

Remuneration/Salary of OIST SC's Officers and Employees

I. Remuneration of Officers (Governors and Auditors)

1. Items concerning Basic Policy of Officers' Compensation

① How to determine Executive Officers' remuneration levels.

In light of the responsibility for overseeing the overall management, education, and research of a graduate university of international excellence, the remuneration level has been set with international standards in mind.

In particular, with regard to the Chairperson (President), given the intense international competition to secure talented personnel, it is necessary to secure outstanding individuals who possess a track record of managing organizations at world-class research institutions and who, as researchers and educators, have the reputation and achievements required to lead a faculty of internationally high caliber; therefore, appropriate compensation is required.

② How performance is reflected into Officers' compensation in FY2025 (How performance-based salary works and has been adopted)

For full-time officers, a special adjustment allowance may be paid when deemed particularly necessary.

③ Details of Officers' compensation levels and revisions made in FY2025

Head of the Corporation

1. Content of the Executive Compensation Standards

Compensation for officers consists of remuneration, special adjustment allowances, commuting allowances, housing allowances, and severance pay. The amount of remuneration shall be determined by the Board of Trustees within the upper limit, and the amount of special adjustment allowances shall be determined by the Board of Trustees after consultation with the Cabinet Office.

Governor

1. Details of the Executive Compensation Guidelines

Officers' compensation and allowances consist of remuneration, special adjustment allowances, commuting allowances, housing allowances, and severance pay. The amount of remuneration shall be determined by the Board of Directors within the maximum limit, and the amount of the special adjustment allowance shall be determined by the Board of Directors following consultation with the Cabinet Office.

Governor (Part Time)

1. Content of the Executive Compensation Guidelines

Remuneration for part-time officers shall be determined by the Board of Directors based on their position, taking into account their employment status.

2. Revisions for FY2025 No revisions.

Auditor

1. Details of the Executive Compensation Standards

Executive compensation consists of remuneration, special adjustment allowances, commuting allowances, housing allowances, and severance pay. The amount of remuneration shall be determined by the Board of Directors within the maximum limit, and the amount of the special adjustment allowance shall be determined by the Board of Directors following consultation with the Cabinet Office.

2. Revisions for FY2025 No revisions.

Auditor (Part Time)

1. Details of the Executive Compensation Standards

Remuneration for part-time directors shall be determined by the Board of Directors based on their position, taking into account their employment status.

2. Details of Revisions for FY2025
No revision.

2. Status of Remuneration and Other Payments to Officers

Position	Total Annual Compensation, etc., for Reiwa 7				Appointment/Resignation Status		Previous Position
	Total Amount Paid	Compensation (Salary)	Bonuses	Other (Details)	Appointment	Resignation	
Head of the Corporation	thousand yen 60,024	thousand yen 30,000	thousand yen	thousand yen (Commuting/ Special Adjustment Allowance) 30,024		2026/3/31	
"A" Governor	thousand yen 24,114	thousand yen 20,000	thousand yen	thousand yen (Commuting/Housing/ Special Adjustment Allowances) 4,114		2026/3/31	*※
"B" Governor (part-time)	thousand yen —	thousand yen —	thousand yen —	thousand yen (Commuting/ Special Adjustment Allowance) —	2025/5/31		■
"C" Governor (part-time)	thousand yen —	thousand yen —	thousand yen —	thousand yen (Commuting/ Special Adjustment Allowance) —	2025/5/31		■
"A" Governor (part-time)	thousand yen 710	thousand yen	thousand yen	thousand yen ()			
"B" Governor (part-time)	thousand yen 710	thousand yen	thousand yen	thousand yen ()			
"C" Governor (part-time)	thousand yen 690	thousand yen	thousand yen	thousand yen ()			
"D" Governor (part-time)	thousand yen 250	thousand yen	thousand yen	thousand yen ()		2026/5/30	
"E" Governor (part-time)	thousand yen 210	thousand yen	thousand yen	thousand yen ()			
"F" Governor (part-time)	thousand yen 150	thousand yen	thousand yen	thousand yen ()			
"G" Governor (part-time)	thousand yen 710	thousand yen	thousand yen	thousand yen ()			
"H" Governor (part-time)	thousand yen 50	thousand yen	thousand yen	thousand yen ()		2026/7/31	
"I" Governor (part-time)	thousand yen 420	thousand yen	thousand yen	thousand yen ()			
"J" Governor (part-time)	thousand yen 250	thousand yen	thousand yen	thousand yen ()			
"K" Governor (part-time)	thousand yen 710	thousand yen	thousand yen	thousand yen ()			
"L" Governor (part-time)	thousand yen 460	thousand yen	thousand yen	thousand yen ()			※
"M" Governor (part-time)	thousand yen 710		thousand yen	thousand yen ()			

"N" Governor (part-time)	thousand yen 710	thousand yen	thousand yen	thousand yen ()			
"O" Governor (part-time)	thousand yen 102	thousand yen	thousand yen	thousand yen ()	2026/11/1		
"P" Governor (part-time)	thousand yen 102	thousand yen	thousand yen	thousand yen ()	2026/11/1		
Auditor A	thousand yen 14,189	thousand yen 14,189	thousand yen	thousand yen ()			◇
Auditor B (Part-time)	thousand yen 3,400	thousand yen 3,400	thousand yen	thousand yen ()			
Auditor C (Part-time)	thousand yen 3,400	thousand yen 3,400	thousand yen	thousand yen ()			

Note 1: In the "Other" column, if allowances, etc., are paid, enter the total amount of, for example, the commuting allowance.

Note 2: In the "Previous Position" column, use the following symbols to indicate the type of the officer's previous position:

Retired civil servant "※", executive on secondment "◇", retiree from an independent administrative agency, etc. "※", retired civil servant who subsequently

Retirees from independent administrative agencies, etc. "※※"; leave blank if none apply. "■" indicates that, compared to the Vice Chairman of the Board of Trustees

Those who have been appointed and continue to receive salaries as staff members.

3. Regarding the Appropriateness of the Remuneration Levels for Officers

[Results of the Corporation's Review]

Head of the Corporation

These standards are appropriate in light of the gravity of the responsibility for overseeing the overall management, education, and research of a world-class

Governor

This is appropriate in light of the gravity of the responsibility for overseeing the management, education, and research of an internationally outstanding graduate

Governor (Part-time)

This is appropriate in light of the gravity of the responsibility for overseeing the overall management, education, and research at a globally outstanding graduate

Auditor

This is appropriate in light of the gravity of the responsibilities and the complexity of the duties involved in auditing an internationally outstanding graduate university.

Auditor (Part-time)

This is appropriate in light of the gravity of responsibility and the difficulty of the duties involved in auditing an internationally outstanding graduate university.

[Verification Results by the Competent Minister]

The Okinawa Institute of Science and Technology Graduate University (OIST) has been ranked ninth in the world and first in Japan in rankings of important scientific papers. It is also achieving steady results in startup support, with OIST-spun-off startups accounting for approximately 25% of all startups in the prefecture. Furthermore, OIST is advancing research that addresses societal challenges while leveraging Okinawa's unique characteristics and resources, such as environmental DNA survey of coral reefs using underwater drones and the development of anti-aging technologies utilizing Okinawan crops.

In fiscal year Reiwa 7, OIST strengthened its collaboration with other universities, local companies, and economic organizations to promote research aimed at solving societal challenges. At the same time, it continued its efforts to secure external funding, including through the "Program to Strengthen Research Universities by Attracting Globally Outstanding Researchers (EXPERT-J)," and worked to strengthen its financial foundation. These efforts can be evaluated as initiatives to realize OIST's mission of conducting internationally outstanding education and research in science and technology and to build the necessary infrastructure.

Given these circumstances, we consider the compensation levels for executives who oversee

. Status of Retirement Allowance Payments to Officers (Status of Retirees Who Received Retirement Allowances During Reiwa 7)

Category	Amount Paid (Total)	Period of Employment at the Corporation		Date of Retirement	Performance Adjustment Rate	Previous Position
	thousand yen	Year	Month			
Head of the Corporation	None applicable					
Director	thousand yen None applicable	Year	Month			
Auditor	thousand yen None applicable	Year	Month			

Note: In the "Previous Position" column, use the following symbols to indicate the type of position held by the retiree prior to serving as an officer:

Retired civil servant "※", executive on secondment "◇", retired employee of an independent administrative agency, etc. "※"; leave blank if none apply.

retired from an independent administrative agency, etc., "※※"; leave blank if none apply

5. Appropriateness of the Severance Pay Level

[Reasons for the Competent Minister's Decision, etc.]

Category	Reasons for the Determination
Head of the Corporation	None applicable
Director	None applicable
Auditor	None applicable

Note: In the "Reasons for Determination" column, specifically state the reasons leading to the determination of the performance-based adjustment rate and the amount of the severance allowance, including the results of the review of the corporation's performance, the performance of the duties in question, and personal performance.

6. Performance-Based Pay System and Approach to Its Implementation

A system has already been implemented to provide a special adjustment allowance when deemed particularly necessary. This system will continue to be maintained.

II. Salary of Employees

1. Items concerning the Basic Policy of Employee Salary

① How the employee salary level is determined

As the Okinawa Institute of Science and Technology Graduate University (OIST) is an international university where approximately 60% of faculty and 80% of students are foreign nationals, business-level English proficiency is, in principle, essential for staff. Based on this requirement, appropriate annual salary ranges are established for each job category, taking into account trends in salary levels for national civil servants and domestic and international universities and research institutions, and individual salary levels reflecting performance are determined within those ranges.

In the research division in particular, there is a need for staff who can leverage their specialized expertise to manage,

② How the productivity presented by the employee or work performance of the employee is reflected in the salary (How the performance-based salary works and is adopted)

We have introduced a performance evaluation system tailored to the characteristics of each job category (faculty, administrative staff, etc.). This system is implemented appropriately with due regard for fairness and transparency, and the results of the evaluations are reflected in individual salaries.

③ Details of the Salary System

Types of Compensation: Annual salary, overtime pay, and other allowances (commuting, housing, etc.)
Pay Structure: Annual salary system (salary ranges are set based on job category [e.g., faculty,

④ Major revisions made in FY2025

None

2. Status of Staff Salary Payments, etc.

① Number of Full-Time Employees

Total full-time staff (as of April 1, Reiwa 8): 1,073 people

Note: Total number of all full-time staff, including full-time overseas staff, fixed-term staff, and re-employed staff (reappointed staff)

Of these, employees who received year-round salaries for the same job category, etc. (eligible full-time employees): 768

② Payment Status by Type of Work

Classification	Number	Average Age	FY 2025 Average Annual Salary			
			Total Amount	Prescribed amount	commuting allowance	Bonuses with the total
Permanent Employee	No. of staff members	Age	K yen	K yen	K yen	K yen
	9	55.3	11,129	11,129	162	0
	Administrative/Technical	Age	K yen	K yen	K yen	K yen
	9	55.3	11,129	11,129	162	0
Research Staff	No. of staff members	Age	K yen	K yen	K yen	K yen
	—	—	—	—	—	—

Fixed Term Employee	No. of staff members	Age	K yen	K yen	K yen	K yen
	756	44.4	7,928	7,928	85	0
	No. of staff members	Age	K yen	K yen	K yen	K yen
	75	52.0	20,001	20,001	37	0
Faculty	No. of staff members	Age	K yen	K yen	K yen	K yen
	419	45.1	6,290	6,290	112	0
Administrative/Technical	No. of staff members	Age	K yen	K yen	K yen	K yen
	262	41.0	7,091	7,091	57	0
Research Staff	No. of staff members	Age	K yen	K yen	K yen	K yen
	—	—	—	—	—	—
Overseas Employee	No. of staff members	Age	K yen	K yen	K yen	K yen
	—	—	—	—	—	—

Note 1: "Permanent employee" exclude staff working abroad.

Note 2: Postions which have no applicable permanet or fixed term employee are omitted

Note 3: Re-employed or part-time staff are not listed as there is no applicable staff.

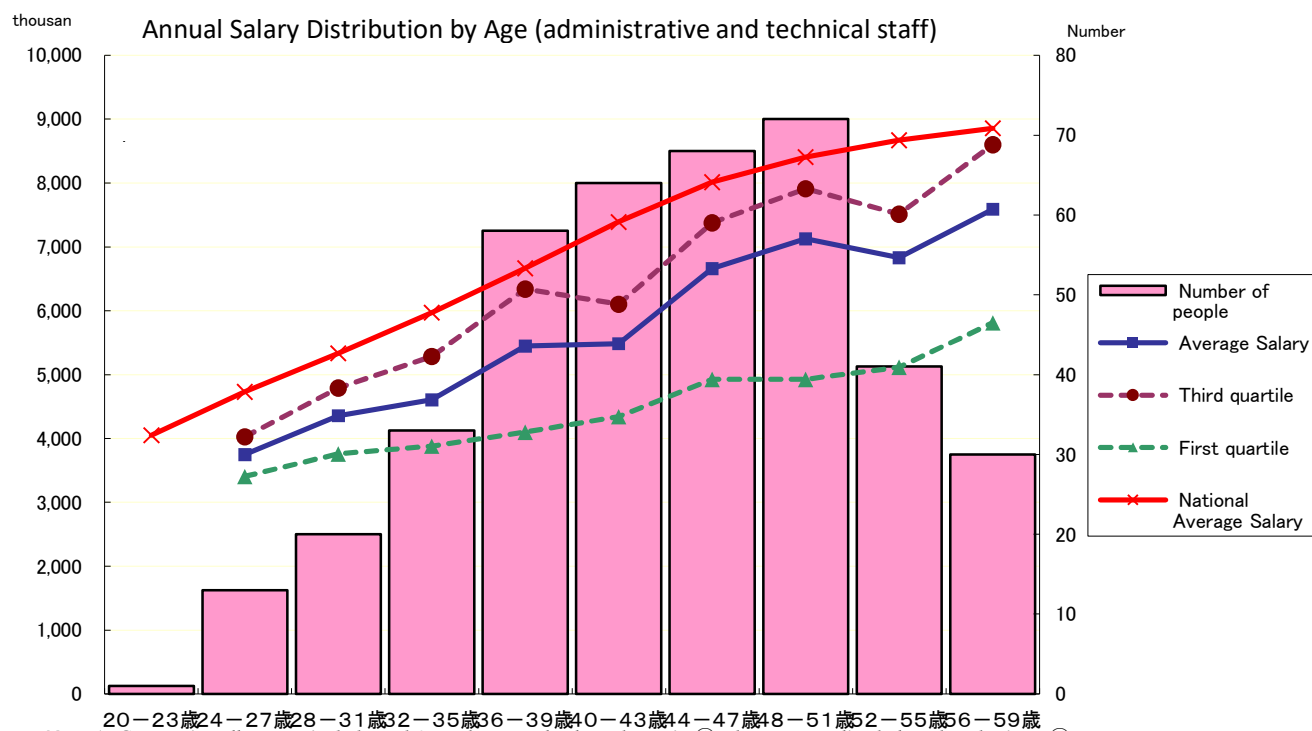
Note 4: All permanent employees and fixed term employees are based on annual salary.

Note 5: Overseas employees are employee based overseas and on annual salary.

Note 6: If there are only two or fewer applicable persons, information other than the classification is omitted as individuals information may be identified. Also excluded from the overall number of staff members

- Provide notes in the margin for job titles that are difficult to understand.
- If there are two or fewer employees in a category or job type, do not fill in the entries except for the "Category" column, and do not include them in the total number of employees, average age, or annual salary (average) for Reiwa Year ○ for that category; note this fact in a footnote outside the column.
- If employees under the annual salary system are currently employed, prepare a separate set of Table ② for those employees.
- For categories or job types within a category where no applicable personnel exist, the table or column may be omitted. If omitted,

③ Annual Salary Distribution by Age (administrative and technical staff)
[excluding staff working abroad; the same applies below through item ④.]



Note 1: Commuting allowance is deducted from the annual salary shown in ①. the same applies below through item ④.

Note 2: For the 20-23 age group, since there are only two individuals, the 1st quartile, 3rd quartile, and average salary figures are not shown.

④ Distribution of Annual Salaries by Job Classification (Administrative and Technical Staff)
(Administrative and Technical Staff)

Groups Representing Distribution	No. of staff	Average Age	Annual Salary	
			Average	Max-Min
	People	Age	K yen	K yen
Director-level	27	53.6	14,045	24,553 ~ 7,716
Manager-level	47	48.5	9,231	19,295 ~ 6,217
Assistant Manager-level	71	48.0	6,914	10,052 ~ 4,655
Team Leader-level	135	46.9	5,564	8,047 ~ 4,000
Staff-level	148	40.1	4,273	9,155 ~ 2,729

⑤ Bonus (Not applicable)

Division		Summer	Winter	Total
Managerial level	Uniform payment (Each term)	%	%	%
	Assessed Payment (performance basis)(average)	%	%	%
	Max~Min	~	~	~
General Staff	Uniform payment (Each term)	%	%	%
	Assessed payment (performance basis)(average)	%	%	%
	Max~Min	~	~	~

3. Verification of the Appropriateness of Salary Level

○ Administrative and Technical Staff

Item	Contents
Compared with Government Officials	• Age basis 81.1 • Region/Academic Career basis 91.2 • Age/Academic Career basis 79.7 • Age, region, and educational background 90.2
Reason why the salary level is higher than that of the Nation	N/A
Verification of the Appropriateness of Salary Levels	(Results of the Corporation's Verification) Taking age into account, the index relative to national civil servants was 82.8 in Reiwa 6 and 81.1 in Reiwa 7, remaining below 100. Through various measures taken to date aimed at reducing salary (Verification Results by the Competent Minister) The Okinawa Institute of Science and Technology Graduate University (OIST) conducts world-class education and research in an international environment where approximately 60 percent of faculty and 80 percent of students are foreign nationals. Administrative staff supporting these researchers are required to possess not only high-level language proficiency but also broad knowledge of science and technology. We believe that appropriate compensation is necessary to secure such talent not only within Okinawa Prefecture but also from across Japan and around the world. Even under these circumstances, efforts to adjust salary levels have resulted in a National Civil Service Index that can be considered appropriate. Moving forward, amid fierce international competition to secure talented personnel, we will continue to monitor salary levels closely to ensure they remain appropriate,
Measures to Be Taken	We will continue to maintain ① systematic recruitment of mid-career and younger employees when their abilities are comparable, and ② thorough performance evaluations and stricter application of pay raises to ensure appropriate salary levels.

4. Salary Model

Note: Omitted as only the annual salary system is in place

5. Performance-Based Pay System and Approach to Its Implementation

We have introduced a performance evaluation system tailored to the characteristics of each job category—such as faculty and administrative staff—and implement it appropriately while ensuring fairness and transparency; the results of these evaluations are reflected in individual salaries. We will continue to maintain this system going forward.

III. Comprehensive Personnel Expenses

Classification	Previous Fiscal Year (FY 2024)	Current Fiscal Year (FY 2025)
Total Amount of Salaries, Compensation, etc. Paid (A)	K yen 8,378,545	K yen 8,505,224
Retirement Allowance (B)	K yen —	K yen —
Remuneration for Part-Time Officers (C)	K yen 56,135	K yen 40,192
Benefit Package Expenses (D)	K yen 967,992	K yen 1,052,241
Broadest Definition of Personnel Expenses (A + B + C + D)	K yen 9,402,672	K yen 9,597,657

Points to Note Regarding Total Labor Costs

- TheOkinawa Institute of Science and Technology Graduate University(OIST)conducts internationally outstanding education and research. Given the intense global competition to secure talented personnel, it is necessary to secure outstanding talent, which requires commensurate compensation.
 - In accordance with the“Decision on Reducing the Payment Levels of Retirement Allowances for National Public Servants, etc.” (Cabinet Decision of August 7, Heisei 24), effective April 1, Heisei 25, the calculation of retirement allowancesfor executives and staffwas adjusted in line with the revisions to national public servant retirement allowances by applying an adjustment rate (92/100 from October Heisei 25 through June Heisei 26,and87/100 fromHeisei 26 July onward) to the calculated amount,andfrom Heisei 30 January onward,the rate wasfurtherreduced to83.7/100based on the Cabinet Decision of November 17,Heisei 29.
 - The increase in total personnel expenses FY 2025 is attributable to an increase in the number of employees and a rise in welfare benefits expenses.

IV. Mandatory Retirement System and Salary System for Employees Aged 60 and Over

- Mandatory Retirement Age

Faculty:70years old; no mandatory retirement from executive positions

Research Positions:65years old; no mandatory retirement from management positions

Administrative and Technical Positions:Age 65No mandatory retirementmanagerial positions

V. Other

- None in particular.

