

CHAPTER  
01

## Supporting lifelong growth to forge a new future

### Our Vision and Business Strategies

What future does the Benesse Group envision for itself, and how is the Group aiming to achieve that vision?

In this chapter we describe the medium- to long-term vision and strategies that the Group is pursuing for value creation.

# Benesse's Value Creation Process

We seek sustainable growth for both the Benesse Group and society by bringing people "Benesse = well-being" through our business and social activities, and continuously creating new value that helps solve social problems.

## INPUT (FY2022)

### Financial capital

Total assets ..... 541.5 billion yen  
Shareholders' equity ..... 152.3 billion yen

### Productive capital

Prep schools and classrooms ..... 2,204 locations  
(Total for Tokyo Individualized Educational Institute, UP, Ochanomizu Seminar, Tetsuryokukai, Benesse BE studio, and StudyHacker)

Nursing homes ..... 352 locations

### Human capital

Employees (consolidated) ..... Approx. 17,000  
Digital transformation (DX) human resources ..... Approx. 1,200

### Intellectual capital

Strong brands for childcare, education, and nursing care  
Teaching materials and methods for instilling the ability to learn  
Expertise in developing and grading simulated exams  
Unique nursing care methods and mechanisms  
Multifaceted surveys and research in the education field

### Social capital

Cumulative enrollments in Shinkensemi / learning data ..... Approx. 18.31 million members  
Students taking Shinken Simulated Exams and other exams / test data ..... Approx. 9.10 million people  
Number of UdeMy users in Japan ..... More than 1.40 million people (as of June 2023)  
Nursing home residents ..... Approx. 17,000 people

## Transformation Business Plan

### Portfolio strategy

Transformation of core businesses (Core Education)

Transformation of core businesses (Core Nursing Care)

Challenges for new growth (New Fields)

Management system transformation  
Corporate transformation

Promotion of DX mainly through the Group-wide organization DIP\*

\*DIP: Digital Innovation Partners

### Financial key performance indicator (KPI)

Operating income\*  
FY2025  
32 billion+ yen

Return on equity (ROE)  
FY2025  
10%+

Sales growth in New Fields  
FY2022-2025  
Doubled as of FY2025 (Relative to FY2022)

+

Portfolio structure vision for FY2028:  
Well-balanced profit generation from three pillars:  
**Core Education, Core Nursing Care, and New Fields**

\*Goodwill from future M&As are excluded.

## Materiality (See page 37 for details.)

### Toward the achievement of our purpose

Supporting diversified and multilayered learning experiences to provide motivational education services

Supporting sustainable corporate growth and personal career development through learning experiences

Respecting the unique individuality of the elderly while resolving structural nursing care issues

### Foundation that underpins the above

Nurturing organizations and people as drivers of transformation

Preserving a sustainable global environment

Cultivating a corporate culture conducive to serving society and customers with integrity

## Achievement of the Benesse Group's Purpose

Anybody can enjoy lifelong growth.  
Toward a world in which everyone can live their own life.

Benesse will continue to aim for these ideals.

