

4th Management Policy Council Meeting

Agenda

Date: Thursday, December 18, 2025

Time: 9:00 AM - 12:00 PM

Agenda:

1. Report on the Half-term Financial Results for Fiscal Year 2025
2. Risk Governance at UTokyo
3. Other Matters

Materials:

- 1-1. Interim financial results for FY2025 - Overview
- 1-2. Interim financial statements (BS,PL) - Summary
- 1-3. BS, PL, Acceptance of External Funds - 3 year trends
- 1-4. 【2025 Fiscal Year UTokyo Budget Plan 【Corporation Frame】 ‹‹Financial Results as of September, 2025››】
- 2-1. Overview of Risk Governance at UTokyo
- 2-2. Summary of Roles and Authority for Each Committee
3. Management Policy Council Meeting Schedule for FY2025

Interim financial results for FY2025 – Overview

○ Changes in assets and liabilities

(Unit: JPY 100 million)

	Sep. 2024	Mar. 2025	Sep. 2025	Variance	
Fixed assets	12,826	12,973	12,936	-37	Assets +603
Current assets	2,395	2,074	2,715	640	
Fixed liabilities	964	1,042	1,213	170	Liabilities +633
Current liabilities	2,269	1,954	2,417	462	

○ Profit and loss trends

(Unit: JPY 100 million)

	Sep. 2023	Sep. 2024	Sep. 2025	Variance
Ordinary revenues	1,129	1,257	1,308	51
Ordinary expenses	1,174	1,251	1,325	73
Ordinary profit	-44	5	-16	-21
Total profit	-41	6	-16	-22

○ Approach to interim financial statements

※ Prioritizing understanding of actual situation

■ Depreciation Calculation

- Calculated based on fixed asset ledger registration information as of the end of September

■ Revenue recognition criteria

- Government grants revenues / Tuition fee revenues
→ In principle, profits will be generated according to the project implementation period.
- Entrusted research revenues, etc.
→ Record revenue equal to the expenses incurred
※ Different from the accounting standards for year-end financial statements

■ Items conducted only at the end of the fiscal year

- Physical inventory count
- Calculation of estimated reserve amount
- Market value evaluation of securities, etc.
- Preparation of a statement of changes in net assets
- Preparation of a statements of cash Flows
- Preparation of segment information

[BS Overview] Comparison with Mar. 2025 ※ Total assets: +JPY 60.3 billion

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| ◆ Fixed assets: -JPY 3.7 billion | ◆ Fixed liabilities: +JPY 17 billion |
| <ul style="list-style-type: none"> New construction in progress accounts:
+JPY 6.1 billion
(Hyper-Kamiokande project, new construction of the Diversity & Inclusion Building, etc.) Accumulated depreciation increase:
-JPY 12.6 billion | <ul style="list-style-type: none"> New corporate bond issues
+JPY 17.5 billion
(20-year-bond: 1.0 billion, 30-year-bond: 7.5 billion, 40-year-bond: 9.0 billion) |
| ◆ Current assets: +JPY 64 billion | ◆ Current liabilities: +JPY 46.2 billion |
| <ul style="list-style-type: none"> Cash and deposits: +JPY 16.2 billion Other accounts receivable: +JPY 33.9 billion | <ul style="list-style-type: none"> Equivalent to unimplemented projects:
+JPY 72.4 billion Accounts payable: -JPY 35.5 billion Donation liabilities: +JPY 4.3 billion |

[PL Overview] Comparison with Sep. 2024 ※ Ordinary profit: -JPY 2.1 billion

- | | |
|--|--|
| ◆ Ordinary revenues +JPY 5.1 billion | ◆ Ordinary expenses +JPY 7.3 billion |
| <ul style="list-style-type: none"> University hospital revenue +JPY 1.3 billion
(Inpatient revenues : +JPY 0.7 billion, Outpatient revenues: +JPY 0.6 billion) Research-related revenues +JPY 2.0 billion
(Increase in carryover amount, etc.) | <ul style="list-style-type: none"> Medical service expenses +JPY 1.8 billion
(Medicine and material costs +JPY 1.1 billion) Remuneration expenses +JPY 2.0 billion
(Faculty member: +JPY 0.5 billion, Staff member : +JPY 1.4 billion) |

【Interim financial statements】 Summary of Balance Sheet

(Unit: JPY 100 million)

Classification	Previous fiscal year end March 31, 2025	Current interim period end September 30, 2025	Variance	Percent changes
【Assets】				
I Fixed assets	12,973	12,936	-37	(- 0.3%)
① Land	8,729	8,727	-1	(- 0.0%)
Accumulated impairment loss	-50	-50	-	(0.0%)
Buildings	4,824	4,825	0	(0.0%)
Accumulated depreciation and impairment loss	-2,641	-2,703	-62	(2.4%)
Structures	437	438	0	(0.2%)
Accumulated depreciation and impairment loss	-235	-240	-5	(2.4%)
② Machinery and equipment / Tools, furniture and fixtures	3,227	3,243	15	(0.5%)
Accumulated depreciation	-2,579	-2,639	-59	(2.3%)
Books / Art objects and collections	489	490	1	(0.3%)
③ Construction in progress	395	454	59	(15.0%)
④ Intangible assets	29	38	9	(31.2%)
Held-to-maturity bonds	29	29	-	(0.0%)
⑤ Other investment securities	90	80	-10	(- 11.0%)
Stocks of subsidiaries and affiliates	5	5	-	(0.0%)
⑥ Other investment securities of subsidiaries and affiliates	207	217	10	(5.1%)
Reserved assets for redemption of National University Corporation bonds	11	16	5	(45.6%)
Other fixed assets	2	2	0	(- 6.4%)
II Current assets	2,074	2,715	640	(30.9%)
⑦ Cash and deposits	1,167	1,329	162	(13.9%)
Accounts receivable - student tuition fees	3	73	70	(2,151.7%)
Accounts receivable - university hospital	105	113	8	(8.4%)
Accounts receivable	207	547	339	(163.7%)
⑧ Securities	541	491	-49	(- 9.2%)
Other current assets	50	159	109	(218.2%)
Total fixed assets	15,048	15,652	603	(4.0%)
【Liabilities】				
I Fixed liabilities	1,042	1,213	170	(16.4%)
Long-term deferred subsidies	89	80	-9	(- 10.9%)
Long-term loans payable	347	347	-	(0.0%)
⑨ National University Corporation bonds	410	585	175	(42.7%)
Long-term lease obligations and PFI obligations	185	192	7	(3.9%)
Other fixed liabilities	9	8	-1	(- 16.8%)
II Current liabilities	1,954	2,417	462	(23.7%)
⑩ Government grants liabilities	29	95	65	(219.2%)
⑪ Tuition fee liabilities	-	74	74	-
⑫ Facility grants received	254	359	104	(41.1%)
⑬ Subsidies deposited	5	136	131	(2,439.0%)
⑭ Donation liabilities	712	756	43	(6.2%)
⑮ Advances received - entrusted research expenses, etc.	288	638	350	(121.4%)
Advances received	26	6	-19	(- 73.8%)
Deposits received for Grants-in-Aid for Scientific Research	32	115	83	(254.8%)
Deposits received	31	29	-2	(- 6.3%)
⑯ Current portion of long-term loans payable, etc.	35	17	-17	(- 50.0%)
Accounts payable	525	170	-355	(- 67.6%)
Other current liabilities	11	16	5	(44.8%)
Total liabilities	2,997	3,631	633	(21.1%)
【Net assets】				
I Capital stock	10,352	10,352	-	(0.0%)
II Capital surplus	88	78	-9	(- 11.3%)
III Retained earnings	1,610	1,590	-19	(- 1.2%)
⑰ Carried-forward reserve funds from the previous mid-term period	612	608	-3	(- 0.6%)
Educational research and organizational operation improvement funds	0	0	0	(- 0.0%)
Reserve funds	908	908	-	(0.0%)
Unappropriated retained earnings	88	72	-16	(- 18.1%)
IV Valuation and translation adjustments	0	0	-	(0.0%)
Total net assets	12,050	12,021	-29	(- 0.2%)

(Note) The amount is displayed by truncating any decimals, so there may be discrepancies in the totals.

【Interim financial statements】 Summary of Profit and Loss Statement

(Unit: JPY 100 million)

Classification	Previous interim period From 4.1.2024 to 9.30.2024	Current interim period From 4.1.2025 to 9.30.2025	Variance	Percent changes
【Ordinary expenses】				
Operating expenses	1,204	1,271	66	(5.6%)
① Educational expenses	52	60	8	(15.7%)
② Research expenses	235	238	2	(1.0%)
③ Medical service expenses	199	218	18	(9.5%)
④ Education and research support expenses	22	26	4	(22.2%)
⑤ Entrusted research expenses, etc.	194	207	12	(6.4%)
Executives' remuneration expenses	1	1	0	(1.5%)
⑥ Faculty member remuneration expenses	267	273	5	(2.2%)
⑦ Staff member remuneration expenses	231	245	14	(6.1%)
⑧ General Administrative expenses	43	47	4	(11.2%)
Other ordinary expenses	4	5	1	(37.5%)
Total ordinary expenses	1,251	1,325	73	(5.8%)
【Ordinary revenues】				
Government grants revenues	329	323	-5	(- 1.7%)
Tuition fee revenues	74	77	3	(4.6%)
⑨ University hospital revenues	290	303	13	(4.6%)
⑩ Entrusted research revenues, etc.	364	377	12	(3.5%)
⑪ Donation revenues	59	61	2	(3.6%)
⑫ Subsidy revenues	54	51	-2	(- 4.5%)
⑬ Research-related revenues	45	66	20	(44.8%)
⑭ Property rental income	23	28	5	(22.5%)
Other revenues	16	17	1	(10.3%)
Total ordinary revenues	1,257	1,308	51	(4.1%)
Ordinary profit and loss	5	-16	-21	-
⑮ 【Extraordinary losses】	2	2	0	(11.4%)
【Extraordinary gains】	0	-	0	(- 100.0%)
Net profit profit and loss	3	-19	-22	-
【Reversal of purpose reserve funds】	3	3	0	(- 10.8%)
Total profit profit and loss	6	-16	-22	-

(Note) The amount is displayed by truncating any decimals, so there may be discrepancies in the totals.

Partial Non-Disclosure (p3-4) of Material 1-2 "Interim financial statements (BS,PL)
- Summary"

<Reason for Partial Non-Disclosure>

The relevant section contains information that may affect the University's future management and decision-making.

Balance Sheet (B/S)

(Unit: JPY million)

Assets	FY2023		FY2024		FY2025	Variance
	2023/9E	2024/3E	2024/9E	2025/3E	2025/9E	2025/3E to 2025/9E
I Fixed assets	1,281,714	1,282,824	1,282,613	1,297,363	1,293,655	-3,708
Tangible fixed assets	1,248,671	1,248,624	1,246,038	1,259,859	1,254,677	-5,181
Land	882,839	872,920	872,920	872,920	872,730	-190
Accumulated impairment loss	-5,027	-5,027	-5,027	-5,027	-5,027	0
Buildings	472,699	476,450	478,757	482,456	482,542	85
Accumulated depreciation	-245,330	-252,021	-258,277	-263,961	-270,210	-6,249
Accumulated impairment loss	-359	-359	-359	-149	-149	0
Structures	43,220	43,590	43,627	43,724	43,815	90
Accumulated depreciation	-21,768	-22,388	-22,947	-23,518	-24,081	-562
Equipment	292,325	302,616	303,551	322,753	324,352	1,599
Accumulated depreciation	-246,750	-248,906	-253,596	-257,920	-263,905	-5,984
Books & Art objects	48,782	48,786	48,915	48,931	49,065	134
Construction in progress	27,857	32,803	38,315	39,516	45,429	5,913
Other tangible fixed assets	182	159	158	135	116	-18
Intangible fixed assets	976	977	2,013	2,918	3,830	911
Investments and other assets	32,066	33,222	34,561	34,585	35,147	561
II Current assets	225,819	188,493	239,506	207,466	271,566	64,099
Cash and deposits	124,498	127,769	122,410	116,745	132,947	16,201
Accounts receivable - student tuition fees	7,017	203	7,051	328	7,398	7,070
Accounts receivable - university hospital	10,465	10,266	10,861	10,507	11,388	880
Accounts receivable	47,191	14,380	55,484	20,767	54,758	33,990
Money held in trust and securities	27,097	30,582	29,936	54,109	49,139	-4,969
Other current assets	9,549	5,291	13,762	5,007	15,934	10,926
Total assets	1,507,534	1,471,317	1,522,120	1,504,830	1,565,221	60,391

Liabilities	FY2023		FY2024		FY2025	Variance
	2023/9E	2024/3E	2024/9E	2025/3E	2025/9E	2025/3E to 2025/9E
I Fixed liabilities	99,149	97,138	96,424	104,274	121,343	17,069
Encumbrance for assets	9,419	10,453	9,598	8,985	8,004	-981
Long-term loans payable	39,179	36,838	36,838	34,718	34,718	0
Bonds payable	30,000	30,000	30,000	41,000	58,500	17,500
Long-term accounts payable	19,978	18,785	19,310	18,578	19,295	716
Other fixed liabilities	572	1,061	677	991	825	-166
II Current liabilities	209,536	173,567	226,983	195,479	241,772	46,292
Government grants liabilities	9,303	3,416	8,936	2,978	9,510	6,531
Tuition liabilities	7,034	0	7,090	0	7,414	7,414
Facility grants received	26,958	21,707	30,997	25,449	35,921	10,472
Subsidies deposited	5,894	94	6,716	539	13,692	13,152
Donation liabilities	62,553	63,733	70,843	71,283	75,682	4,399
Advances received - entrusted research expenses	37,798	15,581	50,731	16,301	46,217	29,916
Advances received - collaborative research expenses	13,440	10,351	15,035	11,785	15,820	4,034
Advances received - commissioned project expenses	1,243	762	1,104	768	1,846	1,077
Advances received	499	1,732	556	2,632	688	-1,943
Deposits received for Grants-in-Aid for Scientific Research	10,286	2,338	10,146	3,260	11,567	8,307
Deposits received	2,451	2,362	2,559	3,183	2,982	-201
Current portion of long-term loans payable	13,140	3,879	1,939	3,580	1,790	-1,790
Accounts payable	17,436	46,445	18,835	52,596	17,016	-35,580
Other current liabilities	1,493	1,162	1,488	1,119	1,621	501
Total liabilities	308,685	270,705	323,407	299,753	363,115	63,361

Net assets	FY2023		FY2024		FY2025	Variance
	2023/9E	2024/3E	2024/9E	2025/3E	2025/9E	2025/3E to 2025/9E
I Capital stock	1,045,210	1,035,263	1,035,263	1,035,263	1,035,263	0
II Capital surplus	5,574	12,419	10,204	8,805	7,812	-992
III Retained earnings	148,047	152,921	153,235	161,003	159,024	-1,978
IV Valuation and translation adjustments	15	8	8	4	4	0
Total net assets	1,198,848	1,200,612	1,198,712	1,205,076	1,202,105	-2,970
Total liabilities and net assets	1,507,534	1,471,317	1,522,120	1,504,830	1,565,221	60,391

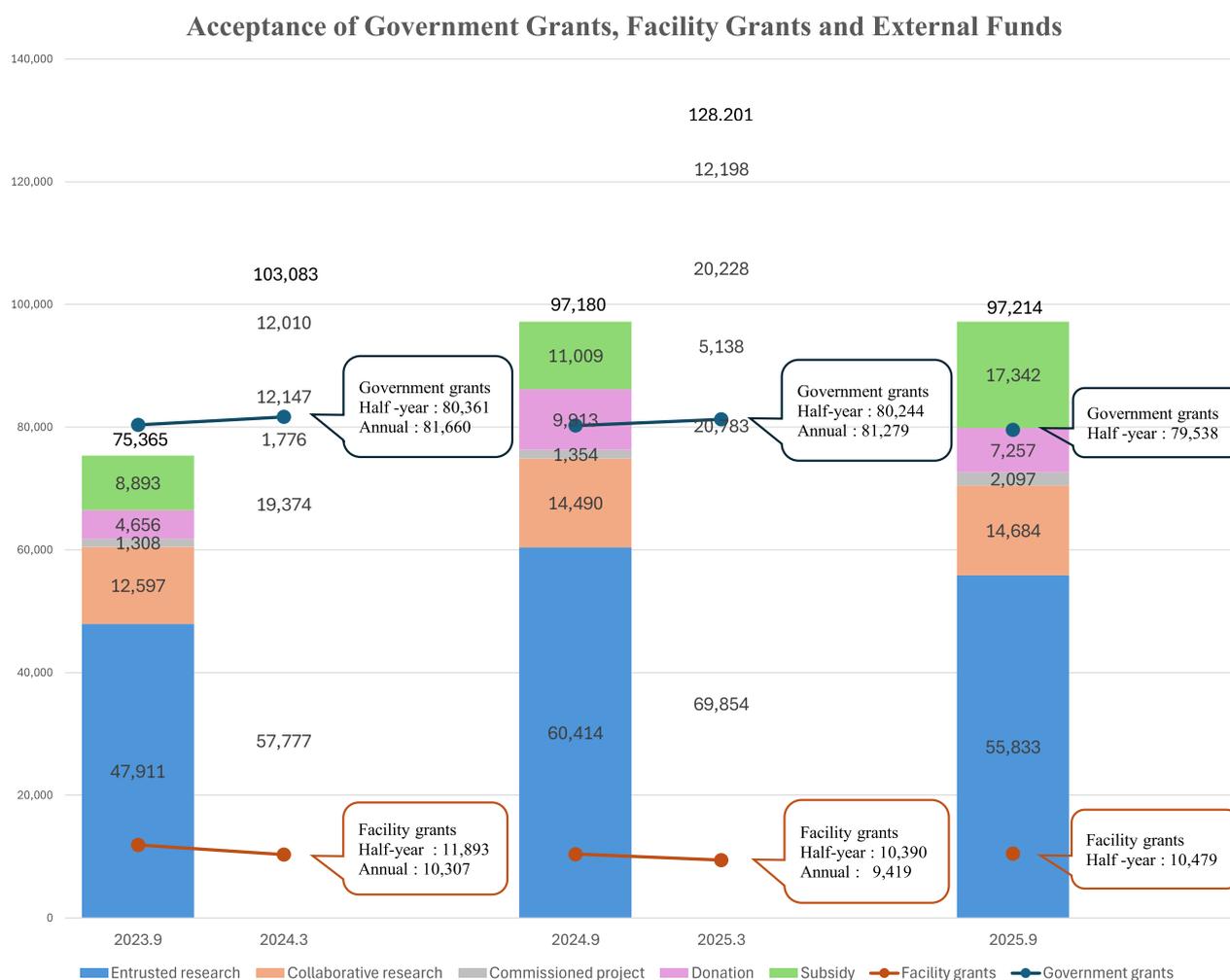
Profit and Loss Statement (P/L)

(Unit: JPY million)

Fiscal year	FY2023		FY2024		FY2025	Variance 2024.9 to 2025.9
	2023.9_Half-year	2024.3_Annual	2024.9_Half-year	2025.3_Annual	2025.9_Half-year	
Ordinary expenses						
Operating expenses	113,175	258,571	120,454	280,199	127,142	6,687
Educational expenses	5,649	11,275	5,208	11,448	6,025	816
Expenses excluding depreciation	4,804	9,524	4,395	9,701	5,190	794
Depreciation	844	1,751	812	1,747	834	22
Research expenses	20,941	47,348	23,582	52,840	23,821	238
Expenses excluding depreciation	15,958	36,451	18,337	41,265	18,227	-109
Depreciation	4,983	10,897	5,245	11,574	5,593	348
Medical service expenses	19,242	39,811	19,986	40,726	21,880	1,894
Expenses excluding depreciation	16,947	34,436	17,667	35,473	19,406	1,738
Materials costs	11,574	23,698	12,179	24,462	13,314	1,135
Consignment expenses	2,468	5,134	2,620	5,451	2,743	123
Facility-related expenses	1,517	2,665	1,582	2,712	1,633	50
Costs and expenses	1,387	2,937	1,285	2,846	1,715	429
Depreciation	2,295	5,375	2,318	5,253	2,474	156
Education and research support expenses	2,453	4,014	2,201	4,089	2,689	487
Expenses excluding depreciation	1,616	2,394	1,432	2,381	1,842	410
Depreciation	836	1,619	769	1,707	847	77
Entrusted research expenses	10,002	35,565	13,180	44,782	14,074	894
Expenses excluding depreciation	9,343	31,748	12,064	41,476	11,653	-411
Depreciation	658	3,817	1,115	3,305	2,421	1,306
Collaborative research expenses	5,044	12,039	5,611	12,830	6,040	428
Expenses excluding depreciation	4,893	11,277	5,407	12,318	5,713	306
Depreciation	151	761	204	512	326	121
Commissioned project expenses	473	1,330	678	2,891	602	-75
Expenses excluding depreciation	470	1,311	673	2,854	593	-80
Depreciation	2	18	4	36	9	4
Remuneration expenses	49,368	107,186	50,005	110,590	52,006	2,001
Executive member	112	230	112	229	114	1
Faculty member	26,425	56,932	26,743	58,317	27,337	593
Staff member	22,830	50,023	23,148	52,043	24,555	1,406
General Administrative expenses	3,857	7,833	4,314	8,782	4,795	481
Expenses excluding depreciation	3,343	6,801	3,796	7,694	4,241	444
Depreciation	513	1,032	517	1,088	554	36
Other ordinary expenses	404	1,033	410	1,138	563	153
Total ordinary expenses	117,437	267,439	125,178	290,120	132,501	7,322
Ordinary revenues						
Government grants revenues	30,649	81,267	32,911	81,716	32,351	-559
Student fee revenues	7,335	16,654	7,421	16,907	7,764	343
Tuition fee revenues	7,034	14,074	7,090	14,241	7,414	323
Enrollment fee revenues	107	2,134	113	2,205	128	15
Examination fee revenues	193	445	218	459	222	4
University hospital revenues	27,715	56,543	29,063	58,496	30,394	1,331
Inpatient revenues	17,598	36,125	18,813	37,818	19,511	697
Outpatient revenues	9,367	18,914	9,510	19,217	10,097	586
Other medical revenues	749	1,503	739	1,460	786	47
Entrusted research revenues	20,085	52,163	25,270	69,141	25,916	646
Collaborative research revenues	8,744	18,247	10,169	19,559	10,802	633
Commissioned project revenues	827	1,776	1,011	5,131	1,019	7
Research-related revenues	4,402	4,837	4,589	4,203	6,643	2,054
Donation revenues	5,571	14,286	5,905	18,025	6,120	215
Subsidy revenues	3,879	11,902	5,424	15,278	5,177	-246
Other ordinary revenues	3,780	10,383	3,983	10,643	4,683	699
Property rental income	2,371	4,815	2,365	5,156	2,898	533
Others	1,409	5,567	1,618	5,487	1,784	166
Total ordinary revenues	112,991	268,063	125,749	299,102	130,874	5,124
Ordinary profit and loss	-4,445	624	571	8,982	-1,627	-2,198
Extraordinary losses	182	362	250	929	278	28
Extraordinary gains	0	14	0	84	0	0
Net profit	-4,627	276	321	8,137	-1,905	-2,227
Reversal of purpose reserve funds	468	625	341	713	304	-36
Total profit	-4,158	902	662	8,850	-1,601	-2,264

Acceptance of Government Grants, Facility Grants and External Funds

(Unit: JPY million)



1. Acceptance of Government Grants and Facility Grants

Fiscal Year	FY2023		FY2024		FY2025	Variance 2024.9 to 2025.9
	2023.9_Half-year	2024.3_Annual	2024.9_Half-year	2025.3_Annual	2025.9_Half-year	
● Government grants	80,361	81,660	80,244	81,279	79,538	-706
● Facility grants※	11,893	10,307	10,390	9,419	10,479	89

※The budget carryover amount for the following fiscal year is recorded in the acceptance for that year.

2. Acceptance of External Funds

Fiscal Year	FY2023		FY2024		FY2025	Variance 2024.9 to 2025.9
	2023.9_Half-year	2024.3_Annual	2024.9_Half-year	2025.3_Annual	2025.9_Half-year	
■ Entrusted research	47,911	57,777	60,414	69,854	55,833	-4,581
■ Collaborative research	12,597	19,374	14,490	20,783	14,684	194
■ Commissioned project	1,308	1,776	1,354	5,138	2,097	743
■ Donation	4,656	12,147	9,913	20,228	7,257	-2,656
■ Subsidy	8,893	12,010	11,009	12,198	17,342	6,333
Total	75,365	103,083	97,180	128,201	97,214	34

2025 Fiscal Year UTokyo Budget Plan [Corporation Frame]«Financial Results as of September, 2025»

[Revenue]

(JPY: All numbers in millions)

Categorization	FY2025			Notes
	Budget [Original]	Financial Results as of September, 2025	Percentage	
University Operating Revenue	127,002	70,159	55.24%	
Government Grant for Operating Expenses	79,045	38,883	49.19%	
Student Tuition Fees	15,497	7,857	50.70%	
Miscellaneous Revenue	8,882	3,789	42.66%	
Research Revenue for Indirect Expenses	23,516	19,569	83.22%	
Facility Expense Grant	59	59	100.00%	
Provision of FSI Donation for Operating Expenses	3	2	50.00%	
University Hospital Revenue	56,512	29,537	52.27%	
Investment and Temporary Revenue	318	400	125.79%	
Financials Revenue	318	400	125.79%	
Total Revenue (A)	183,832	100,096	54.45%	

[Expenditure]

Categorization	FY2025			Notes
	Budget [Original]	Financial Results as of September, 2025	Percentage	
University Operating Expenditure	137,636	66,420	48.26%	
Personnel Expenses Managed by the Administration Bureau	73,405	35,559	48.44%	
Operating Expenses (University Budget Allocation)	64,231	30,861	48.05%	
University Hospital Expenditure	48,861	26,470	54.17%	
Medical Service Expenses	45,861	24,975	54.46%	
Debt Repayment Expenses (Hospital)	3,000	1,495	49.83%	
Investment and Temporary Expenditure	1,791	1,150	64.21%	
Debt Repayment Expenses (Others)	1,279	637	49.80%	
Repayment Reserve of University Bonds (Principal Amount)	513	513	100.00%	
Total Expenditure (B)	188,288	94,040	49.94%	

Balance (C = A - B)	▲4,456	6,056		
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Department Deposit and Loan System at UTokyo (D)				
Balance of Department Deposit at UTokyo (Deposition / Withdrawal)				
Balance of Department Loan at UTokyo (New Loan / Repayment)				

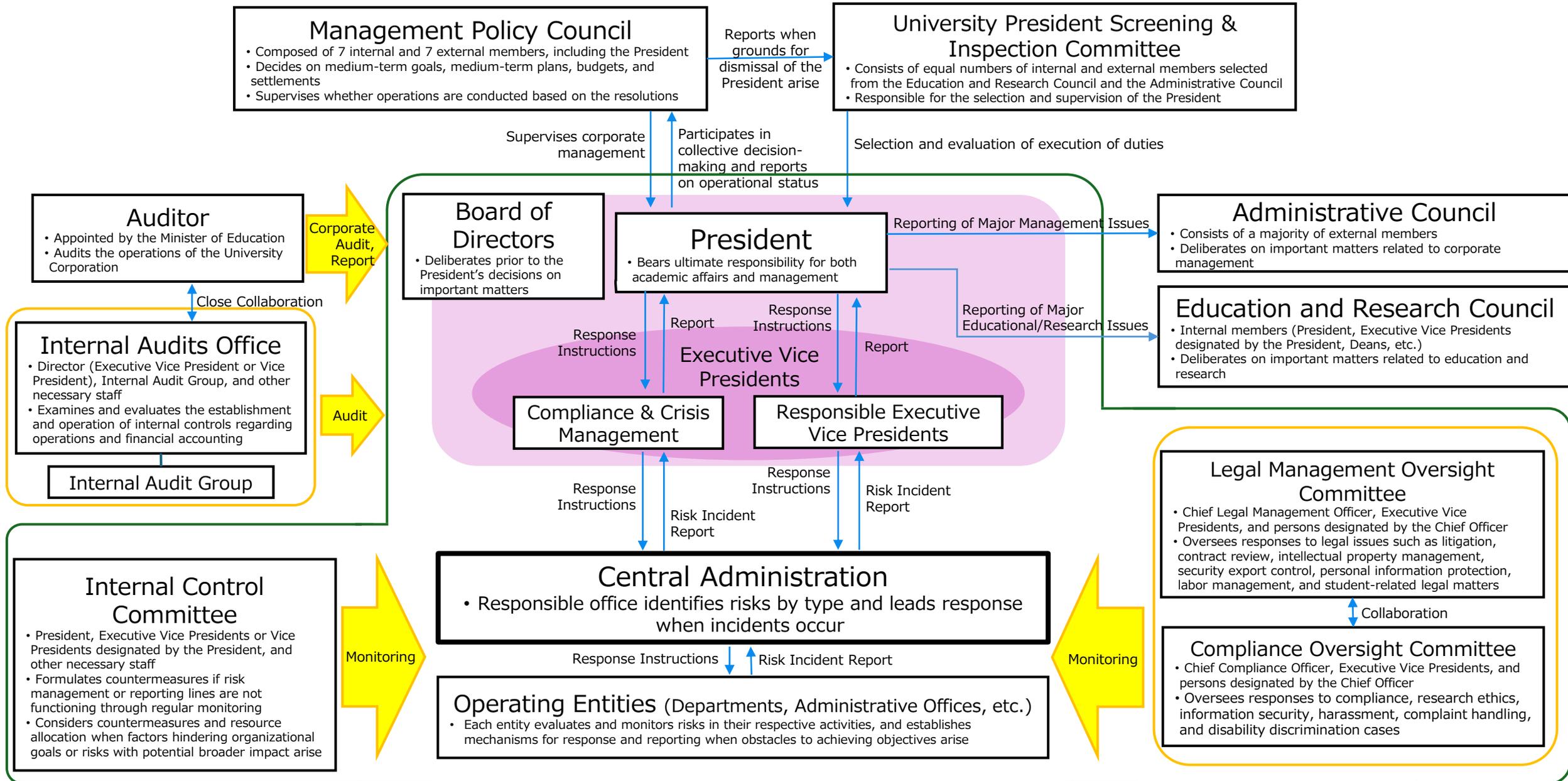
Balance (E = C + D)	▲4,456			
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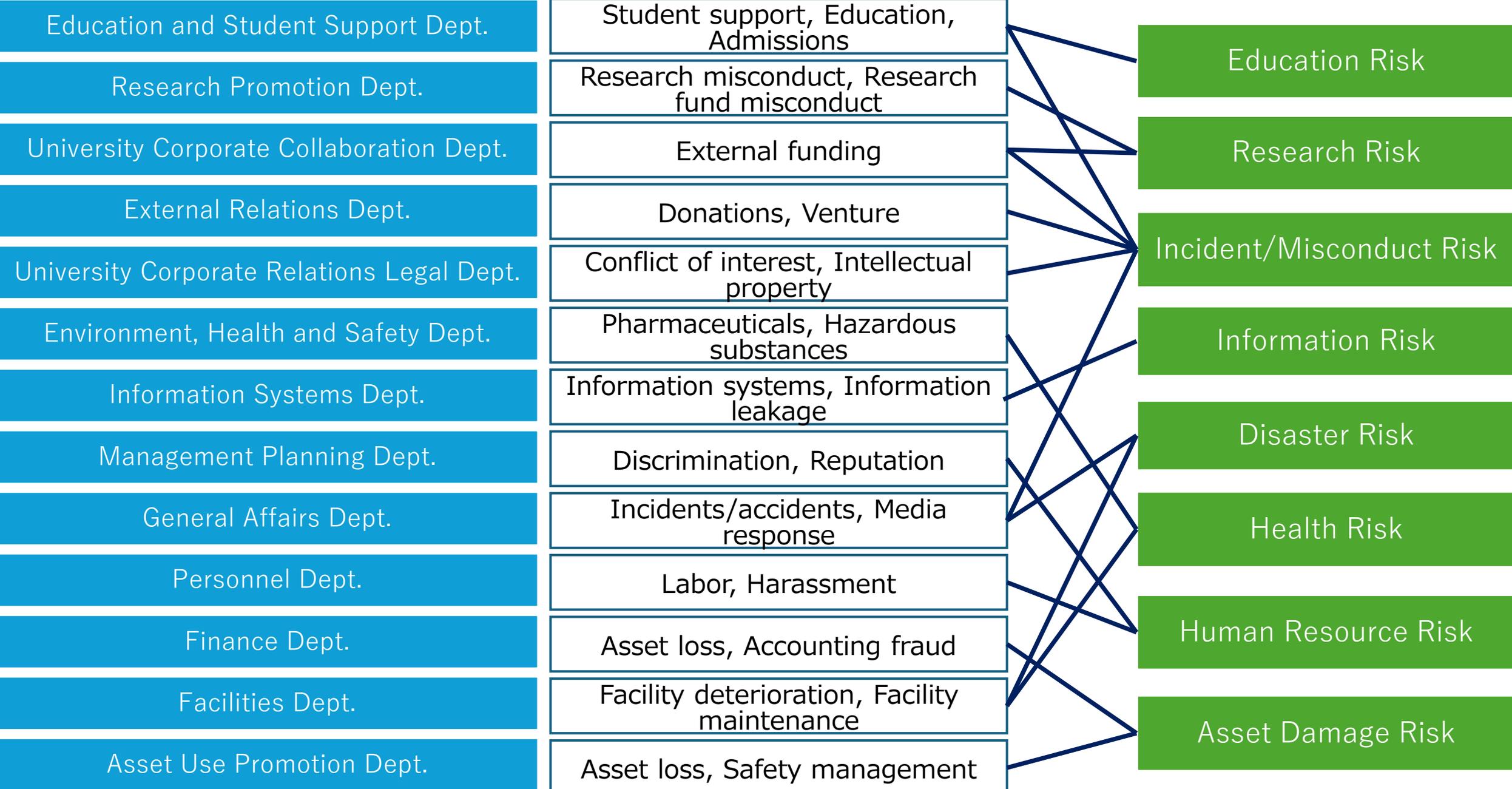
Provision of Carryover Funds for Operating Expenses (F)	4,456			
Reserve for Projects	745			
Research Revenue for Indirect Expenses	3,178			
University Bonds	533			
UTokyo Foundation (Unrestricted Donations)	0			

Balance (G = E + F)	0			
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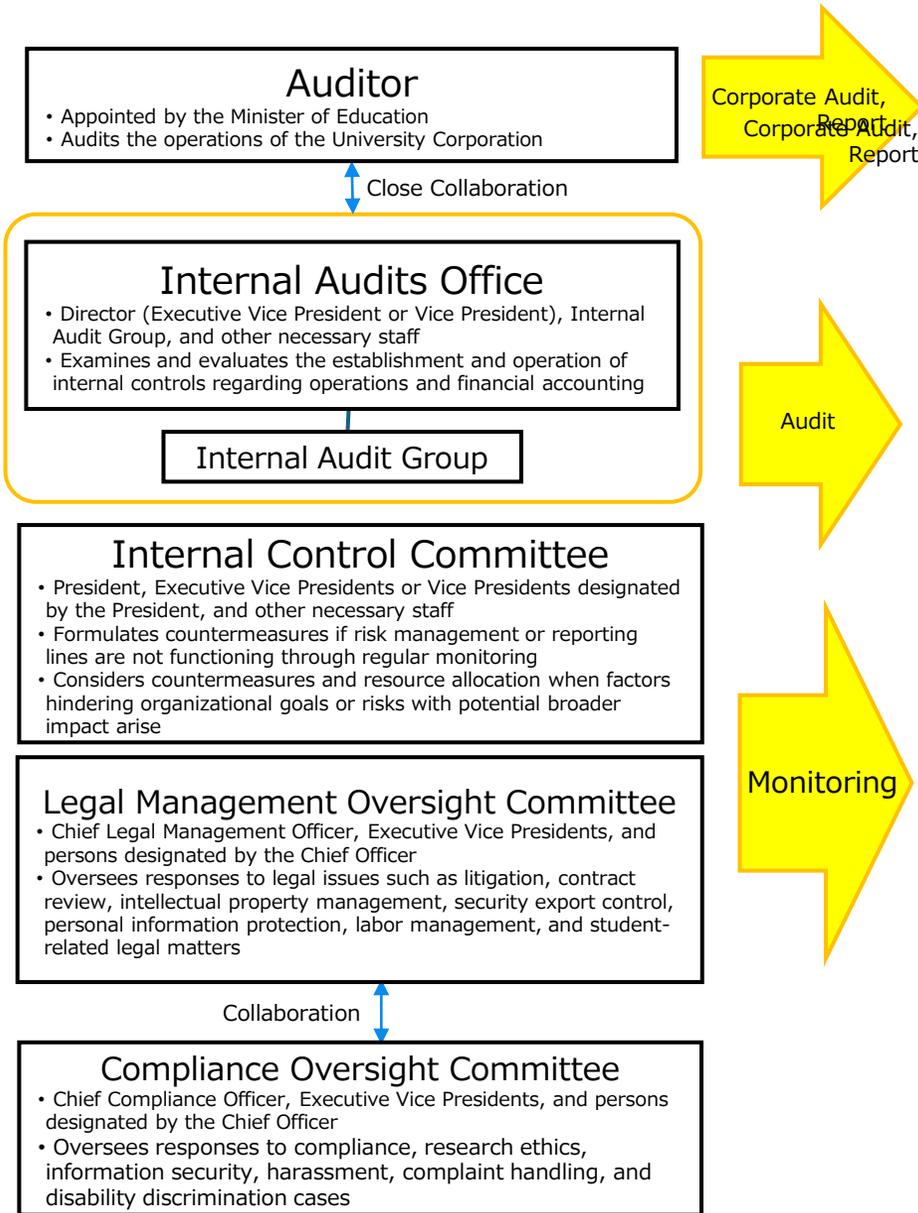
※Due to rounding up/down of figures, there may be discrepancies in the totals.

Overview of Risk Governance at UTokyo



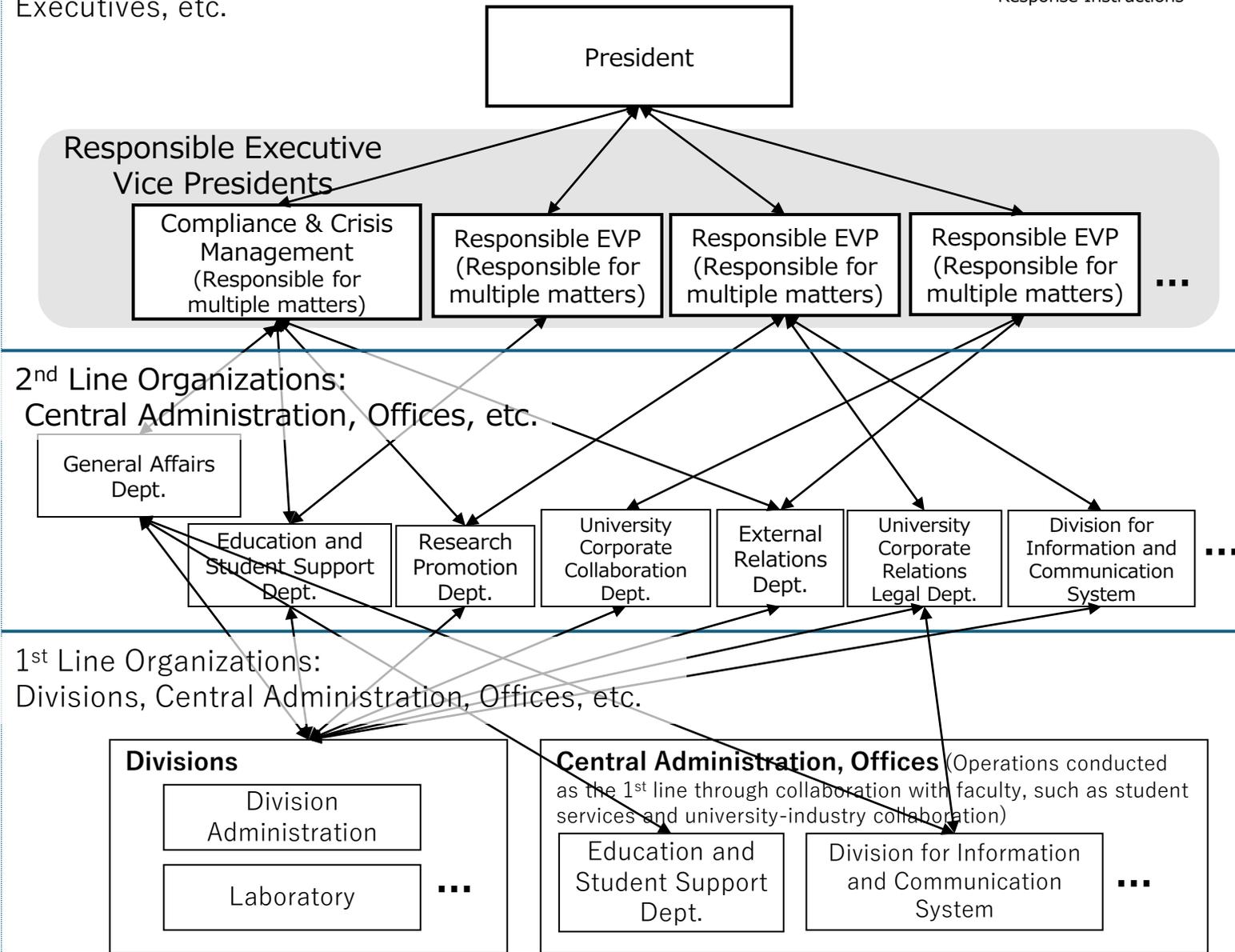


Overall Picture of Risk Governance at the University of Tokyo (Current Status of Three Lines of Defense)

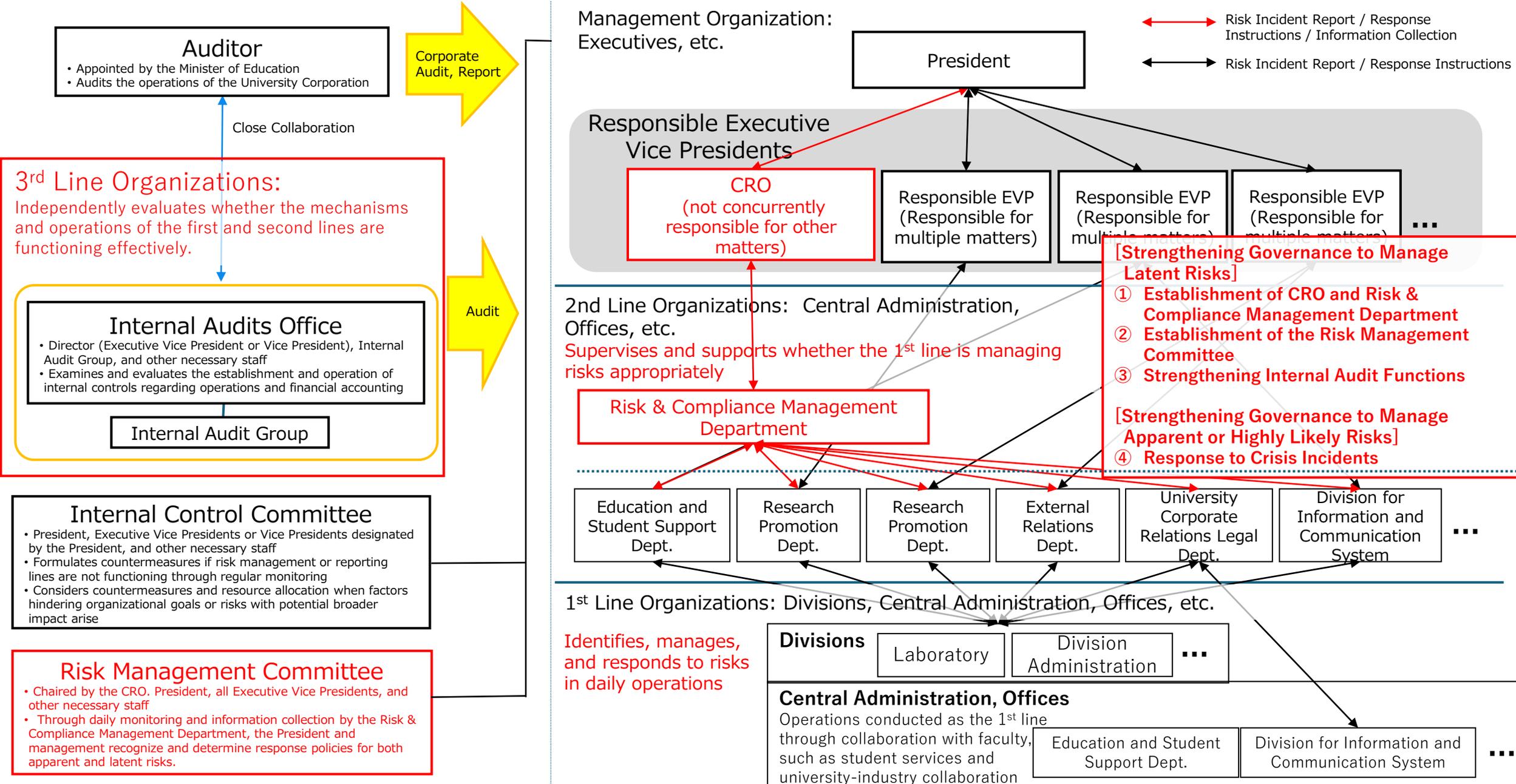


Management Organization:
Executives, etc.

↔ Risk Incident Report /
Response Instructions



Overall Picture of Risk Governance at the University of Tokyo (Three Lines of Defense Enhancement Plan)



[Strengthening Governance to Manage Latent Risks]

① Establishment of CRO and Risk & Compliance Management Department

The CRO will oversee risk management independently and chair the Risk Management Committee.

Directly under the CRO, a fully independent organization (Risk & Compliance Management Department) will be established to monitor and check the risk status of the first line on a daily basis.

The overall risk status and risk assessment of the university will be reported to the Risk Management Committee, where executives discuss university-wide issues and response policies.

② Establishment of the Risk Management Committee

Existing committees will be reorganized and consolidated. The 2nd line reports the overall risk status and risk assessment of the university to the Risk Management Committee, where executives discuss university-wide issues and response policies.

③ Strengthening Internal Audit Functions

Currently, internal audits focus mainly on checking administrative procedures (first line), remaining at the second line function, but this will be strengthened to monitor whether internal controls across the university, including the second line, are functioning from a higher perspective and to provide recommendations to management.

[Strengthening Governance to Manage Apparent or Highly Likely Risks]

④ Response to Crisis Incidents

Based on crisis information collected by the CRO, the CRO and President will consult and, as necessary, promptly decide on responses such as establishing a crisis management headquarters. Crisis management manuals and other resources will be prepared to ensure responses are not delayed and that all necessary actions are taken.

	Roles and Authority	Basis for Establishment	Committee Composition & Appointment Process
<p>Management Policy Council</p>	<ul style="list-style-type: none"> ● Deliberates and decides on "Management Policy Matters" [Article 5, Paragraph 1, UTokyo Rules on the Management Policy Council] <ul style="list-style-type: none"> (1) Matters concerning opinions on medium-term goals (2) Matters concerning the creation or modification of medium-term plans (3) Matters concerning the preparation of financial statements submitted under Article 38, Paragraph 1 of the Act on General Rules for Incorporated Administrative Agencies (Act No. 103 of 1999, hereinafter referred to as the "General Rules Act") as applied mutatis mutandis by Article 35-2 of the Corporation Act (4) Matters concerning the preparation of budgets (5) Matters concerning the preparation of business reports and settlement reports attached under Article 38, Paragraph 2 of the General Rules Act as applied mutatis mutandis ● Supervises whether the University Corporation's operations are appropriately conducted based on the content of the Management Policy Matters decided. If not, may request the President to take necessary measures to improve operations. [Article 5, Paragraph 2, UTokyo Rules on the Management Policy Council] ● If the Management Policy Council recognizes that the President may fall under the cases specified in Article 17, Paragraph 2 or 3 of the Corporation Act, it must promptly report this to the Presidential Selection and Monitoring Council. [Article 5, Paragraph 3, UTokyo Rules on the Management Policy Council] ● May offer opinions to the University President Screening & Inspection Committee on matters concerning the selection criteria and other matters related to the selection of the President under Article 12, Paragraph 6 of the Corporation Act. However, these opinions shall reflect the Management Policy Matters and the Research System Strengthening Plan for Universities for International Research Excellence and shall not include specific presidential candidate proposals. [Article 5, Paragraph 4, UTokyo Rules on the Management Policy Council] ● Deliberates and decides on matters concerning the creation or modification of the Research System Strengthening Plan for Universities for International Research Excellence and supervises the execution of related operations. [Article 5, Paragraph 5, UTokyo Rules on the Management Policy Council] <p>*Matters for deliberation should not extend to micromanagement of the content or methods of education and research at the university. [Supplementary Resolution to the Act Partially Amending the National University Corporation Act]</p>	<p>Article 21-3, National University Corporation Act The University of Tokyo Rules on the Management Policy Council</p>	<ul style="list-style-type: none"> ● The Management Policy Council shall be composed of the following members: <ul style="list-style-type: none"> (1) President (2) One Executive Vice President responsible for academic resource allocation (3) One Executive Vice President responsible for finance (4) One Executive Vice President deemed appropriate from among the Executive Vice Presidents (5) Three members recommended by the Education and Research Council from among the faculty and staff of the University of Tokyo (excluding Vice Presidents, Executive Directors, and Executive Staff of the University Corporation) (6) Seven members recognized as having broad and high insight into the university, who are not officers or employees of the University Corporation

<p>Board of Directors</p>	<ul style="list-style-type: none"> ● When deciding on the enactment, revision or abolition of important university regulations or other important matters concerning the entire university or its departments, the Board of Directors, comprised of the President and Executive Vice Presidents, must deliberate in accordance with the provisions of the Corporation Act. [The University of Tokyo Rules on Basic Organizations, Article 7] ● When the President intends to decide on the following matters, the decision must be made through deliberation by the meeting composed of the President and Executive Vice Presidents (referred to as the "Board of Directors" in Item 5): <ol style="list-style-type: none"> 1. Matters concerning opinions on medium-term goals (meaning the opinions expressed to the Minister of Education, Culture, Sports, Science and Technology by National University Corporations, etc. pursuant to Article 30, Paragraph 3 of the Act; the same shall apply hereinafter) 2. Matters that require approval or authorization by the Minister of Education, Culture, Sports, Science and Technology under this Act (excluding approval under Article 13-2, Paragraph 1 and Article 17, Paragraph 7) 3. Matters concerning the preparation and execution of budgets and settlement of accounts 4. Matters concerning the establishment or abolition of the relevant national university, faculties, departments, or other important organizations 5. Other important matters as determined by the Board of Directors <p>[National University Corporation Act, Article 11, Paragraph 3]</p>	<p>Article 11, National University Corporation Act The University of Tokyo Rules on Basic Organizations</p>	<ul style="list-style-type: none"> ● The President and the Executive Vice Presidents
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<p>Education and Research Council</p>	<p>● Deliberates on the following matters. [The University of Tokyo Rules on the Education and Research Council, Article 4, Paragraph 1]</p> <p>(1) Matters concerning education and research among the medium-term goals and medium-term plans</p> <p>(2) Enactment, revision, or abolition of important rules related to education and research, such as undergraduate general rules and graduate school regulations</p> <p>(3) Matters concerning personnel policies for faculty members (professors, associate professors, lecturers, assistant professors, and research assistants; hereinafter the same)</p> <p>(4) Matters concerning disciplinary actions for faculty members</p> <p>(5) Criteria for awarding the title of Professor Emeritus, selection of recipients, and revocation of the title</p> <p>(6) Matters concerning policies for the organization of curricula</p> <p>(7) Matters concerning advice, guidance, and other support for students' studies</p> <p>(8) Important matters concerning students' admission, graduation, completion of courses, status, and rewards or punishments</p> <p>(9) Enactment, revision, or abolition of degree regulations and standards for their handling</p> <p>(10) Criteria for awarding the title of Honorary Doctor and selection of recipients</p> <p>(11) Matters concerning self-inspection and self-evaluation of the status of education and research</p> <p>(12) Other important matters concerning education and research at the University of Tokyo (including the establishment or abolition of organizations such as faculties or graduate schools, departments, majors, affiliated research institutes, or other important facilities for education and research, and matters concerning student quotas)</p> <p>● Selects members for the University President Screening & Inspection Committee. [The University of Tokyo Rules on the Education and Research Council, Article 4, Paragraph 2]</p> <p>● May propose a motion to the University President Screening & Inspection Committee for the dismissal of the President. [The University of Tokyo Rules on the Education and Research Council, Article 4, Paragraph 3]</p> <p>● Selects candidates for Management Policy Council Members and recommends them to the President. [The University of Tokyo Rules on the Education and Research Council, Article 4, Paragraph 4]</p> <p>● May propose a motion for the dismissal of Management Policy Council Members. [The University of Tokyo Rules on the Education and Research Council, Article 4, Paragraph 5]</p> <p>● May ask questions or express opinions on matters other than those submitted by the chairperson, with the chairperson's permission. [The University of Tokyo Rules on the Education and Research Council, Article 9]</p>	<p>Article 21, National University Corporation Act The University of Tokyo Rules on the Education and Research Council</p>	<p>● The Education and Research Council shall be composed of the following council members:</p> <p>(1) The President</p> <p>(2) Executive Vice Presidents designated by the President</p> <p>(3) Among the heads of important organizations for education and research, such as graduate schools and affiliated research institutes, those specified by the Education and Research Council</p> <p>(4) Other staff members designated by the President in accordance with provisions determined by the Education and Research Council</p> <p>● In addition to those listed in the preceding items, if, pursuant to Article 14, Paragraph 1 of the University of Tokyo Rules on Basic Organizations, Vice Presidents are appointed to be in charge of university administration under the President's direction, such Vice Presidents (or, if there are two or more, those designated by the President from among them) shall be council members.</p> <p>● As council members under Item (2) of Paragraph 1, the President shall, except in special circumstances, designate Executive Vice Presidents who are also Vice Presidents.</p>
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<p>Administrative Council</p>	<ul style="list-style-type: none"> ● Deliberates on the following matters. [The University of Tokyo Rules on the Administrative Council, Article 4, Paragraph 1] <ol style="list-style-type: none"> (1) Matters concerning management among the medium-term goals and medium-term plans (2) Enactment, revision, or abolition of important rules related to management (3) Standards for payment of remuneration and retirement allowances to officers (4) Standards for payment of salaries and retirement allowances to staff (5) Matters concerning tuition fees, entrance fees, etc. (6) Matters concerning the preparation and execution of budgets and settlement of accounts (7) Matters concerning self-inspection and self-evaluation of the status of the organization and management of the University Corporation (8) Other important matters concerning the management of the University Corporation (including the establishment or abolition of important organizations for management and matters concerning student quotas) ● Selects members for the University President Screening & Inspection Committee. [The University of Tokyo Rules on the Administrative Council, Article 4, Paragraph 2] ● May propose a motion to the University President Screening & Inspection Committee for the dismissal of the President. [The University of Tokyo Rules on the Administrative Council, Article 4, Paragraph 3] ● May propose a motion to the President for the dismissal of Management Policy Council Members. [The University of Tokyo Rules on the Administrative Council, Article 4, Paragraph 4] ● May ask questions or express opinions on matters other than those submitted by the chairperson, with the chairperson's permission. [The University of Tokyo Rules on the Administrative Council, Article 9] 	<p>Article 20, National University Corporation Act The University of Tokyo Rules on the Administrative Council</p>	<ul style="list-style-type: none"> ● The Administrative Council shall be composed of the following members: <ol style="list-style-type: none"> (1) The President (2) Executive Vice Presidents of the University Corporation designated by the President (3) Staff members of the University Corporation designated by the President (4) Persons other than officers or staff members of the University Corporation who possess broad and high-level insight regarding the University, appointed by the President after hearing the opinion of the Education and Research Council (not less than 8 and not more than 16 members) ● The majority of the members must be those listed in Item (4) of the preceding paragraph.
<p>University President Screening & Inspection Committee</p>	<ul style="list-style-type: none"> ● Performs the following duties. [The University of Tokyo Rules on the University President Screening & Inspection Committee, Article 5] <ol style="list-style-type: none"> (1) Selection of the President (2) Proposal for the dismissal of the President (3) Confirmation of the status of the President's execution of duties and implementation of interim evaluation (4) Deliberation on matters concerning the President's term of office (5) Deliberation on matters concerning the establishment of the University Executive Director (6) Deliberation on the appointment and dismissal of Management Policy Council Members (7) Deliberation on matters concerning the term of office of Management Policy Council Members 	<p>Article 12, National University Corporation Act The University of Tokyo Rules on the University President Screening & Inspection Committee</p>	<ul style="list-style-type: none"> ● The University President Screening and Inspection Committee shall be composed of a total of 16 members, with an equal number from each of the following categories (if otherwise determined by a unanimous resolution of both the Administrative Council and the Education and Research Council at the time of selection, that number shall apply): <ol style="list-style-type: none"> (1) Persons selected by the Administrative Council from among its members (excluding those who are officers or staff members of the University Corporation) (2) Persons selected by the Education and Research Council from among its members (excluding those who are officers of the University Corporation)

<p>Internal Control Committee</p>	<ul style="list-style-type: none"> ● Under the supervision of the President, Executive Vice Presidents, or Vice Presidents, the Committee establishes necessary matters regarding the framework for promoting the internal control system in the University Corporation and monitoring based on that framework, and deliberates on measures and related matters to improve operational effectiveness and efficiency, promote compliance with laws and regulations, safeguard assets, and ensure the reliability of financial reporting. [The University of Tokyo Internal Control Committee Rules, Article 3] 	<p>Article 19, The University of Tokyo Rules on Basic Organizations</p>	<ul style="list-style-type: none"> ● The Chairperson shall be the President. ● The Vice Chairperson shall be an Executive Vice President or Vice President designated by the President. ● The members shall be appointed by the President from among the following persons: <ul style="list-style-type: none"> (1) Executive Vice Presidents or Vice Presidents designated by the President (2) Other faculty and staff members of the University Corporation deemed necessary by the President (a few persons)
<p>Compliance Oversight Committee</p>	<ul style="list-style-type: none"> ● The Compliance Oversight Committee shall conduct comprehensive deliberations concerning overall verification and plans for prevention of compliance irregularities, and deliver its opinion concerning appropriate measures (including internal audit) to the President as necessary. [The University of Tokyo Basic Rules on Compliance, Article 7] 	<p>The University of Tokyo Basic Rules on Compliance, Article 7</p>	<ul style="list-style-type: none"> ● The Compliance Committee shall consist of the Senior Compliance Officer, Executive Vice Presidents, and others appointed by the Senior Compliance Officer. <p>*Senior Compliance Officer: An Executive Vice President designated by the President.</p>
<p>Legal Management Oversight Committee</p>	<ul style="list-style-type: none"> ● The Legal Management Oversight Committee shall conduct comprehensive deliberations concerning responses to legal issues at the University, and deliver its opinion concerning appropriate measures to the President as necessary. [The University of Tokyo Basic Rules on Legal Management, Article 7] 	<p>The University of Tokyo Basic Rules on Legal Management, Article 7</p>	<ul style="list-style-type: none"> ● The Legal Management Oversight Committee shall consist of the Senior Legal Management Officer, Executive Vice Presidents, and others appointed by the Senior Compliance Officer. <p>* Senior Legal Management Officer: An Executive Vice President designated by the President.</p>

<p>Internal Audits Office</p>	<p>●The Internal Audits Office conducts internal audits regarding operations and financial accounting at the National University Corporation, The University of Tokyo. The implementation of internal audits shall be in accordance with the provisions of the "National University Corporation, The University of Tokyo Internal Audit Implementation Guidelines" (decided by the President on July 6, 2004). [The University of Tokyo Internal Audit Office Internal Rules, Article 2]</p> <p>*Internal audit: The primary purpose is to examine and evaluate the establishment and operation of internal controls regarding operations and financial accounting in the organizations listed in Chapters 3 to 6 of the University of Tokyo Rules on Basic Organizations (The University of Tokyo Rules No. 1, April 1, 2004), as well as the Junior and Senior High School attached to the Faculty of Education, the University of Tokyo Hospital, the Institute of Medical Science Hospital, the Kashiwa Area Research Center Support Office, and the Kashiwa Area General Affairs Center as stipulated in the University of Tokyo Administrative Organization Rules (hereinafter referred to as "departments"), thereby promoting the rationalization and efficiency of business execution and contributing to the proper handling of accounting processes.</p>	<p>The University of Tokyo Internal Audit Office Internal Rules (President's Decision)</p>	<ul style="list-style-type: none"> ● The Office shall have a Director, a Deputy Director, and staff members. ● The Director shall be an Executive Vice President or Vice President designated by the President. ● The Director shall supervise the Office. ● The Deputy Director shall be the Head of the Internal Audit Group. ● The Deputy Director shall assist the Director. ● The staff members shall be employees of the Internal Audit Group (excluding the Head of the Internal Audit Group). ● In addition to those specified in the preceding paragraph, when conducting internal audits, the Director may appoint other faculty and staff members of the University Corporation as staff members if deemed necessary.
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Management Policy Council Meeting Schedule for FY2025

Meeting	Date and Time	Notes
1st	Wednesday, April 23, 2025, 19:00–20:30 JST	Deliberation on the application for Universities for International Research Excellence
2nd	Monday, June 23, 2025, 18:00–21:00 JST	Deliberation on the FY2024 financial statements
3rd	Tuesday, September 16, 2025, 9:00-12:00 JST	Deliberation on opinions regarding the selection of the next President
4th	Thursday, December 18, 2025, 9:00-12:00 JST	Deliberation on the FY2025–supplementary budget
5th	Friday, January 30, 2026, 10:00–13:00 JST	Deliberation on changes to the fourth period mid-term plans Deliberation on the FY2025 supplementary budget
6th	Thursday, March 26, 2026, 18:00–21:00 JST	Deliberation on the FY2026 budget