

February 21, 2023
Benesse Holdings, Inc.

Analyst Meeting for ESG and Sustainability Q&A Summary

- **Date and Time : Tuesday, February 21, 2023, 4:00 – 5:00 p.m.**
- **Respondents: Hitoshi Kobayashi,**
Representative Director and President, CEO
Haruna Okada,
Managing Executive Officer, Executive General Manager of
ESG and Sustainability
Hidetomo Hashimoto,
Senior Managing Executive Officer CDXO (Chief DX
Officer), Executive General Manager of Digital Innovation
Partners
Hisano Murakami,
CHRO (Chief Human Resource Officer), Executive General
Manager of Group Human Resources
Koutarou Ueda,
CSO (Chief Strategy Officer), Executive General Manager
of Corporate Planning and Promotion
Shinsuke Tsuboi,
Managing Executive Officer, CFO (Chief Financial Officer),
Executive General Manager of Finance & Accounting

※ We have taken excerpts from the Q&A session and summarized them. Some of the wording and the order have been modified for ease of understanding

Q1.Approximately how many DX personnel do you have at Benesse Group? Of the DX human resources, what is the ratio of internally trained personnel to external hires?

- A. The Benesse Group as a whole, including functional subsidiary Benesse InfoShell, has approximately 1,200 experts in the DX Job Categories. While it is difficult to define external hires, the number of our mid-career hires in the past three years is about 200, which means a large percentage of our DX human resources is

trained in-house. However, there are certain areas where internal development alone is not sufficient. We will seek support from outside sources, by continuing to pursue mid-career hiring, for example.

Q2.What is your plan for hiring and developing DX human personnel? In which business areas do you intend to leverage your DX human resources?

- A. We need to continue hiring hundreds of people each year. We feel DX personnel are needed in all business areas, not in specific areas. In particular, we want to focus on nursing care and other areas where DX has yet to make much progress. That said, we have been working on digitalization not only in nursing care but in services for customers at each life stage. We must continue to take up the challenge of how we can respond to the essential issues of customers while leveraging DX in all of our businesses.

Q3.Regarding the University and Working Adult Business, I saw it as a business that draws attention as a social issue, easily benefiting from corporate investments in human capital, while at the same time being a life stage that has somewhat lagged behind other areas in fulfilling Benesse's purpose. I would like to know about your future resource planning and strategies for the Business.

- A. We view the University and Working Adult Business as a major theme that should be addressed properly, from the perspectives of our purpose and business opportunities. Supported by its popularity in our in-house job posting system, we have been allocating our existing human resources to the Business. Further, it will be important to determine how to appropriate funds as we design our business portfolio. We should be able to discuss more details in the Reform business plan to be announced in May, so please wait for the release.