Summary of the Management Committee Meeting Minutes

1. Date: Friday, June 12, 2026
2. Venue: STATION CONFERENCE Tokyo Meeting Room 602 & Online
3. Attendees: (Internal Members)

Teiji Tominaga (President)

Takafumi Aoki, Hirotsugu Takizawa, Asako Sugimoto, Toshiya Ueki, Masahiro Yamaguchi, Hideo Harigae, Hiroo Yugami, Yasunori Yamashita, Tsuyoshi Tohyama, Marie-Pierre FAVRE, Muneya Taniguchi

(External Members)

Kazuko Ohtani, Tadashi Onodera, Hidefumi Kobayashi, Yayoi Komatsu, Keiichi Sasaki, Koichi Tadenuma, Kojiro Higuchi, Toshio Hiroe, Koichiro Watanabe, Sandra Wu Wen-Hsiu, Elizabeth Masamune, Richard Dasher

(Attendants)

Hiroyuki Fukuda (Auditor), Kuniko Taguchi (Auditor), Takashi Kamei(Vice President), Naoto Odanaka(Vice President), Fumihiko Imamura (Vice President), Hideki Katagiri (Vice President), Mami Tanaka (Vice President), Hitoshi Izu (Vice President), Hideki Kozima (Vice President), Naoto Ishii (Vice President), Hitoshi Takamura(Vice President), Takahiko Sasaki(Vice President)

(Administrative Office)

Akira Abe (General Administrative Manager),
Kenichi Kimura (Director of the General Affairs and Planning Department),
Masako Nyui (Director of the Global Affairs Department),
Masafumi Haga (Director of the Human Resources and Planning Department),
Akihiro Kimura (Director of the Finance Department),
Junpei Kudo (Director of General Affairs Division)

4. Absentees: ((External Members)

Atsushi Ohtsu, Alison Beale

5. Proceedings

○Confirmation of the draft summary of the previous Management Committee Meeting (March 23, 2026) minutes

Based on the provided materials, the chairperson submitted the above-mentioned draft summary of minutes, and it was approved.

○Proceedings

The chairperson reported on the activities of Tohoku University from March 2026.

(1) FY2025 Financial Results (draft) (for Deliberation)

The chairperson stated that the Vice President (for Financial Management and Strengthening the Management Foundation) Hitoshi Izu would explain this agenda item. Vice President Izu explained based on the materials. After deliberation, it was approved. The summary of comments from external members is as follows:

・Joint research and commissioned research are crucial initiatives for the University. Therefore, the University should advance efforts toward society to ensure that the valuation of assets held by the University is properly reflected in each research endeavor, thereby leading to more sustainable fundraising and financial resources.

(2) FY2025 Fund Management Report

The chairperson stated that the Vice President (for Financial Management and Strengthening the Management Foundation) Hitoshi Izu would explain this agenda item. Vice President Izu explained based on the materials, and it was confirmed.

(3) Concerning Evaluation for End of Year 4, Term 4, Progress Report and Performance Report Submission (for Deliberation)

Executive Vice President Aoki explained based on the materials regarding Concerning Evaluation for End of Year 4, Term 4, Progress Report and Performance Report Submission. After deliberation, it was approved. The summary of comments from external members is as follows:

・While there are multiple layers of evaluations concerning Universities, the System Strengthening Plan for Research and Related Activities as a University for International Research Excellence should be positioned at the core of university activities. Regarding the administrative burden arising between this plan and the Fourth Mid-term Plan, which was formulated prior to the approval of the former, the University is requested to devise ways to minimize internal costs in terms of both time and human resources. Furthermore, it is considered desirable that the formulation of the Fifth Mid-term Goals and Mid-term Plan be carried out in alignment with the System Strengthening Plan for Research and Related Activities.

・While preparing various reports is necessary for evaluation and monitoring purposes, it is crucial that this does not end up as a mere exercise for reporting, but rather functions within the organization as a PDCA cycle that leads to identifying internal issues and driving reforms. Since the content of this report suggests that the sharing of purpose within the organization has led to

rapid progress in a short period, it is expected that this compact presentation material will also be shared widely across the University as a tool to align the organization's overall direction.

(4) Performance Reflection in Executive's Year-End Special Allowances and Retirement Allowances for Former Executives

Executive Vice President Yamashita explained based on the materials regarding the Performance Reflection in Executive's Year-End Special Allowances and Retirement Allowances for Former Executives. After deliberation, it was approved.

(5) Investment in the THVP-Fund No.3 Investment Limited Partnership

Executive Vice President Tohyama explained based on the materials regarding Investment in the THVP-Fund No.3 Investment Limited Partnership, and it was confirmed. The summary of comments from external members is as follows:

- Following investment in startups, it is crucial not only to bring their products and services to market, but also to continue and strengthen collaboration in business and joint development with the Tohoku region. A framework should be established to generate synergies that leverage mutual strengths, thereby applying greater leverage and supporting steady growth.
- Ensuring transparency in the investment selection process for startups spun out of joint research and related activities is essential. Clear procedures and rules should be established to evaluate and select all investment candidates fairly, preventing any bias or preferential treatment toward specific projects.

(6) Strategy for Comprehensive Internationalization

Vice President Favre explained based on the materials regarding the Strategy for Comprehensive Internationalization, and it was confirmed. The summary of comments from external members is as follows:

- Amid the notable decline in Japan's international standing in academic research and education, we expect Tohoku University, as a designated University for International Research Excellence, to demonstrate a clear vision and strong global presence that showcases its international leadership in specific areas of strength.
- Initiatives should be strengthened separately at the undergraduate and graduate levels, particularly at the graduate (doctoral) level. We expect strategic approaches, including targeted support for the graduate level, to make Tohoku University a destination of choice for earning a doctoral degree.
- In promoting internationalization, "selection and concentration" is indispensable in order to make the most of limited resources and time. The University should narrow down priority measures

through clear target-setting and strategically pursue their achievement based on a concrete timeframe.

・Going beyond maintaining conventional relationships led by developed nations, the stance of focusing on the "Global South" and building new partnerships is a distinctive evolution unique to Tohoku University, and we highly commend this as an extremely valuable endeavor.

(7) Actions related to the Research System Strengthening Plan as University for International Research Excellence

1) Annual Report: University for International Research Excellence (for Deliberation)

Executive Vice President Aoki explained based on the materials regarding the Annual Report on the University for International Research Excellence. After deliberation, it was approved. The summary of comments from external members is as follows:

・While the University's initiatives as a University for International Research Excellence are progressing favorably, it is encouraged to undertake a deliberate, long-term review of its role in nationwide educational reform from a broader perspective. In doing so, the University should anticipate future institutional reviews in the coming years and pursue active consultation and collaboration with other designated institutions and relevant stakeholders.

2) FY2026 Corporate Strategic Budget (for Deliberation)

The chairperson stated that the Vice President (for Financial Management and Strengthening the Management Foundation) Hitoshi Izu would explain this agenda item. Vice President Izu explained based on the materials. After deliberation, it was approved. The summary of comments from external members is as follows:

・For Tohoku University to continue leading the world, it is extremely vital to steadily develop an environment with appropriate incentives, such as improved compensation and allowance provisions for "International Excellence Researchers", so that outstanding talent will settle and remain at the University.

・Emphasizing its role as a university located in Sendai and the Tohoku region, the University should continue its past efforts while placing even greater emphasis on collaborating with the local community and supporting co-creation activities with local businesses.

(8) Other Matters

1) Election of Members of the President Selection and Scrutiny Committee

The chairperson explained based on the materials regarding the Election of Members of the President Selection and Scrutiny Committee, and it was confirmed. Furthermore, it was decided that Member Onodera, who previously served as Chair of the President Selection and

Scrutiny Committee, would preside over the Committee for the Selection of External Member Candidates for the President Selection and Supervisory Committee, which will be held following the conclusion of this Administrative Council meeting.