

CONTENTS



- 3 | Benesse Group Corporate Philosophy & Principles
- 5 | History of the Benesse Group
- 7 | The Benesse Group in Numbers

9 | **Part 1 Our Vision and Business Strategies**

- 11 | Medium-Term Management Plan
- 13 | **Message from Management**



- 19 | **Special Feature**—Our strategies for creating value in the education business



- 22 | A report by the Benesse Educational Research & Development Institute
- 23 | Corporate Governance



31 | **Part 2 How We Create Value**

- 33 | Domestic Education (Japan)
- 37 | Global Kodomo Challenge
- 39 | Nursing Care and Childcare
- 41 | Berlitz
- 43 | Other/New Business Domains
- 44 | **Feedback from a Securities Analyst**



45 | **Part 3 Enhancing Operational Resources**

- 47 | Human Capital
- 51 | Intellectual Capital
- 53 | Social Capital

Dialogue—Soichiro Fukutake and Tadao Ando
Showing the world a way to make communities more sustainable



- 57 | Financial and Non-Financial Highlights
- 59 | Group Information