



**Benesse Holdings, Inc.**

**Ordinary General Shareholders' Meeting for the 68th Period Q&A Summary**

**June 25, 2022**

Prior to the Ordinary General Shareholders' Meeting, we received questions from shareholders in advance of the meeting. We have provided answers to questions that we believe are of particular interest from shareholders at the meeting. There were no questions on the day of the meeting.

**1. Questions in advance**

**Q. There is only one woman on the Board of Directors, but shouldn't there be more?**

A. We recognize that increasing the number of female directors, especially executive directors, is an important issue for our company. Currently, we are implementing measures such as career development and leadership training for female executives. Through these measures, we hope to secure at least one female executive director within three to five years.

**Q. I think the company is behind the curve in terms of digital service support.**

A. We are striving to utilize digital technology to enhance the value of our products and services. To cite a few examples, we are digitizing "Shinkenzeni", providing educational support software for schools, and using AI to analyze nursing care technology. In addition, we have established "Digital Innovation Partners," an organization that integrates our digital and IT divisions, to strengthen our digital efforts as a group. We have been focusing on digital support, and will promote it more strongly in the future.

**2. Questions on the day**

None