

Benesse's Value Creation Process

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 Udeemy 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

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.

