All JAPAN  
Providing Research Space and Personnel Expenses

#### Mid 30s

Permanent faculty members/  
Designated faculty members

#### Strategic Professional Development Program for Young Researchers (MEXT)

##### Tokai Pathway to Global Excellence (FY 2021~)

· Support to foster young researchers by conducting development programs which bridge postdoctoral education and world-class research.  
· Aim to produce outstanding researchers and entrepreneurs who encourage world-class research and international industry-university collaborative projects.  
· The number of assignments are 8 /year. (Allocation: 4 for Nagoya University, 1 for Gifu University)

#### Early 30s

Designated faculty members

#### Young Leaders Cultivation(YLC) Program

※Tokai National Higher Education and Research System program

##### Nagoya University

· Since Established in FY 2009, young leaders have been selected by selection committee including president.  
· The number of assignment is 8 /year; including 1 special quota for a female researcher and foreign researcher.  
· Young leaders are hired as a five-year term designated assistant professor. After 3 years has passed, they transfer to tenure track system based on their achievement.

##### Gifu University

· From FY 2022 (G-YLC)  
· 1 candidate /year

4 programs granted by the government is the highest number in All JAPAN

#### 20s

Postdoctoral Researchers/  
Graduate Students

#### Support for Ph.D. students

##### Doctoral Program for World-leading Innovative & Smart Education(MEXT)

※Nagoya University

< Number of applicants in total: 82 /year >

##### The University Fellowship Program for Science and Technology Innovations (MEXT)

※Nagoya University

· Nagoya University Interdisciplinary Frontier Fellowship (FY 2021~)  
· The number of recipients  
Creating the Future of Asia field : 26, Information/AI field: 26, Quantum Science Field : 12, Materials field : 13

##### Program for leading Graduate Schools(MEXT)

<19 students in each year on average> ※Nagoya University

##### Support for Pioneering Research Initiated by the Next Generation(JST)

· THERS Interdisciplinary Frontier Next Generation Researcher (FY 2021~)  
· The number of recipients  
Bioscience field: 32, Interdisciplinary & Ground-breaking Sciences field: 25, Decarbonization & Environment field : 25, Global Research field: 16

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## Raising our International Presence

### nature index

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Home / News / Ten rising stars of the Nature Index Annual Tables 2021

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### Ten rising stars of the Nature Index Annual Tables 2021

China's dominance falls away, as this year's list of fast-risers features a more global spread of institutions.

20 May 2021

Bec Crew



Nagoya University, located in the city of Nagoya in central Japan, comes in at 10th place. It did not appear in the top 50 rising institutions of 2018-2019, but had a 26% increase in output in the Nature index journals in 2019-2020.

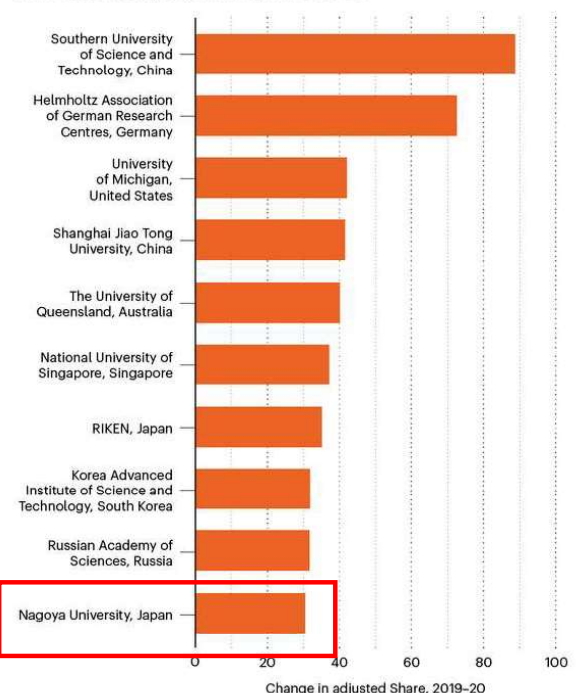
This growth in output could be an outcome of the university's selection as a Designated National University by the Japanese Ministry of Education, Culture, Sports, Science and Technology in 2018, an initiative that allocates additional funds and other incentives to a select few universities to boost their international standing.

<https://www.natureindex.com/news-blog/ten-rising-stars-institutions-of-nature-index-annual-tables-twenty-twenty-one>

### Selected as RISING STAR 2019-20 in Nature Index 2021

#### RISING STARS 2019-20

The institutions that achieved significant increases in research output in the Nature Index journals for the period 2019-20.



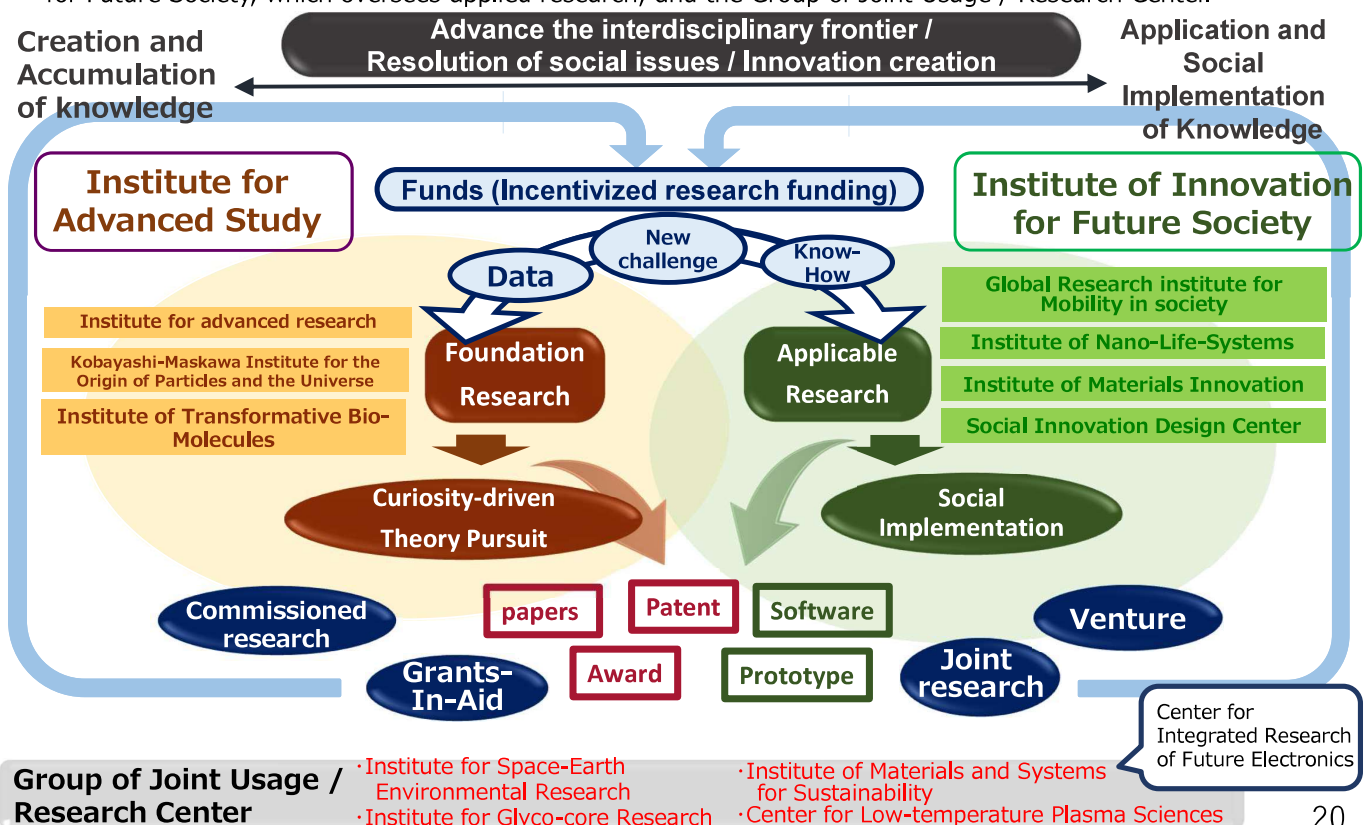
Source: Nature Index

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## Becoming a world-leading research university in basic research and applied/social implementation research

### ◎ Strengthening Research Capabilities

- ◆ Focus resources on the Institute for Advanced Study, which oversees basic research, the Institute of Innovation for Future Society, which oversees applied research, and the Group of Joint Usage / Research Center.



Establishment of **THERS** by Corporate Integration of Nagoya U. and Gifu U.  
**THERS: Tokai National Higher Education and Research System**



Our new multi-campus system enable to strengthen “contribution to the revitalization of local communities” and “international competitiveness” simultaneously.

➡ As the core of academia, we will contribute to the creation of a sustainable and resilient future society.

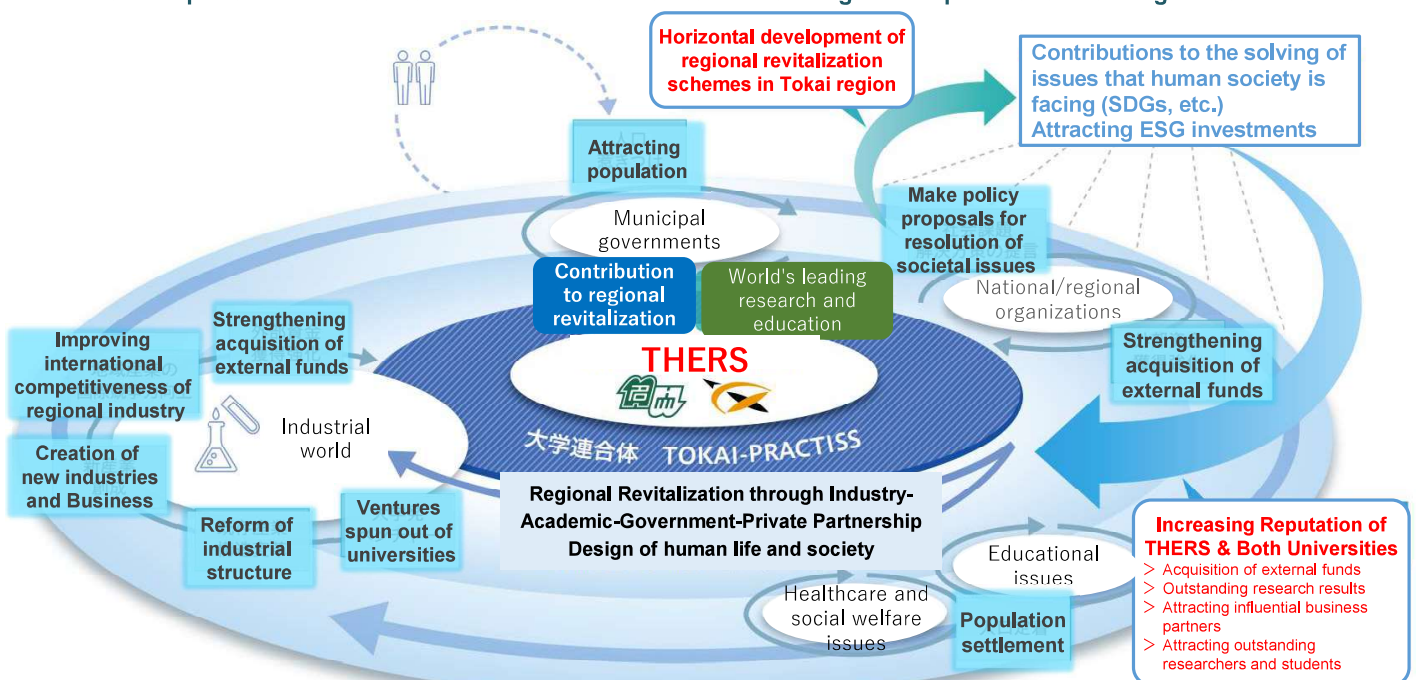
Further development and deepening of the Tokai National Higher Education and Research System (**THERS**)

○ Promotion of TOKAI-PRACTISS

Improvement model for universities, industries, and local communities in Tokai region

**New university model: Revitalization of Tokai region while strengthening international competitiveness**

✓ Tokai National Higher Education and Research System and the Federation of Universities will become the central hub for regional revitalization in the Tokai region, will utilize world-class knowledge and a close cooperative support relationship with local sectors to revolutionize the structure of the region and promote this throughout the world.





We promise flexible management to demonstrate high research potential from the fourth term onward.

We are enhancing our international presence and strive to become a world-class research university.

(References)

# Progress of the Designated National University Corporation Initiative



MAKE NEW STANDARDS  
東海国立  
大学機構



名古屋大学

	Contents			Progress (2021.12)	
	Matter	Due date	Target value		
1. Becoming an elite research university that produces world-leading research	World's most advanced research center	2027	5 or more sites	3 sites	
	Next-Generation cutting-edge research centers (WPI-next)	2027	6 units	7 units	
	Expansion of Creating Research Units for New Fields	2027	about 16 units	10 units	
	Expansion of Young Leaders Cultivation Program (YLC)	2027	Expanded to about 50 members	29 members	
	Support measures such as research expenses, mentor system, PI training	2021	Trial	Full-scale implementation (2020)	
2. Training outstanding doctoral researchers to lead our knowledge-based society	Creating a Comprehensive Platform for Advanced Doctoral Education and Quality Assurance	2021	Examination for establishment of all-academic education management	Ongoing review	
	Implementation of Doctoral Program for World-leading Innovative & Smart Education	2021	Implementation of the program	4 program	
	Expansion of the Joint Degree program	2027	about 20 units	14 units	
	Scholarships using funds	2021	Implementation of scholarship support	Implementation of the Hoshizaki Scholarship (2018) etc.	
3. Creating an international campus that attracts people from around the world, and developing overseas outreach	English-taught Graduate School Classes	2027	50%	Implementation and maintenance	
	Establishment of Student Dormitory	2019	Development of mixed-residence housing	Completed (2018)	
	Improving Language Skills of Japanese Students	2021	Reorganization of the English curriculum	Establishment of 3 subjects for the latter half of Undergraduate program (2021)	
	Promotion of overseas study and training	2027	70% of students have studied or trained abroad.	2032 students (2018~2021)	
	Promoting the Applied Social System Institute of Asia	2027	Promotion of academic exchange	Completed (2017)	
4. Developing synergies outside of academia	Increasing the number and permanent employment of URAs	2027	about 60 persons (including 30 permanent persons)	49 persons (including 16 permanent persons)	
	Full-Scale industry-academia joint research "organization" to "organization"	Increase in the number of industry-academia joint research courses and departments	2027	50 courses. Three times income at fiscal 2017 level	37 courses
		Secure space	2021		1392 square meters increase (2019)
	Establishment of R & D Centers through Industry-Academia-Government Collaboration	Creation of Industry-Academic-Government Co-Creation Open Innovation Centers	2027	Creation of more than 10 fields	8 fields
Realization of industry-academia co-creation education		2021	Establishment of base at Nagoya Station	Completed (2017) 27	

# Progress of the Designated National University Corporation Initiative



MAKE NEW STANDARDS  
東海国立  
大学機構



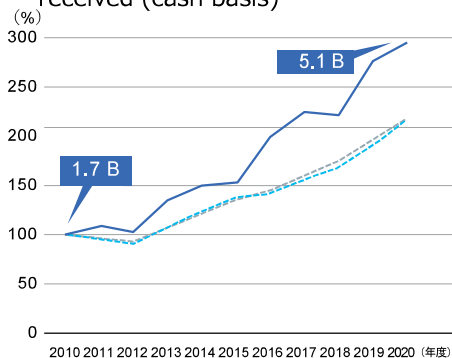
名古屋大学

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5. Presidential Leadership and a Flexible System for Proposing, Debating, and Enacting Policies through Shared Governance	Establishment of a Provost	2019	Establishment of a Provost	Completed (2019)
	Reform of all academic councils, including the Education and Research Council	2019	Reform of all academic councils	Completed (2019)
	Review of the term of office and selection method of the deans of schools	2021	Appointment of deans under the new rules	Ensuring consistency in departmental management based on medium - to long-term vision (2019)
	Review strategy formulation and resource allocation of departments, and systematization of dialogue process with Executive office and departments	2021	Formulation of departmental vision and implementation of dialogue	Completed (2019)
	Review of faculty selection methods	2021	Selection of personnel from university-wide perspective	Establishment of University-wide Personnel Process Committee (2019)
	Improving institutional research	2021	Establishment of analytical methods	Completed (2021)
	Promoting Gender Equality and Promotion of Women	2027	Ratio of female faculty 30%	18.7% (2021.5.1)
	Development of university management human resources through university design workshops	2021	Full-scale implementation	Completed (2020)
6. Strengthening our financial basis through a positive cycle of management resources	Enhanced Fundraising Capabilities	2021	Fund 20 billion yen	Achieved (2021)
	Diversification of financial resources	2027	Implementation of profit-making business using real estate etc.	Completed (2020)
	Introduction of an incentive system for income of schools	2021	Start of operation of system	Completed (2018)
	Visualization of Effort Rate and Establishment of Compensation System Appropriate to Evaluation	2021	Introduction of faculty evaluation system	Completed (2020)
	Introduction of a point system and system to transfer part of teachers' salaries to external funds	2021	Start of operation of system	Completed (2019)
	Enhancement of Service Functions at Technical Center	2021	Maintenance of regulations	Completed (18/23)
	Space management based on university-wide strategy	2021	Priority allocation to areas that contribute to functional enhancement	Ongoing
7. Creation of Positive Cycle for Continuous Development with the New Multicampus System	Establishment of the Tokai National Higher Education and Research System	2021	Establishment	Completed (2020)
	Promotion of university cooperation to build the foundation of Tokai National Higher Education and Research System	2021	Sequential implementation	Four direct control bases, establishment of Academic Central (2020) 28

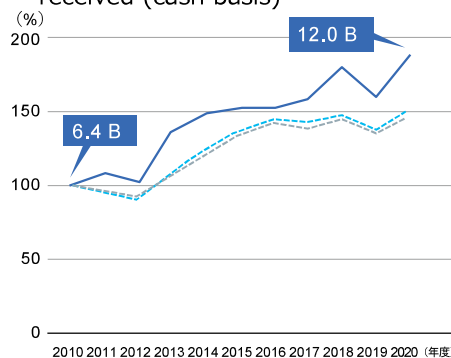
## ○ Growth in external funding

〈Growth rate assuming fiscal 2010 as 100%〉

Growth rate of joint research expenses received (cash basis)



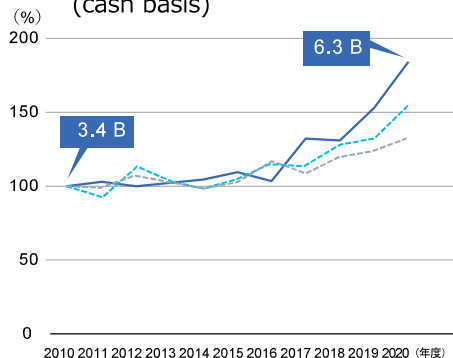
Growth rate of funded research expenses received (cash basis)



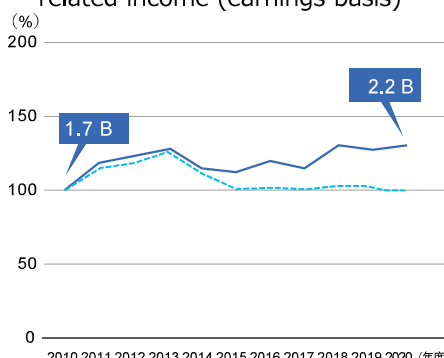
Excerpt from the Integrated Report 2021



Growth rate of donations received (cash basis)



Growth rate of research expenses-related income (earnings basis)



We will continue our efforts to increase the amount of acquisition and optimize resource allocation.

— THERS  
 - - - National University Average  
 ····· Group A Average