

University of Tsukuba

筑波大学



Fiscal Year 2009

Financial Report

IMAGINE
THE
FUTURE.

University of Tsukuba Financial Report for FY 2009
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Foreword

It is a major function of the University of Tsukuba, as a national university corporation, to provide information on earnings to everyone who supports the operations of the university, both from within and outside our institution, so that the situation with our operations is well understood.

Therefore, we have been preparing financial reports since our fiscal year 2007 earnings in order to provide easy to understand information on our earnings. This Financial Report basically consists of the introduction of topics from our university, comments on our financial statements and analyses of the financial situation. It analyzes the year-to-year comparison regarding our educational, research and medical service activities, as well as the expense and other details of the constituent items of the referred fiscal year. As fiscal year 2009 was the last year of the First Mid-Term plan period, in addition to the traditional contents of the financial report, we also included information on the changes in external funding, education related expense per student and financial statements over the mid-term plan period.

Going forward, we hope to further enhance this financial report and at the same time, reflect the 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.

September 2010 University of Tsukuba, Department of Finance and Accounting



About the cover page "IMAGINE THE FUTURE."

The University of Tsukuba was founded in 1973 as a comprehensive university based on a new concept, when its antecedent, the Tokyo University of Education, was relocated to the Tsukuba area. Its history goes back to 1872, the time it was established as a teacher's college. The university aims to become an *open university* in all aspects, with a fundamental principle of taking the lead in creating a *flexible education and research structure*, which is not bound to traditional concepts, as well as realizing a *new university system* that meets the requirements of the next generation. We are constantly taking on new challenges and value the spirit to exploit new domains as we strive to become the ideal university. The slogan on the cover "IMAGINE THE FUTURE." represents such characteristics and values of our university.

Major Events in FY 2009 (Topics)

1. Research

○Two projects chosen For FIRST

Professor Yoshiyuki Sankai (Center for Cybernetics Research) and Professor Masashi Yanagisawa (Center for Behavioral Molecular Genetics) have been chosen as researchers to be supported by the Funding Program for World-leading Innovative Research and Development on Science and Technology (FIRST).

The aim of the FIRST program is to advance Japan's research and development which aim to become the world's No. 1 in three to five years and strengthen Japan's R&D and international competitiveness while contributing to society and people through the application of its results.

The selected projects are "World Leading Human-Assistive Technology Supporting a Long-Lived and Healthy Society" (Prof. Sankai) and "Molecular Mechanism and Control of Complex Behaviors" (Prof. Yanagisawa).



Robot Suit HAL(Hybrid Assistive Limb®)

○Prof. Makoto Watanabe wins "Award for Persons of Scientific and Technological Merits (NISTEP Researcher) 2009"

Professor Makoto Watanabe (Graduate School of Life and Environmental Science) was chosen as a winner of the "Award for Persons of Scientific and Technological Merits (NISTEP Researcher) 2009" by the National Institute of Science and Technology Policy (NISTEP), Ministry of Education, Culture, Sports, Science and Technology, for his works on the "Establishment of fundamental technologies for the development of future energy produced by botryococcus." The award selects researchers who have made significant contributions in science and technology notably in line with Japan's science and technology policy.

Prof. Watanabe's research, which aims to realize a technology to mass produce fuel from green alga that creates hydrocarbon of the same constituent of heavy oil through photosynthesis, is expected to contribute to solving energy issues.



Prof. Watanabe guiding then Deputy Prime Minister Kan

2. Education/Student support

○Establishment of the University of Tsukuba Student Scholarship, Tsukuba Scholarship

The Tsukuba Scholarship was established as Tsukuba University's own scholarship system. It offers financial support to self-supporting international students enrolled at Tsukuba University, to Japanese students studying abroad at one of the 195 universities in 52 countries which we have exchange agreements with, or to students taking short-term language courses at universities abroad as well as financial aids to students in case of emergencies. The Tsukuba Scholarship aims to promote the internationalization of the university and to provide an environment in which students can devote to their studies without anxiety.



We had 1,697 international students
(as of May 1, 2010)

○Promotion of dormitory renovation project

The Tsukuba University has dormitories consisting of 60 residence halls, 3,971 rooms (maximum capacity of 4,124 residents), which is the largest of its kind for a national university corporation, situated near the campus in order to provide an excellent studying environment as well as an opportunity to experience the life of an autonomous citizen. In order to improve the amenities for the residents, we renovated 11 residence halls, 446 rooms at the Ichinoya and Oikoshi Student Residence Halls in fiscal year 2009 based on the five-year Residence Halls Renovation Plan.



Ichinoya Residence Area



Oikoshi Residence Area

3. International Exchange

○Selected as Core University for Internationalization Project (GLOBAL 30)

The University of Tsukuba has been selected as a core university for internationalization project (GLOBAL 30) under the Ministry of Education, Culture, Sports, Science and Technology. Thirteen universities have been chosen in fiscal year 2009.

This project aims to increase bachelor degree studies that can be completed by taking classes in English only and English courses in the graduate school level, as well as to receive excellent international students and hire highly capable foreign professors/lecturers in order to promote the internationalization of universities, offer an attractive level of education to international students and to cultivate high-level talents in an environment where students can develop through friendly competition with international students so that they can flourish on the global scene.



The North African and Mediterranean Centre for Research and Education (Tunisia), which has also been designated as an Overseas Office for Shared Utilization by Universities.

○The 20th International Biology Olympiad held

The 20th International Biology Olympiad (IBO 2009 Tsukuba) was held at the University Tsukuba with 221 high school students from 56 countries/regions participating, making it the largest event in its history. More than 100 faculty members and over 150 student volunteers helped to run the event.

This was the first time the event was held in Japan and Japanese students (four of them) won one gold medal and three silver medals, which was a best ever result.



President Yamada giving an address at the Opening Ceremony in the presence of their Imperial Highnesses Prince and Princess Akishino

4. Tsukuba University Hospital / Others

○Initiation of facility construction and other projects for the redevelopment of the Tsukuba University Hospital

The facility construction and other projects for the renovation of the Tsukuba University Hospital are promoted under the Private Financial Initiative (PFI) which is a development method that utilizes the funds and know-how of the private sector. It is the first time in Japan the PFI method is introduced at a university hospital. There are plans for maintenance/management and operational support services for the facilities, including the renovation of existing buildings and the construction of the new hospital building, to be provided over 23 years from fiscal year 2009 to fiscal year 2032.

In fiscal year 2009, the procurement of medical materials as well as facility maintenance, management, security and cleaning services through the PFI service providers (private companies) were initiated.



Image of the new hospital building scheduled to be completed in September 2012

○Introduction of university-brand sake “Kiri-no-Hana”

The laboratory of Professor Hiroo Uchiyama (Graduate School of Life and Environmental Sciences) succeeded in extracting sake yeast from paulownia flowers, getting the idea from the University of Tsukuba’s emblem, “the five-and-three paulownia (go-san-no-kiri)”, and developed a university-brand Junmai Ginjo-shu (sake made from highly milled rice) “Kiri-no-Hana”. The label featuring the school emblem was designed by Professor Sayoko Tanaka (Graduate School of Comprehensive Human Science).



Sales poster for “Kiri-no-Hana”

Earnings of National University Corporations

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 the National University Corporation Business Operation Cost Statement, which shows the burden share of the people for the university corporation's operations, and Earnings Statements based on governmental accounting.

Education and research as the principal operations of university are not profit oriented, unlike corporations, so unique accounting treatments are applied for the costs generated.

Statements based on business accounting

Balance Sheet

A statement that discloses the financial situation by describing all assets, liabilities, net assets (capital) of the university as of the settlement date (end of the fiscal year).

Profit and Loss Statements

A statement that shows the administrative performance of the university by matching the income earned and the cost required from the respective goals in education, research, etc. and disclosing the profit gained.

Cash Flow Statements

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

Statements based on governmental accounting

Earnings Statements

A statement for reporting the activities of the university following the governmental accounting standards, with cash basis as the base but partially adopting accrual basis taking into consideration the idea of transfer consolidation periods, and making a comparison with the annual budget. If the revenue amount exceeds the expense, the difference can be carried over under a certain rule.

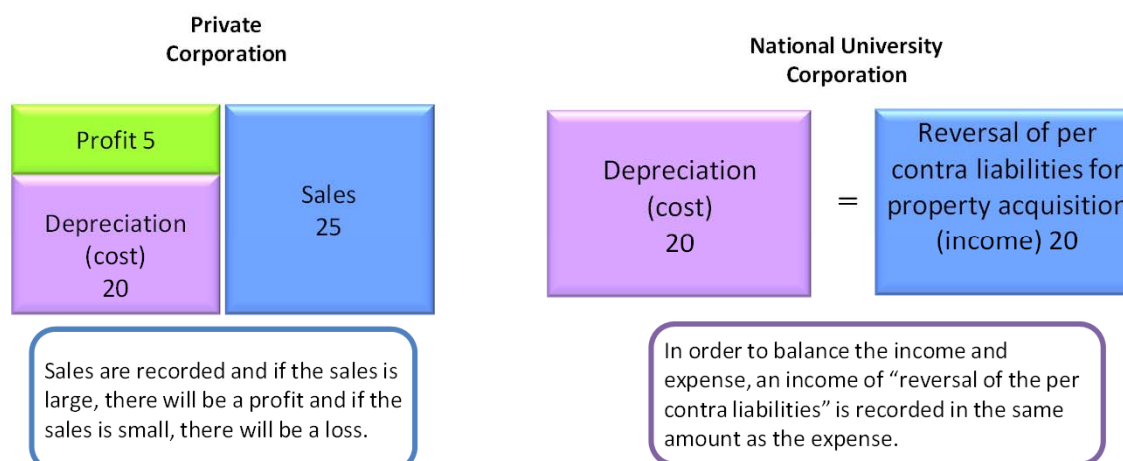
Statements characteristic for national university corporations

National University Corporation Business Operation Cost Statements

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

An example of a unique accounting treatment

Management expense grants and tuition fees are received as liabilities, so there is no matching income for the depreciation of facilities, etc. If only the expense is recorded, it becomes a loss. Therefore, a matching income is recorded as "Reversal of per contra liabilities for property acquisition" to balance the income and expense.



Appropriation of Earnings of National University Corporation

National University Corporations are not profit-oriented and conduct operations with Management Expense Grants. These corporations adopt accounting systems under which profit and loss will balance out if everything goes as planned. However, if expenses are reduced due to efficient operation management or if management efforts are made such as increasing non-subsidy incomes, there will be a profit.

Appropriated Surplus

A part of the Inappropriate Retained Earnings, which are backed by cash and can be used for operations that can be, upon request to and approval of the Minister of Education, Culture, Sports, Science and Technology of the university's management efforts, carried over to the next business term upon having determined what it will be used for.

Reserve

Inappropriate Retained Earnings other than Appropriated Surplus shall be categorized as a Reserve.

Reserve Carried Over from the Previous Mid-Term Plan period

Inappropriate Retained Earnings as of the last fiscal term of the Mid-Term Plan period shall be transferred as Reserves along with the balance of the Appropriated Surplus in the following business term. The balance of that Reserve shall be paid to the National Treasury or carried over to the next Mid-Term Plan period as Reserves carried over from the Prior Mid-Term plan period.

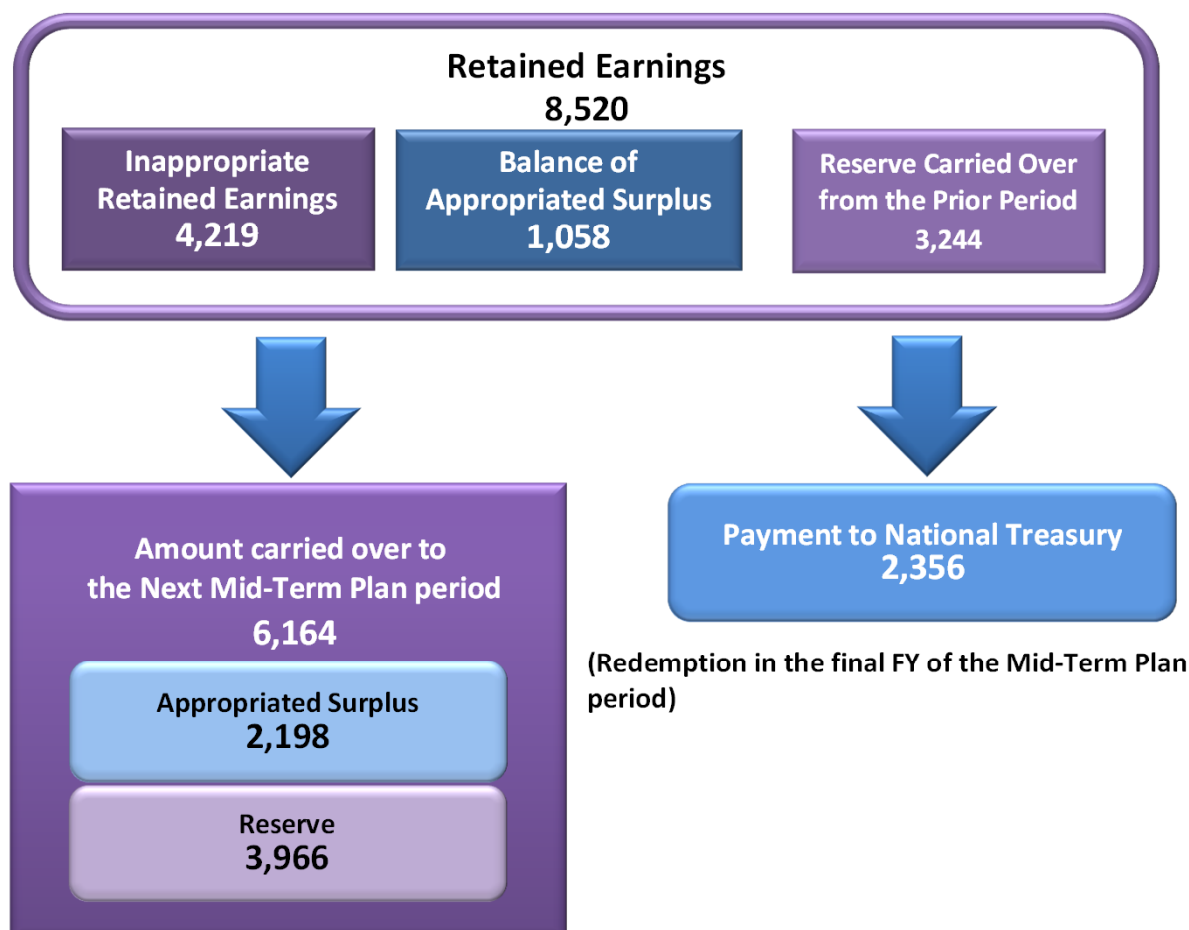
○Accounting process at the closure of the final fiscal year of the Mid-Term Plan period

FY 2009 is the final fiscal term for the First Mid-Term Plan period and as an accounting process specific to the final fiscal term, profit generated by the monetization of unused Management Expense Grants (left over from the payment of employment retirement benefits, etc.) is included in the Current Inappropriate Surplus.

The University of Tsukuba's accounting procedure for profit appropriations will be as follows.

* The total may not match the sum as the figures less than the unit are rounded off.

(in millions of yen)



External Funds

1. External funds are...

As Management Expense Grants, which is the basic fund of university operations, are being reduced, it has become extremely important to obtain external funds such as sponsored research and donations in order to conduct stable education/research activities and offer regional contributions.

- Sponsored Research, etc.

Sponsored Research is a system under which the university is commissioned from an external consignor to conduct research as the university's operation and reports the results to this consignor.

Meanwhile, Joint Projects are conducted jointly or on a shared basis with external researchers on common topics.

Specific examples: Core Research for evolutionary Science and Technology (CREST, Sakigake), Science and Technology Research Partnership for Sustainable Development, etc.

- Donations

Donated funds from companies or individuals to the university for the purpose of enhancing education or for academic research.

- Subsidies

Granted by the national government or local public authorities to specific operations of the university.

Specific examples: Aid for promotion of Science and Technology, Support for Formation of Research and Education Centers, Funding Program for World-Leading Innovative R&D on Science and Technology, etc.

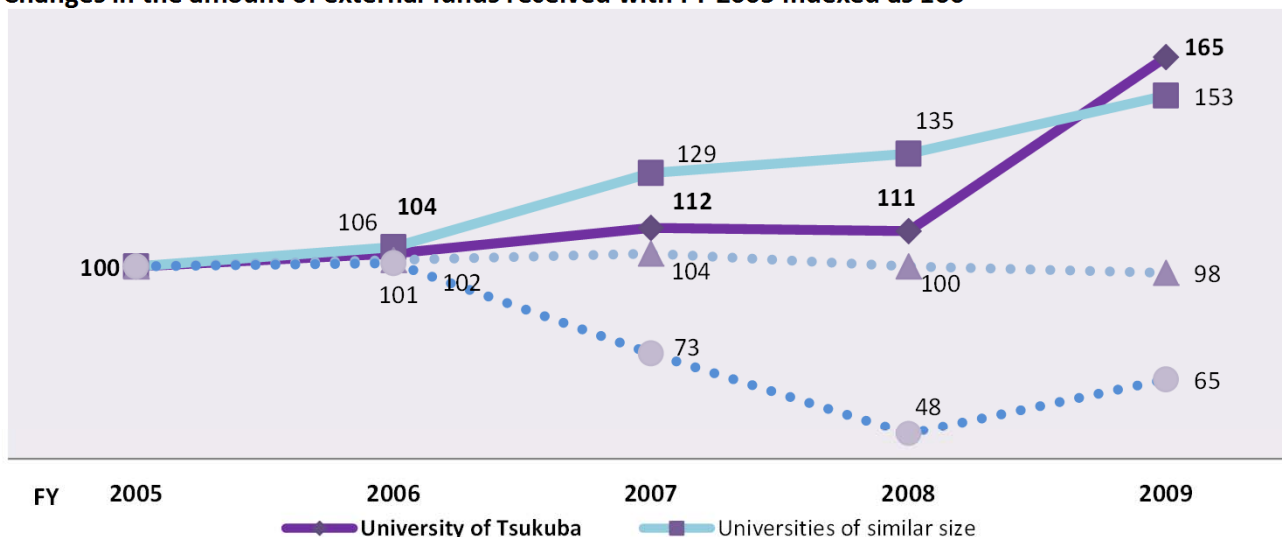
- Grant-in-Aid for Scientific Research

Research aids aimed at developing original, leading research in all field from humanities/social sciences to natural sciences, in order to promote Japan's scholarly activities. The Grant-in-aid for Scientific Research (direct expense) is granted to the individual researchers and is to be accounted not as the university's income but as Deposits Payable, but is widely applied to the educational and research activities within the university.

Specific examples: MEXT Grant-in-Aid for Scientific Research, Health and Labour Sciences Research Grants, etc.

2. Amount of External Funds Received (* See p.18 for universities of similar size)

- Changes in the amount of external funds received with FY 2005 indexed as 100



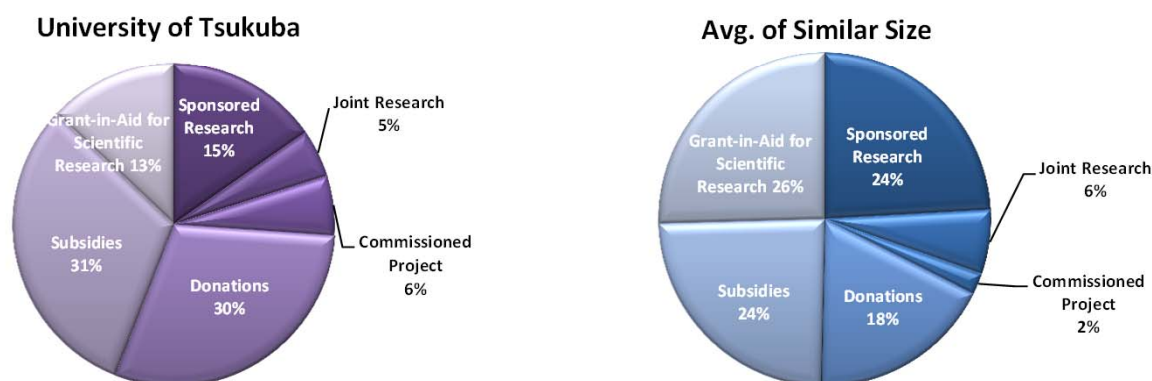
External Funds = Sponsored Research ,etc. + Donations + Subsidies + Grant-in-Aid for Scientific Research

(Amount includes subsidies and Grant-in-Aid for Scientific Research which are not included in the External Fund Ratio (p.20) used for financial analysis)

*Sponsored Research etc. includes Sponsored Research, Joint Research and Commissioned Project. Donations excludes gift-in-kind.

Subsidies excludes government subsidy for university repayment of ministry loan for facilities maintenance.

- Ratio of External Funds for FY 2009



Education Related Expenses per Student

○ Education Related Expense

The total expense involved with education (Education Related Expense) for the operations at the University of Tsukuba is approximately 19.1 billion yen.

- Education Expense: Expense required for the purpose of educating students such as for classes and extra-curricular activities
- Education and Research Support Expense: Expense related to supportive organizations such as the University Library and Academic Computing and Communications Center
- Depreciation Amount Not Included In PL: Depreciation costs for educational assets acquired using funds such as assets invested from the government, facility expense subsidies or appropriated surplus which not listed in the profit and loss statement.
- Personnel Expense (corresponding portion to education related expense): Personnel expense related to education calculated from the operation ratio.

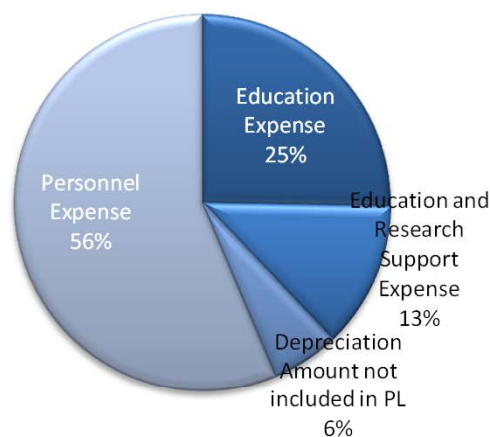
This Education Related Expense divided by the actual number of students is about 1.14 million yen per student.

Education Related Expense per Student about 1.14 mil yen

Breakdown of Education Related Expense (in yen)

Expense Classification	FY 2009
Education Expense	4,826,992,320
Education and Research Support Expense	2,393,685,874
Depreciation Amount Not Included In PL	1,107,189,483
Personnel Expense (corresponding to Education related Expense)	10,757,391,710
Total	19,085,259,387

Total about 19.1 billion yen



*The above figure belongs to the segment "University"

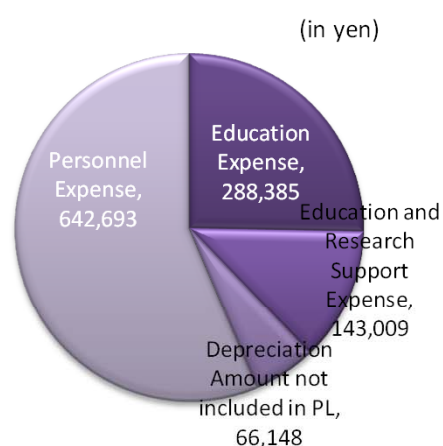
● FY 2009 Actual Number of Students: 16,738

Breakdown of Education Related Expense per Student

Expense Classification	FY 2009
Education Expense	288,385
Education and Research Support Expense	143,009
Depreciation Amount Not Included In PL	66,148
Personnel Expense (corresponding to Education related Expense)	642,693
Total	1,140,235

Tuition Fee per Student			
Schools/Graduate Schools	Annual	535,800 yen	
Law School	Annual	804,000 yen	

Breakdown of amount



Education Related Expense is funded not only by revenue sources such as tuition fees but also by support from the government.

Balance Sheet

(in millions of yen)

Accounting Item	FY 2008	FY 2009	Change
Assets	358,846	370,017	11,171
Fixed Assets	338,593	343,474	4,881
Land	249,725	249,725	0
Buildings	58,044	60,798	2,754
Structures	3,767	4,019	252
Mechanical equipment/tools, furniture and fixtures	12,079	14,128	2,049
Books	9,557	9,678	121
Construction in Progress	2,480	2,057	△ 423
Investment Securities	1,596	1,597	1
Other Fixed Assets	1,346	1,473	127
Current Assets	20,253	26,543	6,290
Cash and Deposits	16,214	21,712	5,498
Other Accounts Receivable	3,745	3,968	223
Marketable Securities	0	599	599
Drugs, Medicine, and Materials for Medical Services	196	186	△ 10
Other Current Assets	98	77	△ 21

Buildings and structures have increased by about 7.4 billion yen but as depreciation costs of about 4.4 billion yen were recorded, the gain is shown as approximately 3.0 billion yen.

Mechanical equipment/tools, furniture, and fixtures have also increased by about 5.8 billion yen but since depreciation costs of about 3.7 billion yen were recorded, the gain is shown as about 2.0 billion yen.

The number of books collected is about 2.52 million books as of the end of fiscal year 2009.

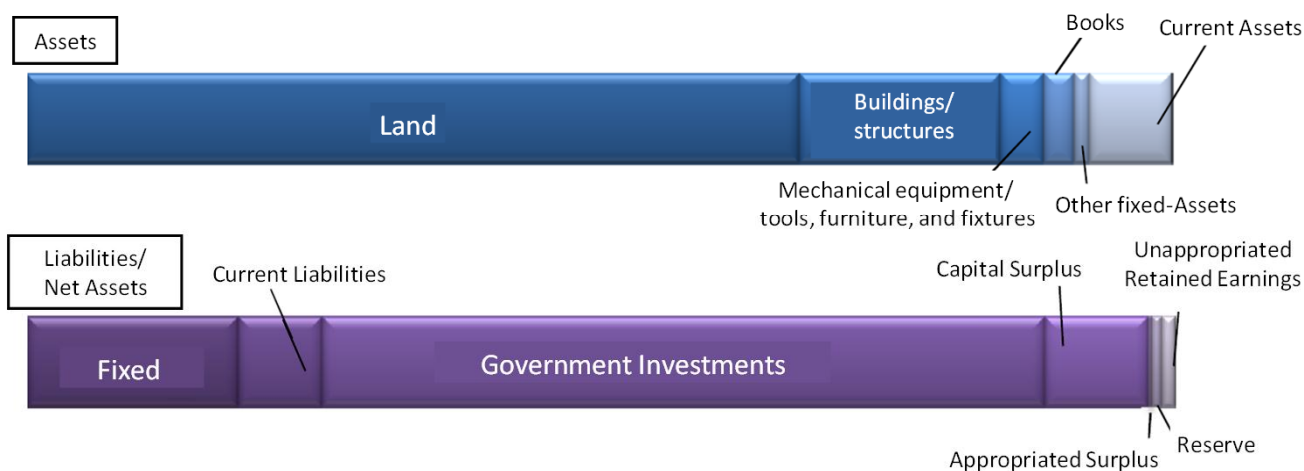
Decreased by about 400 million yen as buildings, including the nurse's quarters, which were under construction, have been completed.

We have 1.6 billion yen worth of government bonds being held for the long term.

Medical service fee receivables at the university hospital account for the majority, of which 90% is to be charged to Health Insurance Claims Review & Reimbursement Service etc.

Decreased due to efforts to minimize inventory.

FY 2009 Breakdown of Assets/Liabilities/Net Assets by composite



(in millions of yen)

Accounting Item	FY 2008	FY 2009	Change
Liabilities	94,065	95,107	1,041
Fixed Liabilities	71,312	68,106	Δ 3,206
Per Contra Liabilities for Property Acquisition	19,404	21,976	2,571
Borrowings	45,871	41,271	Δ 4,600
Other Fixed Liabilities	6,036	4,859	Δ 1,177
Current Liabilities	22,754	27,001	4,247
Management Expense Grants Liabilities	2,506	0	Δ 2,506
Donation Liabilities	2,656	3,435	779
Borrowings scheduled to be repaid within one year	4,647	4,600	Δ 47
Other Accounts Payable	9,157	14,369	5,211
Other Current Liabilities	3,787	4,597	810
Net Assets	264,780	274,910	10,129
Government Investment	232,964	232,964	0
Capital Surplus	25,886	33,426	7,540
Appropriated Surplus	1,641	1,058	Δ 583
Reserve	3,067	3,244	177
Unappropriated Retained Earnings	1,222	4,219	2,996

An accounting item specific to national university corporation accounting. When recording depreciation cost of assets, the per contra liabilities for property acquisition is reversed as an income item and balances out the depreciation cost which is an expense item.

We have a borrowing of approximately 40.8 billion yen from commercial banks for the lump-sum purchase of land. We also have a borrowing of about 5.0 billion yen from the Center for National University Finance and Management to purchase the building and medical service equipments for the university hospital.

The amount invested by the government at the time of being corporatized and is the equivalent to capital in corporate accounting.

A surplus generated by the payment or decrease of capital, endowment, or revision of capital.

It is recorded in cases such as when fixed assets are acquired using facility fees provided by the government.

There is the appropriated surplus, which is approved by MEXT to be used for the improvement of operations, and the reserve, which is allotted to cover the loss in succeeding business terms.

* The total may not match the sum as the figures less than the unit are rounded off.

Balance Sheet

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

Assets: The majority is fixed assets such as land and buildings.

Liabilities: Borrowings account for about 50% but we are striving to achieve a stable financial operation by making repayments in a well-planned manner.

Net Assets: Accounts for about 70% of the total of Liabilities and Net Assets with 80% coming from government investment.

Profit and Loss Statements

(in millions of yen)

Accounting Item	FY 2008	FY 2009	Change
Ordinary Expense	73,356	75,518	2,162
Operation Expense	69,428	71,553	2,125
Education Expense	5,413	5,834	421
Research Expense	6,338	6,642	304
Medical Service Expense	11,270	12,421	1,151
Education and Research Support Expense	2,136	2,395	259
Sponsored Research Expense	3,136	3,086	△ 50
Personnel Expense	41,134	41,174	40
General Administrative Expense	2,620	2,771	151
Financial Expense	1,297	1,182	△ 114
Miscellaneous Loss	12	12	0
Extraordinary Loss	36	73	37
Current Gross Gains	1,222	4,219	2,996

National university corporations are required to classify expense by purpose of its use such as education or research.

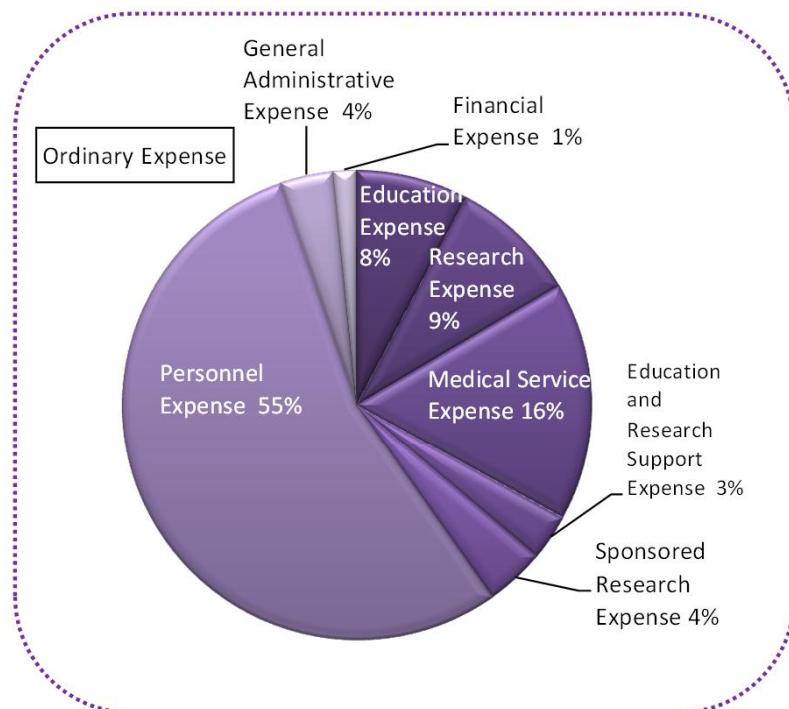
This is due to the expansion of PFI business maintenance/management operations and the increase in medical goods costs.

Personnel expense accounts for 55% of ordinary expense. Human resource is a valuable asset for national university corporations in the education and research.

Paid interests on borrowings and paid interest on lease assets are recorded here.

Has increased due to the redemption in the final fiscal term of the Mid-Term plan period.

Breakdown of Ordinary Income/Ordinary Expense FY 2009 by composite



(in millions of yen)

Accounting Item	FY 2008	FY 2009	Change
Ordinary Income	74,522	77,162	2,640
Management Expense Grants Income	36,517	36,270	Δ 247
Student Payments Income	10,360	10,476	116
University Hospital Income	17,974	19,476	1,502
Sponsored Research Income	3,639	3,575	Δ 65
Donation Income	940	964	25
Subsidy Income	588	1,669	1,081
Facilities Expense Grants Income	496	534	39
Reversal of per contra liabilities for property acquisition	2,173	2,203	30
Financial Income	86	71	Δ 15
Miscellaneous Gains	1,750	1,923	173
Extraordinary Profit	19	2,441	2,422
Reversal of Appropriated Surplus	74	207	133

The amount of asset purchased has increased but due to the decline in expense reported, the management expenses grants which monetizes the amount of expense has decreased.

University Hospital Income grew due to shorter lengths of stay (increase in rate of beds occupied) and expansion of proton therapy.

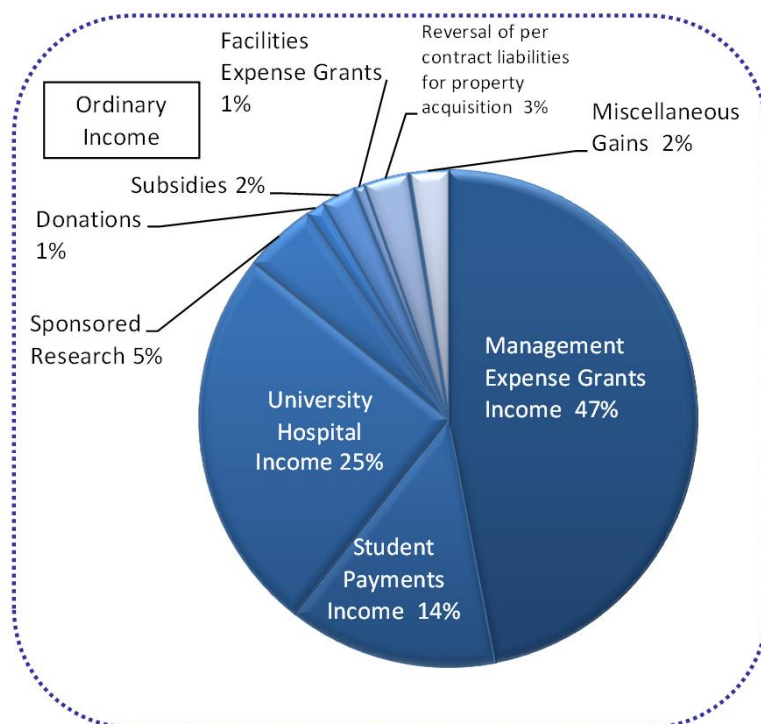
Subsidy Income rose in line with the increase in subsidies received.

This is an income item reported corresponding to the depreciation expense of assets. The profit and loss is balanced with the reporting of this figure.

Miscellaneous income has increased along with the growth in research related revenue (such as overhead cost including Grant-in-Aid for Scientific Research, etc.).

Has increased because of the redemption of management expense grants liabilities due to it being the last fiscal term of the Mid-Term Plan period.

* The total may not match the sum as the figures less than the unit are rounded off.



Profit and Loss statements

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

Because the gross gain for this fiscal term includes the 2.38 billion yen generated from the redemption of management expense grants liabilities due to it being the last fiscal term of the Mid-Term plan period, the actual amount that can be used for operations is about 1.1 billion yen.

Cash Flow Statements

(in millions of yen)

Shows the flow of cash, such as business income/expense, related to conducting the respective operations of education and research, etc.

Reports the difference between the amount received and amount paid.

Shows the flow of cash in fund operations or acquisition of fixed assets for establishing the operational foundation towards the future.

Shows the movement of funds related to repayment of borrowings, etc.

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 fixed-term deposits and thus does not match the cash and deposits in the balance sheet.

Items	FY 2008	FY 2009	Change
I Cash Flow from Operation Activities	14,198	15,405	1,208
Education/Research Operation Expenditures	△12,118	△12,845	△728
Medical Service Operation Expenditures	△9,532	△10,221	△689
Personnel Expenses	△41,629	△41,717	△88
Other Operational Expenses	△2,856	△2,832	24
Management Expense Grants Income	45,703	41,927	△3,775
Student Payments Income	9,850	9,931	81
University Hospital Income	17,628	19,333	1,705
Sponsored Research Income/Commissioned Projects Income	3,641	3,523	△119
Subsidies Income	823	4,479	3,657
Donations Income	1,120	1,815	695
Other Operational Income	1,746	1,989	243
Changes in Deposits Payable	△179	24	203
II Cash Flow from Investment Activities	△1,465	△190	1,275
Expenses for the acquisition of marketable securities	△10,500	△4,400	6,100
Proceeds from the sale of marketable securities	13,000	3,800	△9,200
Expenses for the acquisition of fixed tangible assets	△10,310	△8,636	1,674
Expenses for the acquisition of fixed intangible assets	△92	△134	△42
Expenses for deposit of fixed deposits	△23,170	△41,140	△17,970
Income from the withdrawal of fixed deposits	23,270	43,360	20,090
Income from facility expenses	6,270	6,883	614
Interests and dividends received	68	77	9
III Cash Flow from Financial Activities	△10,464	△7,497	2,967
Expenses for the repayment of lease obligations	△1,324	△1,419	△94
Expenses for the repayment of PFI liabilities	△165	△170	△5
Expenses for the repayment of Center for National University Finance and Management debt burden	△834	△684	150
Expenses for the repayment of long-term borrowings	△6,713	△3,963	2,750
Other financial income/expenditures	0	△1	△1
Interest paid	△1,428	△1,260	167
IV Differences from Currency Conversion of Funds	—	△0	△0
V Changes in Funds	2,268	7,718	5,450
VI Initial Balance	5,045	7,314	2,268
VII Closing Balance	7,314	15,032	7,718

* The total may not match the sum as the figures less than the unit are rounded off.

Cash Flow Statements

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 the Balance Sheet or Profit and Loss Statements. While the Profit and Loss Statements show the expenses and income generated during the fiscal term, these statements recognize and measure the cash received and paid including borrowings unrelated to expenses or costs as well as additional investments, and is indicated as income (plus) and expenditures (minus: △) segments.

National University Corporation Business Operation Cost Statements

(in millions of yen)

Shows the expenses in the Profit and Loss Statements minus non-subsidy income.

Shows income other than that coming from tax money.

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

Represents the amount waived or reduced when using assets held by the government, etc. for being a national university corporation.

Includes personnel housing rented free of charge from the government.

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

Item	FY 2008	FY 2009	Change
I Operation Expense	38,593	39,073	480
(1) Expense in Profit and Loss Statements	73,392	75,591	2,199
Operation Expenses	69,428	71,553	2,125
General Administrative Expenses	2,620	2,771	151
Financial Expenses	1,297	1,182	△114
Miscellaneous Loss	12	12	0
Extraordinary Loss	36	73	37
(2) (Deduction) Non-subsidy Income, etc.	△34,799	△36,519	△1,719
Tuition Fee Income	△8,661	△8,777	△115
Admission Fee Income	△1,387	△1,378	8
Examination Fee Income	△313	△321	△9
University Hospital Income	△17,974	△19,476	△1,502
Sponsored Research Income	△3,066	△2,787	279
Commissioned Projects Income	△573	△788	△215
Donations Income	△940	△964	△25
Reversal of Management Expense Grants per contra Liabilities for Property Acquisition	△20	△24	△4
Reversal of Donations per contra Liabilities for Property Acquisition	△614	△696	△82
Financial Income	△86	△71	15
Miscellaneous Income	△1,156	△1,186	△30
Extraordinary Income	△11	△50	△40
II Depreciation Amount Not Included In PL	3,647	3,840	193
Depreciation Amount Not Included In PL	3,632	3,839	207
Fixed Assets Retirement Amount Not Included In PL	15	1	△14
III Impairment Loss Amount Not Included In PL	3	21	18
IV Estimated Amount of Increase in Unreserved Bonus	6	△2	△8
V Estimated Amount of Increase in Unreserved Retirement Benefit	33	47	14
VI Opportunity Cost	3,898	4,017	119
Opportunity cost of debt-credit transactions of decreased or free of charge usage fees from the state or local public authorities	499	371	△128
Opportunity Cost of Government Investment	3,399	3,647	247
VII National University Corporation Business Operation Cost	46,181	46,996	815

* The total may not match the sum as the figures less than the unit are rounded off.

National University Corporation Business Operation Cost Statements

The document summarizes the cost borne by the Japanese people for the business operation of a national university corporation to ensure the thoroughness of information disclosure so that it would contribute to the evaluation/assessment of the operations of a national university, etc. by the Japanese people who are the taxpayers.

That is to say, it represents the amount of tax money incurred by the Japanese people for our university.

Earnings Statements

Income increased due to the larger carry over from the prior period.

Income rose with the budgeting of construction works to make facilities earthquake-resistant in the supplementary budget.

Income rose due to management efforts including the increase of expensive treatments/surgeries.

Income grew from efforts to earn unplanned private donation etc.

Income decreased due to prepayment in the previous fiscal year which was not planned in the budget.

● **Income** (in millions of yen)

Classification	Budget	Actual	Difference (Actual - Budget)
Management Expense Grants	43,702	45,240	1,538
Facilities Maintenance Fee Subsidies	3,224	6,695	3,471
Subsidies Income	653	4,299	3,646
Grants for the Facilities for the Center for National University Finance and Management	168	168	-
Non-subsidy Income	29,288	30,518	1,230
Tuitions, Admission and Examination Fee Income	9,815	9,920	105
University Hospital Income	18,280	19,333	1,053
Other Miscellaneous Income	1,193	1,265	72
Industry-Academia Collaboration Research Income and Donations Income	5,596	7,038	1,442
Reversal of Reserve	312	319	7
Budget Surplus from Prior Period	-	-	-
Reversal of Appropriated Surplus	2,400	1,641	△759
Total	85,343	95,918	10,575

Expense decreased due to the review of employment plans, etc.

Expense decreased from efforts including switching to generic drugs and reviewing the prices of drugs and medicines.

Expense increased in line with the increase in facility maintenance subsidies gained.

Expense increased along with the increase in subsidies received.

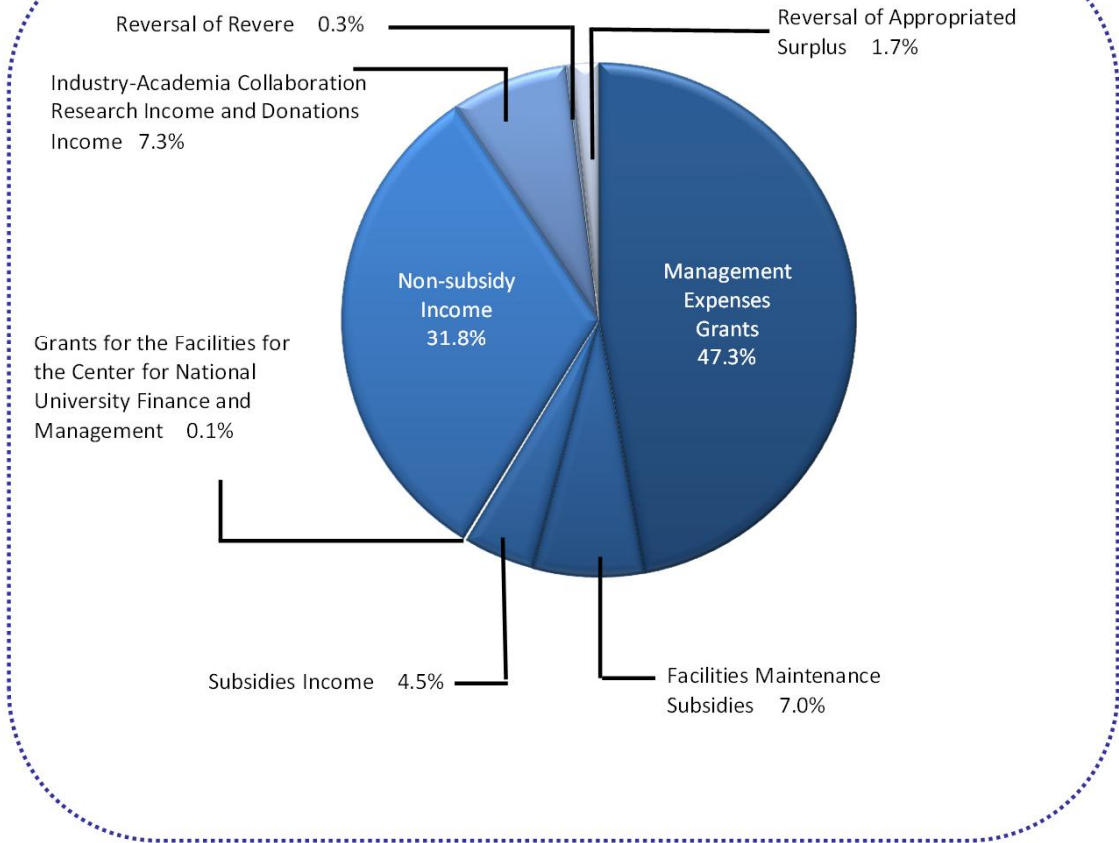
● **Payments** (in millions of yen)

Classification	Budget	Actual	Difference (Actual - Budget)
Operation Expense	59,327	57,720	△1,607
Education and Research Expense	39,573	38,062	△1,511
Medical Service Expense	19,754	19,658	△96
General Administrative Expense	10,643	9,670	△973
Facility Maintenance Expense	3,392	6,863	3,471
Subsidies, Etc.	653	3,599	2,946
Expenses for Industry-Academia Collaboration Research and Donation Projects	5,596	5,332	△264
Redemption of Long-Term Borrowings	5,732	5,732	-
Total	85,343	88,916	3,573

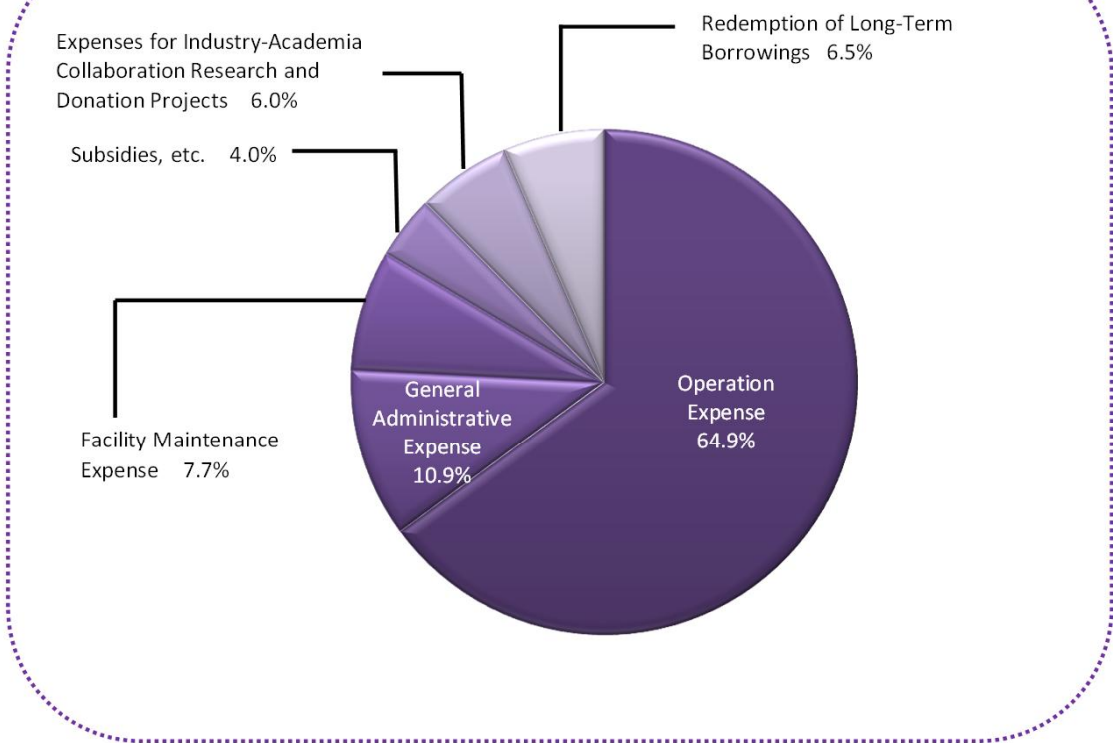
Earnings Statement

As the majority of the operation fund is appropriated from government resources, management by budget classifications similar to that of the state is required. The document shows the situation of operation in comparisons to the budget plan.

Breakdown of Income Settlement



Breakdown of Payment Settlement



■ Trends in the First Mid-Term plan Period (BS/PL/CF)

• Balance Sheet (BS)

(in millions of yen)

Accounting Item	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Assets	285,223	345,932	351,623	352,345	358,846	370,017
Fixed Assets	270,539	329,672	331,008	332,119	338,593	343,474
Land	186,380	249,678	249,725	249,725	249,725	249,725
Buildings	59,106	56,240	57,062	56,977	58,044	60,798
Structures	4,709	3,664	3,543	3,533	3,767	4,019
Mechanical equipments/tools, furniture and fixtures	10,243	8,225	8,946	9,020	12,079	14,128
Books	9,039	9,228	9,371	9,483	9,557	9,678
Construction in Progress	110	668	50	595	2,480	2,057
Investment Securities	0	596	1,094	1,594	1,596	1,597
Other Fixed Assets	952	1,372	1,217	1,192	1,346	1,473
Current Assets	14,683	16,260	20,614	20,226	20,253	26,543
Cash and Deposits	11,675	13,184	16,822	14,045	16,214	21,712
Other Accounts Receivable	2,768	2,827	2,990	3,342	3,745	3,968
Marketable Securities	0	0	500	2,500	0	599
Drugs, Medicine and Materials for Medical Services	188	189	249	283	196	186
Other Current Assets	52	60	53	55	98	77
Liabilities	50,275	100,643	100,742	96,134	94,065	95,107
Fixed Liabilities	31,908	80,393	77,128	71,417	71,312	68,106
Per Contra Liabilities for Property Acquisition	14,787	15,165	16,140	17,546	19,404	21,976
Borrowings	15,396	62,933	58,065	50,518	45,871	41,271
Other Fixed Liabilities	1,725	2,295	2,923	3,352	6,036	4,859
Current Liabilities	18,367	20,250	23,614	24,717	22,754	27,001
Management Expense Grants Liabilities	183	589	1,248	1,623	2,506	0
Donation Liabilities	2,035	2,489	2,371	2,644	2,656	3,435
Borrowings scheduled to be repaid within one year	4,644	5,123	4,868	7,547	4,647	4,600
Other Accounts Payable	8,750	8,666	11,628	9,484	9,157	14,369
Other Current Liabilities	2,755	3,383	3,498	3,419	3,787	4,597
Net Assets	234,948	245,289	250,881	256,211	264,780	274,910
Government Investment	232,964	232,964	232,964	232,964	232,964	232,964
Capital Surplus	△ 99	9,423	13,201	17,178	25,886	33,426
Appropriated Surplus	0	765	1,535	2,209	1,641	1,058
Reserve	0	1,128	1,128	1,937	3,067	3,244
Unappropriated Retained Earnings	2,083	1,009	2,053	1,923	1,222	4,219

• Profit and Loss Statements (PL)

(in millions of yen)

Accounting Item	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Ordinary Expense	69,008	71,483	71,852	70,870	73,356	75,518
Operation Expense	65,615	68,240	67,507	66,757	69,428	71,553
Education Expense	5,932	5,856	5,967	5,059	5,413	5,834
Research Expense	6,379	6,139	5,802	5,759	6,338	6,642
Medical Service Expense	9,178	10,198	9,526	10,091	11,270	12,421
Education and Research Support Expense	2,297	2,604	2,627	2,001	2,136	2,395
Sponsored Research Expense	1,683	2,155	2,815	3,300	3,136	3,086
Personnel Expense	40,147	41,289	40,770	40,547	41,134	41,174
General Administrative Expense	2,950	2,764	2,880	2,695	2,620	2,771
Financial Expense	440	472	1,457	1,385	1,297	1,182
Miscellaneous Loss	3	8	9	33	12	12

Accounting Item	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Ordinary Income	70,656	72,442	73,812	72,701	74,522	77,162
Management Expense Grants Income	40,930	40,388	37,376	36,590	36,517	36,270
Student Payments Income	9,570	9,780	9,990	10,033	10,360	10,476
University Hospital Income	14,355	15,611	16,166	16,883	17,974	19,476
Sponsored Research Income	1,960	2,323	3,102	3,781	3,639	3,575
Donation Income	528	683	821	842	940	964
Subsidy Income	0	164	350	487	588	1,669
Facilities Expense Grants Income	128	194	2,704	393	496	534
Reversal of per contra liabilities for property acquisition	2,144	2,173	2,087	2,131	2,173	2,203
Financial Income	1	3	23	50	86	71
Miscellaneous Gains	1,041	1,123	1,193	1,511	1,750	1,923
Extraordinary Loss	7,141	80	69	12	36	73
Extraordinary Profit	7,576	80	45	13	19	2,441
Reversal of Appropriated Surplus	0	51	117	89	74	207
Current Gross Gains	2,083	1,009	2,053	1,923	1,222	4,219

•Cash Flow Statements (CF)

(in millions of yen)

Item	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
I Cash Flow from Operation Activities	15,171	6,751	11,914	11,539	14,198	15,405
Education/Research Operation Expenses	△ 9,843	△ 8,589	△ 9,370	△ 13,152	△ 12,118	△ 12,845
Medical Service Operation Expenses	△ 6,265	△ 8,215	△ 8,503	△ 8,075	△ 9,532	△ 10,221
Personnel Expenses	△ 38,025	△ 40,959	△ 40,834	△ 41,127	△ 41,629	△ 41,717
Other Operational Expenses	△ 2,112	△ 8,121	△ 4,671	△ 2,990	△ 2,856	△ 2,832
Management Expense Grants Income	42,215	42,581	44,191	43,395	45,703	41,927
Student Payments Income	8,169	9,166	9,542	9,701	9,850	9,931
University Hospital Income	14,092	15,449	16,088	16,478	17,628	19,333
Sponsored Research Income/Commissioned Projects Income	2,106	2,553	2,950	3,859	3,641	3,523
Subsidies Income	0	211	517	588	823	4,479
Donations Income	2,612	1,242	1,056	1,188	1,120	1,815
Other Operational Income	2,082	1,148	1,203	1,478	1,746	1,989
Changes in Deposits Payable	141	284	△ 254	197	△ 179	24
II Cash Flow from Investment Activities	△ 570	△ 68,017	△ 1,280	△ 9,584	△ 1,465	△ 190
Expenses for the acquisition of marketable securities	0	△ 596	△ 996	△ 4,997	△ 10,500	△ 4,400
Proceeds from the sale of marketable securities	0	0	0	4,500	13,000	3,800
Expenses for the acquisition of fixed tangible assets	△ 4,335	△ 65,940	△ 5,740	△ 7,893	△ 10,310	△ 8,636
Expenses for the acquisition of fixed intangible assets	0	△ 61	△ 44	△ 113	△ 92	△ 134
Expenses for deposit of fixed deposits	0	△ 33,700	△ 29,501	△ 27,500	△ 23,170	△ 41,140
Income from the withdrawal of fixed deposits	0	27,800	29,200	22,701	23,270	43,360
Income from facility expenses	3,764	4,479	5,786	3,675	6,270	6,883
Interests and dividends received	1	1	14	43	68	77
III Cash Flow from Financial Activities	△ 2,954	57,074	△ 7,497	△ 7,530	△ 10,464	△ 7,497
Expenses for the repayment of lease obligations	△ 1,632	△ 1,760	△ 1,725	△ 1,041	△ 1,324	△ 1,419
Expenses for the repayment of PFI liabilities	0	0	△ 152	△ 188	△ 165	△ 170
Expenses for the repayment of Center for National University Finance and Management debt burden	△ 909	△ 486	△ 900	△ 905	△ 834	△ 684
Expenses for the repayment of long-term borrowings	0	59,703	△ 4,223	△ 3,963	△ 6,713	△ 3,963
Other financial income/expense	0	△ 0	0	1	0	△ 1
Interest paid	△ 413	△ 382	△ 496	△ 1,433	△ 1,428	△ 1,260
IV Differences from Currency Conversion of Funds	0	0	0	△ 0	0	△ 0
V Changes in Funds	11,648	△ 4,192	3,137	△ 5,575	2,268	7,718
VI Initial Balance	27	11,675	7,484	10,621	5,045	7,314
VII Closing Balance	11,675	7,484	10,621	5,045	7,314	15,032

* The total may not match the sum as the figures less than the unit are rounded off.

Financial Analysis

Making a financial analysis using the financial data from the financial statements helps to better understand and improve the financial situation of the university. The analysis is also utilized to achieve the accountability towards the Japanese people as well as parties involved with the university.

The University of Tsukuba makes analyses using the following five benchmark system.

(1) Financial Strength/Stability

Shows whether or not the financial structure allows for stable/continuous education/research activities.

(2) Activeness

Shows whether or not financial resource is secured/used for improving the level of higher education/ academic research.

(3) Potential for Development

Shows whether or not the university is making efforts to secure various resources outside the management expenses grants from the government and payments from students to ensure financial stability and activities.

(4) Efficiency

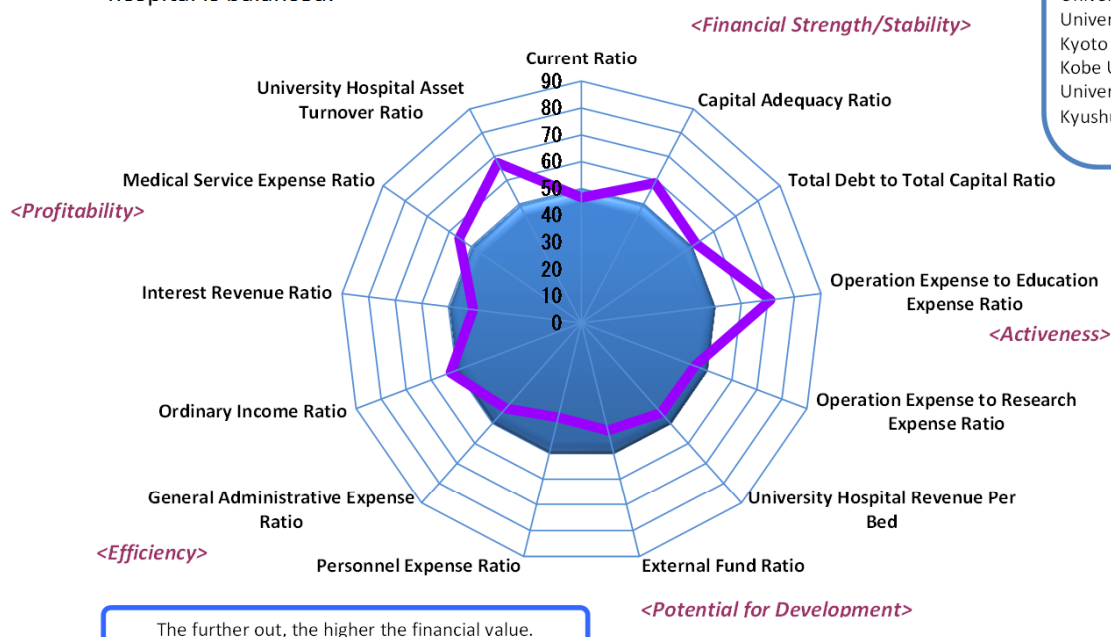
Shows whether or not resources are efficiently managed in conducting education/ research activities.

(5) Profitability

Shows the profitability of non-subsidy income; in particular whether or not the expense and revenue of general medical examination activities at the university hospital is balanced.

The average ratio for the universities of similar size for fiscal year 2009 is set at 50 .

[Universities of similar size]
Hokkaido University, Tohoku University, Chiba University, The University of Tokyo, Niigata University, Nagoya University, Kyoto University, Osaka University, Kobe University, Okayama University, Hiroshima University, Kyushu University



Explanation of Benchmark		Benchmark	Analysis																					
Financial Strength/Stability	<p>Current Ratio</p> <p>(Current Assets / Current Liabilities)</p> <p>A benchmark that shows the short-term solvency (within one year) and the higher the figure, the larger the margin of solvency is. If the current ratio is over 100%, it can be said that the current liabilities can be paid off with current assets.</p>	<p>Current Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>79.9%</td> <td>80.3%</td> <td>87.3%</td> <td>81.8%</td> <td>89.0%</td> <td>98.3%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>82.6%</td> <td>99.1%</td> <td>96.3%</td> <td>101.7%</td> <td>101.1%</td> <td>103.2%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	79.9%	80.3%	87.3%	81.8%	89.0%	98.3%	Avg. of Similar Size Univ.	82.6%	99.1%	96.3%	101.7%	101.1%	103.2%	<p>The management expense grants liabilities have improved approximately 10% from the previous fiscal year due to the redemption process (monetization) specific to this term. Without this procedure, the figure would have been 90.5% (dashed line).</p>
		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009																	
University of Tsukuba	79.9%	80.3%	87.3%	81.8%	89.0%	98.3%																		
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Explanation of Benchmark		Benchmark	Analysis																					
Financial Strength/Stability	<p>Capital Adequacy Ratio</p> <p>(Equity Capital / (Liabilities + Equity Capital))</p> <p>A benchmark that shows the soundness of management. The larger the figure, the more sound it is.</p>	<p>Capital Adequacy Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>82.4%</td> <td>70.9%</td> <td>71.3%</td> <td>72.7%</td> <td>73.8%</td> <td>74.3%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>63.2%</td> <td>67.1%</td> <td>66.2%</td> <td>65.6%</td> <td>65.3%</td> <td>65.5%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	82.4%	70.9%	71.3%	72.7%	73.8%	74.3%	Avg. of Similar Size Univ.	63.2%	67.1%	66.2%	65.6%	65.3%	65.5%	<p>This benchmark has improved from the previous fiscal term due to the rise in capital surplus from the acquisition of fixed asset using facilities expenses grants and the redemption of long-term borrowings for the purchase of school property.</p>
		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009																	
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<p>Total Debt to Total Capital Ratio</p> <p>(Liabilities* / Liabilities Net Assets)</p> <p>A benchmark that shows liabilities which require the payout of funds against total assets. The lower the figure, the higher the ability to payback debts.</p>	<p>Total Debt to Total Capital Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>7.7%</td> <td>23.8%</td> <td>23.0%</td> <td>21.1%</td> <td>19.4%</td> <td>18.8%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>19.2%</td> <td>20.0%</td> <td>20.5%</td> <td>20.8%</td> <td>20.8%</td> <td>20.2%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	7.7%	23.8%	23.0%	21.1%	19.4%	18.8%	Avg. of Similar Size Univ.	19.2%	20.0%	20.5%	20.8%	20.8%	20.2%	<p>The figure rose due to the long-term borrowings for the purchase of school property in FY 2005, but is improving with repayments being made every year.</p>	
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Activeness	<p>Operation Expense to Educational Expense Ratio</p> <p>(Education Expense / Operation Expense)</p> <p>A benchmark that shows the education expense against operation expense. The higher the figure, the larger the expense necessary for education.</p>	<p>Operation Expense to Educational Expense Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>9.0%</td> <td>8.6%</td> <td>8.8%</td> <td>7.6%</td> <td>7.8%</td> <td>8.2%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>3.7%</td> <td>4.2%</td> <td>4.4%</td> <td>4.5%</td> <td>4.7%</td> <td>5.1%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	9.0%	8.6%	8.8%	7.6%	7.8%	8.2%	Avg. of Similar Size Univ.	3.7%	4.2%	4.4%	4.5%	4.7%	5.1%	<p>Has increased more than the education expense ratio due to the rent of the building space required during the relocation in the Otsuka district and the repairs at the temporary school building. The relatively high level compared to other universities of similar size reflects our strength with Laboratory Schools.</p>
		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009																	
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<p>Operation Expense to Research Expense Ratio</p> <p>(Research Expense / Operation Expense)</p> <p>A benchmark that shows the research expense against operation expense. The larger the figure, the higher the expense used in research activities.</p>	<p>Operation Expense to Research Expense Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>9.7%</td> <td>9.0%</td> <td>8.6%</td> <td>8.6%</td> <td>9.1%</td> <td>9.3%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>10.2%</td> <td>10.3%</td> <td>10.4%</td> <td>10.6%</td> <td>10.9%</td> <td>11.3%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	9.7%	9.0%	8.6%	8.6%	9.1%	9.3%	Avg. of Similar Size Univ.	10.2%	10.3%	10.4%	10.6%	10.9%	11.3%	<p>The overall operation expense increased and research expense has also risen. As a result, research activities have improved from the previous fiscal year.</p>	
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*The debt amount in the Total Debt to Total Capital Ratio is calculated as total liability minus per contra liabilities for property acquisition, liability adjustments for donations, management expenses grants and tuitions.

Explanation of Benchmark		Benchmark	Analysis																					
Activeness	<p>University Hospital Revenue per Bed</p> <p>(University Hospital Income / Number of Hospital Beds)</p> <p>A benchmark that shows the activity level of medical service activities based on the size of the university hospital. The higher the figure, the better it is.</p>	<p>University Hospital Revenue Per Bed (in thousands of yen)</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>17,944</td> <td>19,513</td> <td>20,207</td> <td>21,103</td> <td>22,467</td> <td>24,345</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>20,052</td> <td>20,896</td> <td>21,549</td> <td>23,303</td> <td>24,651</td> <td>25,592</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	17,944	19,513	20,207	21,103	22,467	24,345	Avg. of Similar Size Univ.	20,052	20,896	21,549	23,303	24,651	25,592	<p>Our University Hospital Income per bed, which reflects the activity level of the medical service activity, has increased reflecting the rise in unit medical examination price as well as the rate of utilization of hospital beds.</p>
		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009																	
University of Tsukuba	17,944	19,513	20,207	21,103	22,467	24,345																		
Avg. of Similar Size Univ.	20,052	20,896	21,549	23,303	24,651	25,592																		
Potential for Development	<p>External Fund Ratio</p> <p>((Sponsored Research Income + Commissioned Projects Income + Donation Income) / Ordinary Income)</p> <p>A benchmark that shows how much external funds has been obtained. The higher the figure, the better it is. This is the benchmark used to evaluate the profitability and situation of activities using external funds.</p>	<p>External Fund Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>3.5%</td> <td>4.1%</td> <td>5.3%</td> <td>6.4%</td> <td>6.1%</td> <td>5.9%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>7.9%</td> <td>8.9%</td> <td>10.0%</td> <td>10.8%</td> <td>10.9%</td> <td>10.5%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	3.5%	4.1%	5.3%	6.4%	6.1%	5.9%	Avg. of Similar Size Univ.	7.9%	8.9%	10.0%	10.8%	10.9%	10.5%	<p>Has decreased slightly as it did in the previous fiscal year, but would be 6.3% if the special coordination fund for the promotion of science and technology, which was included in the sponsored research until FY 2008, is included. (Dashed line)</p> <p>Considering the history since FY 2004, the benchmark is in a rising trend and one can see that overall, the financial source has become diversified.</p>
		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009																	
University of Tsukuba	3.5%	4.1%	5.3%	6.4%	6.1%	5.9%																		
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Efficiency	<p>Personnel Expense Ratio</p> <p>(Personnel Expense / Operation Expense)</p> <p>A benchmark that shows the management efficiency of a university from personnel aspects. Generally, the lower the figure, the higher the efficiency is.</p>	<p>Personnel Expense Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>61.2%</td> <td>60.5%</td> <td>60.4%</td> <td>60.7%</td> <td>59.2%</td> <td>57.5%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>57.2%</td> <td>55.6%</td> <td>54.8%</td> <td>53.7%</td> <td>52.8%</td> <td>51.6%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	61.2%	60.5%	60.4%	60.7%	59.2%	57.5%	Avg. of Similar Size Univ.	57.2%	55.6%	54.8%	53.7%	52.8%	51.6%	<p>We are working on the reduction of personnel expenses through an overall personnel expense reform. While the overall operation expense is growing, the rise in personnel expense is marginal and so the personnel ratio has declined. The reason why the ratio is higher than that of universities of similar size is because the personnel expense of Laboratory Schools, the number of which is the highest in the country, is included.</p>
		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009																	
University of Tsukuba	61.2%	60.5%	60.4%	60.7%	59.2%	57.5%																		
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	<p>General Administrative Expense Ratio</p> <p>(General Administrative Expense / Operation Expense)</p> <p>A benchmark that shows the management efficiency of a university. Generally, the lower the figure the better it is. This expense is genuinely the management / operation cost of the university and how to reduce it is the issue.</p>	<p>General Administrative Expense Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>4.5%</td> <td>4.0%</td> <td>4.3%</td> <td>4.0%</td> <td>3.8%</td> <td>3.9%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>3.6%</td> <td>3.5%</td> <td>3.3%</td> <td>3.3%</td> <td>3.3%</td> <td>3.3%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	4.5%	4.0%	4.3%	4.0%	3.8%	3.9%	Avg. of Similar Size Univ.	3.6%	3.5%	3.3%	3.3%	3.3%	3.3%	<p>We are working on reducing the General Administrative Expenses, but this has risen due to the renovation of the central machine room, the west side wall of the University Hall, etc. and the efficiency fell below the level of the previous fiscal year. We will continue to strive to reduce this figure through improving our operations and other efforts.</p>
	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009																		
University of Tsukuba	4.5%	4.0%	4.3%	4.0%	3.8%	3.9%																		
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Explanation of Benchmark		Benchmark	Analysis																					
Profitability	<p>Ordinary Income Ratio</p> <p>(Ordinary Profit / Ordinary Income)</p> <p>A benchmark that shows the profitability of operations. The larger the figure, the higher the profitability.</p> <p>(*Although, National University Corporations are not for-profit organizations.)</p>	<p>Ordinary Income Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>2.3%</td> <td>1.3%</td> <td>2.7%</td> <td>2.5%</td> <td>1.6%</td> <td>2.1%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>3.1%</td> <td>2.8%</td> <td>2.6%</td> <td>3.1%</td> <td>2.4%</td> <td>1.7%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	2.3%	1.3%	2.7%	2.5%	1.6%	2.1%	Avg. of Similar Size Univ.	3.1%	2.8%	2.6%	3.1%	2.4%	1.7%	<p>This benchmark is structured in a way that it declines if more expenses are generated against income. Apparently, the growth rate of expenses was less than the growth rate of income compared to the previous fiscal year.</p>
		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009																	
	University of Tsukuba	2.3%	1.3%	2.7%	2.5%	1.6%	2.1%																	
	Avg. of Similar Size Univ.	3.1%	2.8%	2.6%	3.1%	2.4%	1.7%																	
<p>Interest Revenue Ratio</p> <p>(Interest Received + Interest on Marketable Securities) / (Cash and Deposits + Marketable Securities)</p> <p>A benchmark that shows how much financial income is gained from cash, deposits and marketable securities. The larger the figure, the more efficiently financial resource is managed.</p>	<p>Interest Revenue Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>0.0%</td> <td>0.0%</td> <td>0.1%</td> <td>0.3%</td> <td>0.5%</td> <td>0.3%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>0.0%</td> <td>0.0%</td> <td>0.2%</td> <td>1.1%</td> <td>1.5%</td> <td>0.8%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	0.0%	0.0%	0.1%	0.3%	0.5%	0.3%	Avg. of Similar Size Univ.	0.0%	0.0%	0.2%	1.1%	1.5%	0.8%	<p>Both marketable securities and fixed-term deposits rose from the previous fiscal year, but interest revenue ratio fell because interest rates fell and the amount of interest received declined.</p>	
	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009																		
University of Tsukuba	0.0%	0.0%	0.1%	0.3%	0.5%	0.3%																		
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<p>Medical Service Expense Ratio</p> <p>(Medical Service Expense / University Hospital Income)</p> <p>A benchmark that shows the profitability of a university hospital. The lower the figure, the better it is. However, personnel expense is not included in the medical service expense.</p>	<p>Medical Service Expense Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>63.9%</td> <td>65.3%</td> <td>58.9%</td> <td>59.8%</td> <td>62.7%</td> <td>63.8%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>72.0%</td> <td>71.3%</td> <td>69.7%</td> <td>66.5%</td> <td>65.9%</td> <td>66.7%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	63.9%	65.3%	58.9%	59.8%	62.7%	63.8%	Avg. of Similar Size Univ.	72.0%	71.3%	69.7%	66.5%	65.9%	66.7%	<p>Our medical service expense ratio is lower than that of other universities and it can be said that we are earning income more efficiently. In particular, the ratio of asset depreciation cost is extremely low and it can be said that high profit is realized with minimum investment.</p>	
	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009																		
University of Tsukuba	63.9%	65.3%	58.9%	59.8%	62.7%	63.8%																		
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<p>University Hospital Asset Turnover Ratio</p> <p>(Ordinary Income of University Hospital / Imputed Assets of the University Hospital)</p> <p>A benchmark that shows how much activity is done using assets at a university hospital from the revenue aspect. The larger the figure, the better the efficiency is of the use of assets.</p>	<p>University Hospital Asset Turnover Ratio</p> <table border="1"> <thead> <tr> <th></th> <th>FY 2004</th> <th>FY 2005</th> <th>FY 2006</th> <th>FY 2007</th> <th>FY 2008</th> <th>FY 2009</th> </tr> </thead> <tbody> <tr> <td>University of Tsukuba</td> <td>88.2%</td> <td>108.4%</td> <td>126.6%</td> <td>121.2%</td> <td>109.7%</td> <td>114.0%</td> </tr> <tr> <td>Avg. of Similar Size Univ.</td> <td>73.1%</td> <td>66.1%</td> <td>68.2%</td> <td>72.4%</td> <td>73.1%</td> <td>72.2%</td> </tr> </tbody> </table>		FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	University of Tsukuba	88.2%	108.4%	126.6%	121.2%	109.7%	114.0%	Avg. of Similar Size Univ.	73.1%	66.1%	68.2%	72.4%	73.1%	72.2%	<p>The book value of land is low for suburban hospitals and the asset turnover ratio tends to be higher. Meanwhile, we were able to achieve a growth rate of medical service fees that matches the increase in imputed assets excluding land, and therefore could maintain the same level of profitability as the previous fiscal year.</p>	
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