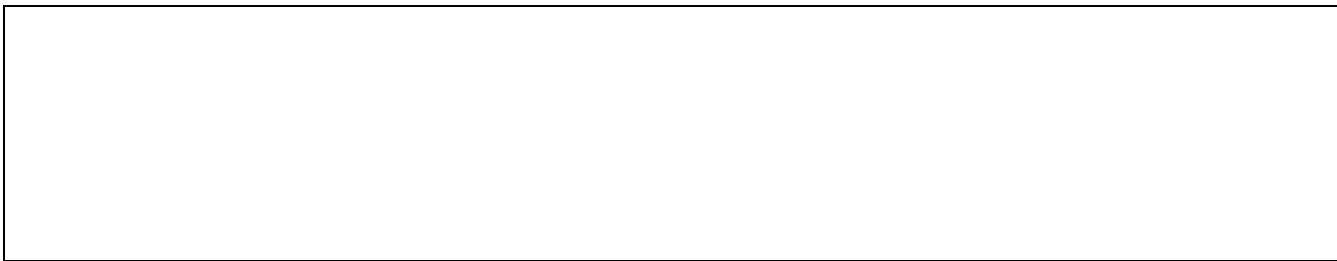
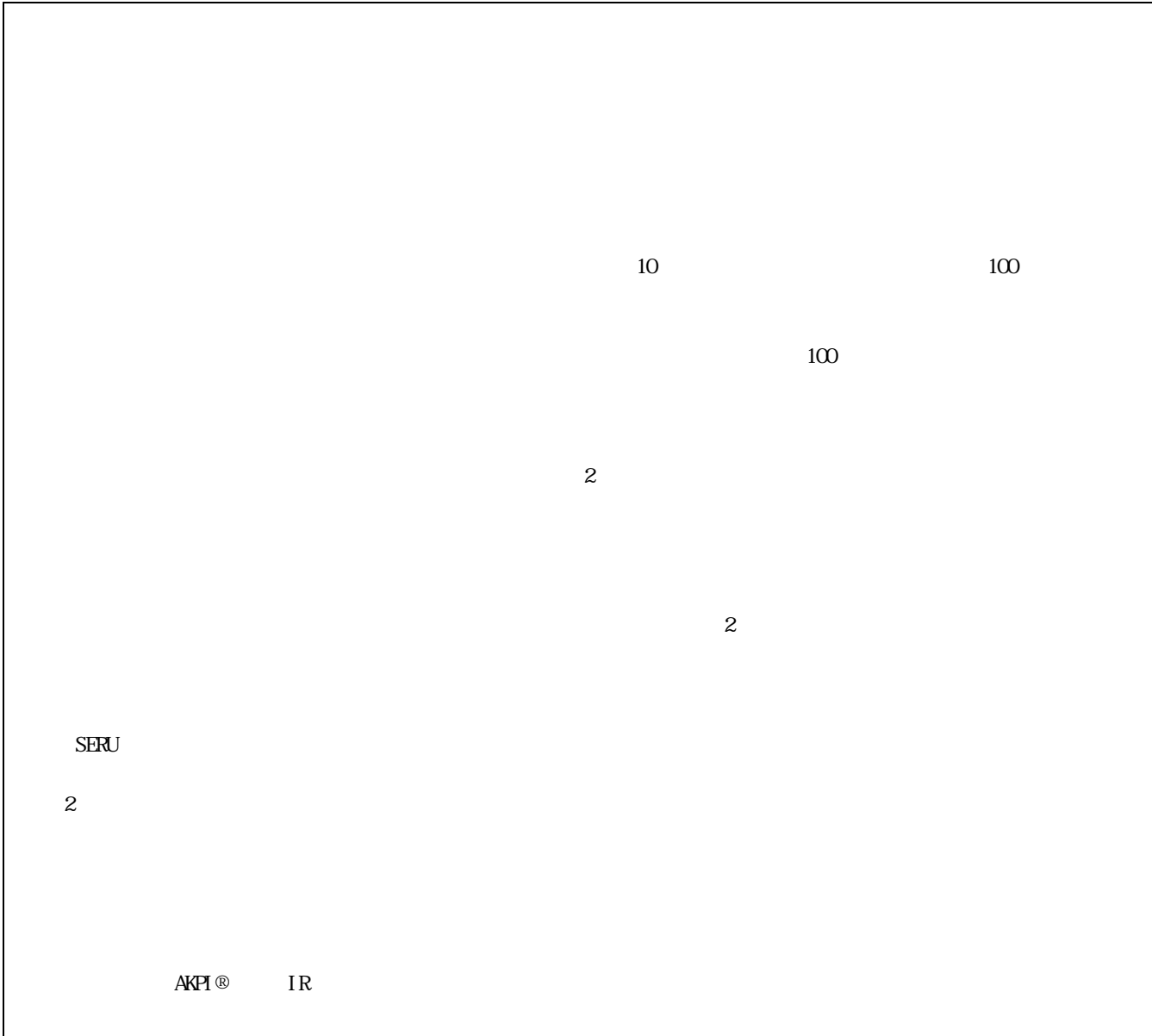




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24	10			2012					2013
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AKPI® Achievement - not i vat ed Key Performance Indi cat ors					BKPI® Basic effort Key Performance				
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	6	4	1	1,309		1,455	1,304
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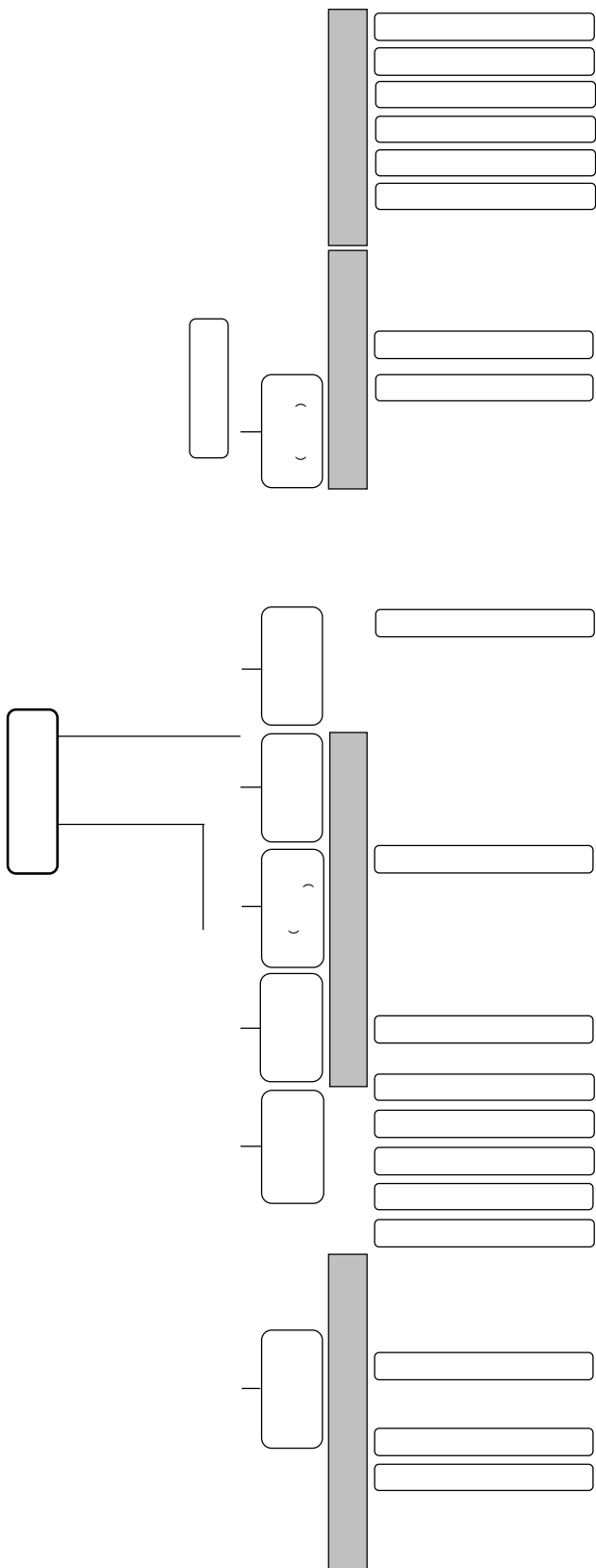
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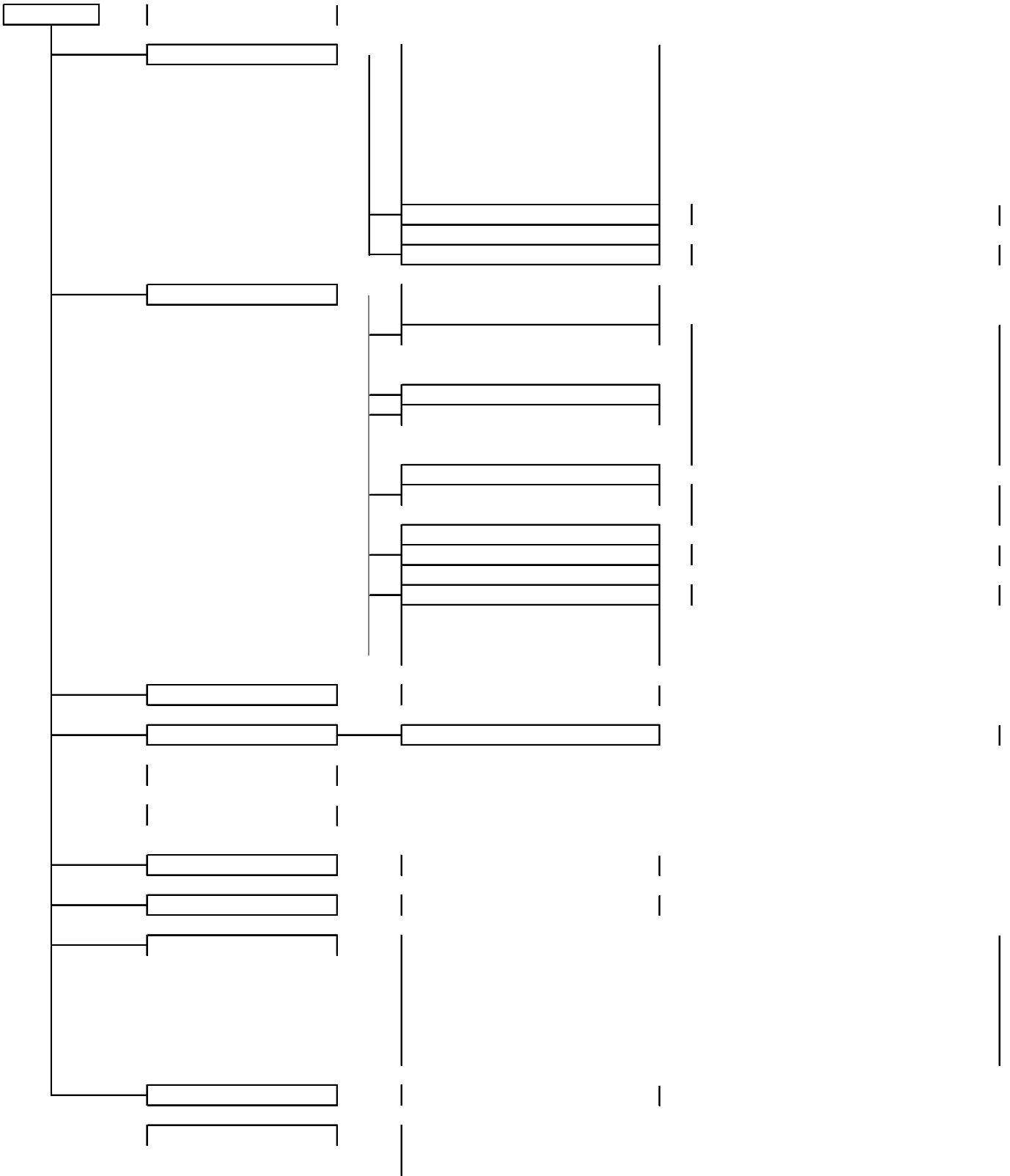
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	184,849,614,887		43,906,801,948
	181,359,651,117		23,488,684,503
	96,864,928,886		5,602,680,660
	57,000,000		13,328,371,000
	97,977,253,142		339,462,166
	41,795,376,931		339,462,166
	16,757,811		271,180,099
	7,120,486,164		876,423,520
	4,385,446,741		15,484,392,215
	531,743,440		4,226,360
	467,422,192		5,595,782,258
	51,105,607,979		6,386,773,123
	40,265,418,418		3,497,610,474
	13,799,771,697		
	947,281,902		
	3,489,963,770		59,391,194,163
	16,145,755,400		
	8,260,886,612		147,215,368,427
	1,500,000,000		147,215,368,427
	4,922,634,638		12,299,315,583
	25,949,131		6,688,123,280
	1,436,285,019		141,604,176,124
	200,995,370,287		200,995,370,287

[https://www.hiroshina-u.ac.jp/about/public\\_info/other\\_public\\_info/financial\\_affairs/financial\\_info](https://www.hiroshina-u.ac.jp/about/public_info/other_public_info/financial_affairs/financial_info)

(A)	72,828,267,921
	71,233,056,229
	4,316,124,422
	4,533,042,145
	18,874,734,394
	1,067,419,416
	39,080,910,657
	3,360,825,195
	1,291,961,690
	257,846,353
	45,403,649
(B)	73,733,988,714
	25,234,022,897
	8,837,734,591
	28,201,364,232
	11,460,866,994
(C)	34,334,436
(D)	113,350,801
B-A+C+D	1,053,406,030

[https://www.hiroshina-u.ac.jp/about/public\\_info/other\\_public\\_info/financial\\_affairs/financial\\_info](https://www.hiroshina-u.ac.jp/about/public_info/other_public_info/financial_affairs/financial_info)

(A)	5,548,138,618
	39,719,573,262
	25,594,351,055
	25,245,345,000
	8,624,085,852
	28,358,655,977
	8,656,845,638
	22,869,532
(B)	2,634,470,910
(C)	2,190,860,881
(D)	0
E=A+B+C+D	722,806,827
(F)	2,538,079,785
(G=F+E)	3,260,886,612

[https://www.hiroshina-u.ac.jp/about/public\\_info/other\\_public\\_info/financial\\_affairs/financial\\_info](https://www.hiroshina-u.ac.jp/about/public_info/other_public_info/financial_affairs/financial_info)

	28,337,481,602
	72,843,786,211
	44,506,304,609
	2,396,424,412
	0
	0
	0
	198,509
	406,783
	29,497,780
	85,678,644
	171,431,849
	0
	30,849,761,291

28		4,519	2.2%			200,995
				3,439		290
	3,149	5.3%	56,165			3,700
		1,739		1,963	15.3%	10,840
28		3,212	5.1%	59,391		
				1,049	13.7%	
		1,806	7.1%			

28		1,307	0.9%	141,604					
				2,223	6.5%	36,281			
28		1,955	2.6%	72,828				1,230	21.3%
4,533									
28		915	1.2%	73,734				1,061	16.7%
									7,418
				618	2.4%	25,234			
354	16.9%	1,743							732
	90.3%	79							
				16					36
14				28		1,057		1,053	
28				1,079	24.1%	5,548			
						1,230	(4.8%)		24,358
				444	20.0%	1,774			
28				2,115	44.5%	2,634			
						6,985			
		2,504	49.5%	2,554					1,217
				3,200					
	82.4%	260							
28				48	2.2%	2,191			
				112	109.8%	214			
		60	8.9%	737					
				72					
		21	2.0%	1,049					
28				3,573	10.4%	30,850			
1,751	2.4%	71,233							
						342	1.2%		28,201
				94	2.6%	3,484			



1, 042      15. 2%      5, 835

145, 173                      6, 672      4. 4%

920                      15. 5%      5, 005

	23	24	25	26	27	28
	42, 139	45, 638	55, 098	52, 963	50, 231	47, 561
	158, 619	159, 477	155, 569	152, 781	151, 845	145, 173
	130, 747	131, 932	125, 080	122, 378	121, 722	115, 027
	1, 002	888	1, 000	942	803	687
			2, 966	3, 035	3, 029	2, 921
						412
	26, 871	26, 677	26, 523	26, 427	26, 291	26, 124
	3, 989	2, 746	3, 161	4, 961	3, 438	8, 261
	204, 748	207, 861	213, 828	210, 706	205, 514	200, 995

1, 053, 406, 030

1, 053, 406, 030

122

0

237

	70,364	74,781	72,827	75,993	82,528	85,859	75,282	77,305	72,626	74,534	71,298	71,959
	26,867	29,280	26,787	28,021	27,667	30,284	26,954	28,070	26,007	26,545	24,888	25,245
	2,218	2,402	3,000	3,712	7,177	8,397	4,800	5,541	2,638	2,223	1,934	1,781
	8,934	8,761	8,755	8,599	8,600	8,545	8,510	8,535	8,533	8,630	8,630	8,624
	23,787	25,459	25,054	26,787	26,765	27,043	27,752	27,421	27,182	28,472	28,341	28,291
	8,558	8,879	9,141	8,874	12,319	11,590	7,206	7,738	8,216	8,664	7,505	8,018
	70,364	70,459	72,827	70,699	82,528	83,179	75,282	75,471	72,626	73,154	71,298	69,958
	36,326	35,821	36,421	33,565	34,958	34,435	35,957	35,384	34,996	35,641	34,184	33,614
	22,212	22,903	23,477	24,112	28,825	29,366	27,040	26,653	26,465	26,463	27,289	26,522
	11,826	11,735	12,929	13,022	18,745	19,378	12,285	13,434	11,165	11,050	9,825	9,822
	0	4,322	0	5,294	0	2,680	0	1,834	0	1,380	0	2,001

28

28

	73,733,988,714		25,234,022,897	34.2%
	28,201,364,232	38.2%	20,298,601,585	27.6%
			5	
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28				
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		TCEI C®		
27				
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	Hrodai TA							
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		100						
				53	106			
			4		2	17	6	28
	32	375				28	66	244
			URA		URA	Uni versi ty Research Admini strator		URA
						25		28
		1	URA					BBC
			1	7	2			
				23				
	28							
		28						3
			60	7, 295				
		29			29	1		
26								
					5			
				3				
						1		850
				29				
				LED				
	28		5G, 400kMi					
28								
			AKPI®					



				26		
		4			20.1	9.2
4.9						
				19,086,718,177	52.6%	
				8,646,431,391	23.8%	8,541,174,003
				22,297,510,610	64.6%	23.6%
3,880,494,438	11.2%	3,258,747,606	9.4%	5,076,518,075	14.8%	)
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28						
		10.1				
			4.1			
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MI		1				
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1	2								23	2		8	
12	8								47		17	14	
		2	18	19		12							40
	5 6												
7	14		8	4									
						10	1						
		1	1										
											22		
						28							1
30													
10						8							
		16		5				5					
				6				5					
											3		
									JMP				
									JMP				
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												IRD	

				28,201,364,232	83.0%			
	5,778,128,247	17.0%				18,874,734,394	55.3%	
				14,078,541,007	41.2%	1,178,503,807	3.5%	
152,286,729								

28 4 1      29 3 31

(A)	3,457,084,646
	13,394,287,641
	15,415,982,032
	3,627,244,172
	0
	2,881,467,739
	251,672,453
	494,103,980
	28,201,364,232
	289,327,000
	149,418,915
B	1,381,490,023
	1,220,986,129
	200,895,893

	0 7,992,000 32,399,999 0 0 0
C	1,894,356,782
	71,928,000 214,158,000 1,049,336,405 233,536,197 455,505,911 0 0 13,748,269
D=A+B+C	181,237,841
E	82,827,378
	283,177,260 438,246,644 364,845,018 439,406,264
(F=D+E)	264,065,219

	3,457	942	
	324		471
	342		
	1,381	308	
288			
	1,894		
	19		
28		1,263	
456			
	181		
	158		
494		81	74
	28		

28 1 1 2 1 7  
27 103 24 120 26  
198 215 43  
114,229,948 51.2% 2,588,456 1.2% 1,500,000  
0.7% 104,971,344 46.9% 284,638,458 69.2%  
112,735,793 27.4% 13,883,593 3.4%

28

22-27

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28 4 6  
28 50

239

RI-C RI-C 28

448,031,444 54.7% 109,551,760 13.4%  
56,700,065 6.9% 204,846,634 25.0% 410,206,381 47.1%  
333,717,916 38.3% 126,542,062 14.6%

28 ( )

4 28 33

8-20 20 28 33

28 4 149

41 1/4 3 24-31

16 1 28 28 33 SiC

83,919,608	41.7%					59,786,542	29.7%
57,659,002	28.6%				152,221,489	46.6%	
		90,216,053	27.6%		84,523,015	25.8%	
		5	11				
						28	
		27				( )	SSH
		(				(SGH	(
						1,874,858,568	84.1%
				355,417,563	15.9%		
2,168,189,278	84.2%					373,861,469	14.5%
32,482,477	1.3%						
28		3					
		3				3	1
						100	
		3					
						HMS2	
		5					
							2
college							Tenasek junior
				29		( )	
		100					

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	-	25,245	25,234	7	-	-	25,241	4

		355							
		7							
		-							
		-	151	150	355	50	4		
		362			1	5	1		
		22,801							
		-			22,801				
		-	( 76	354		131	14,826		
		-	7,414						
		-					90%		
		22,801			4				
		2,078							
		-			2,078				
		-	4	126		1,540	408		
		-							
		2,078			2,078				
		25,241							

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