













FY2031~FY2033 FY2020 FY2021 FY2022 FY2023 FY2024 FY2025 FY2026 FY2027 FY2028~FY2030 5. Social Collaboration: Development of Collaborations with Industry, Government Agency, Academic and Private Partners Collaboration Institute of Open Innovation **Establishment of** Establish Institute of Innovation Promotion (TBD) (Repost) Institute of Fundraising division Innovation Private Private **Private** Promotion Private Funding Promotion funding funding funding **Ref: Imperial College London** Headquarters 2.7 2.2 1.7 Establishment of a billion ven billion ven Establish collaborative workspace billion yen **New Collaborative** (+500 million) +1 billion for industry, academia, government agency, and private partners Workspace yen yen for Various Partners Collaboration with Promote joint projects with local governments such as the Tokyo Metropolitan Government **Local Government/** Ministries Accelerate personnel exchanges with government ministries 6. Strengthen Financial Position Establish TMDU Supporters Club (TBD) Increase the Size **Donations Donations Donations** of TMDU Promote crowdfunding and charity naming rights 1.7 billion 2.4 billion 280 million **Donation Fund** The 80th anniversary of TMDU medical school / (6-fold increase) (9-fold increase) The 100th anniversary of TMDU (School of Dentistry) Effectively **Utilizing Assets** Further accelerate effective use of all assets **Develop Business** Establish M&D Data Science Center (Repost) Construct Medical Data Utilization Platform (Repost) Develop medical data business in the Data **Business Field** Repost Repost TMDU-originated TMDU-originated ventures **TMDU-originated** ventures ventures 50 20 Develop 5 Companies Companies University-(10-fold increase) (4-fold increase) **Originated Venture** companies Companies Invest in TMDU-originated venture Establish a joint research organization, medical consulting co., etc. (Subject to law revision)