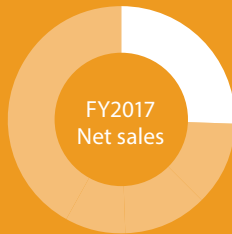


Nursing Care and Childcare

The Nursing Care and Childcare business constitutes the number-two pillar of the Benesse Group. We are focusing on improving quality and reinforcing our strategy of regional dominance.



25.7%
¥111.8 billion



Nursing Home and Home Help Services Business

Operation of private-pay nursing homes and of elderly homes
Providing of home help services and daytime nursing care services



Nursing care service

アリア グラニー&グランダ
くらら まどか
ボンセジュール ここち
リレ

Our seven series of nursing homes and houses for the elderly

Food Delivery Services and Nursing Care Food Business

Door-to-door food delivery services for the elderly
Development and providing of nursing care food



Food delivery service

Daycare and Afterschool Care Business

Operation of daycare centers and afterschool childcare centers, mainly in the Tokyo metropolitan area



Childcare service

Results and Forecasts

FY2017 Results

Net sales ¥111.8 billion
Operating income ¥8.8 billion

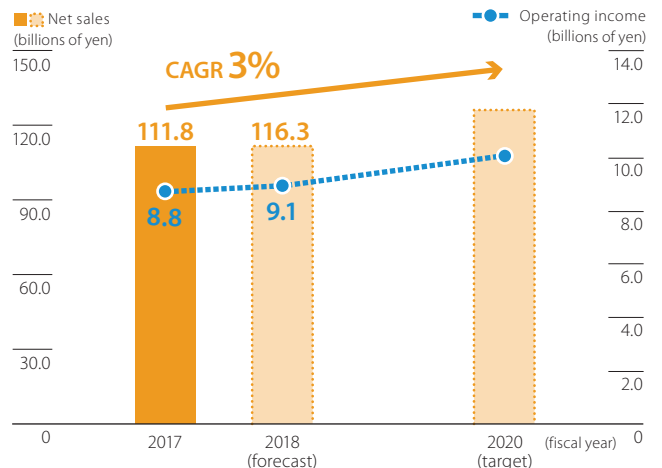
FY2020 Targets

Net sales CAGR 3%

- Reinforce regional strategy by steadily increasing the number of nursing homes
- Promote differentiation in service quality by further developing the Benesse Method

Note: Starting in FY2018, we have modified the segmentation of the Group's businesses. The results for FY2017 are reclassified according to the new segmentation. Please note that the figures for FY2017 are unaudited, and may change later.

Net Sales & Operating Income



Policies and Strategies Going Forward

Differentiating by taking a scientific approach to nursing care and childcare

For the year ended March 2018, Benesse Style Care's homes achieved a high occupancy rate of 95%, indicating that the business as a whole is solid. Each of the homes uses the Benesse Method—a compilation of practical knowledge gained at our homes—to provide high-quality service, and residents are pleased with the service received. As a result, staff members feel their work to be worthwhile, and this in turn helps increase the occupancy rate. We aim to push ahead with this virtuous cycle so as to achieve steady growth.



Shinya Takiyama

Director and Corporate Executive Vice President,
President of Nursing Care and Childcare Business Company

Reinforcing regional strategy by increasing the number of nursing homes

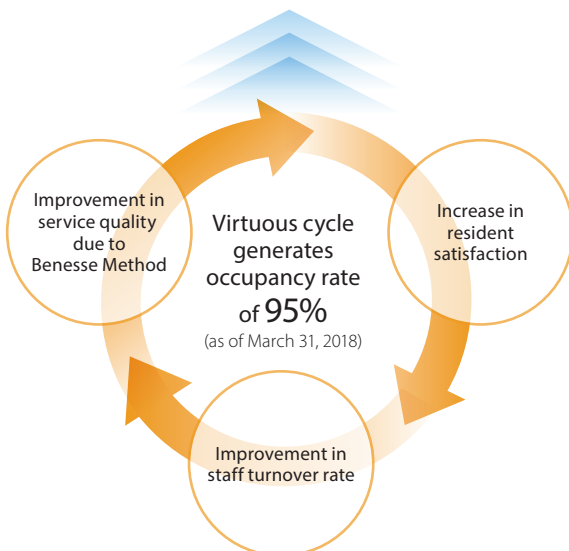
Although the change from an aging society to a super-aging one is making competition in the industry more intense, Benesse's nursing care business has an excellent reputation because it offers the highest quality of service in the industry. To improve the quality of service even more, the medium-term management plan lays out a strategic policy of using the Benesse Method to differentiate Benesse's services. While working to improve quality even further using the Benesse Method, which verbalizes and systematizes the practical knowledge Benesse has gained at its nursing homes, we are also expanding our personnel structure by continuously hiring and training staff.

Even after FY2018, we plan to continue opening roughly 10 new nursing homes per year, primarily in major urban areas.

Strategic policy of the nursing care business

Steadily increase the number of nursing homes

- Open approx. 10 new homes per year
- Strengthen position in high-end nursing homes



Differentiating in service quality by further developing the Benesse Method

The Benesse Method uses a scientific approach to verbalize and systematize a large number of successful examples from Benesse's nursing homes. It is a crystallization of wisdom and expertise that are grounded in 20 years of practice, and it contributes greatly to improving the quality of our service.

For example, the Dementia Care Method, which was enhanced in 2016, came into being when best practices from Benesse nursing homes nationwide that engage in self-reliance support and the encouraging of spontaneous efforts were analyzed, and 29 patterns for increasing the probability of success in dementia care were extracted and systematized. In addition, in pattern language we summarized in 65 patterns a variety of object- and space-related tips for making a home for the elderly a pleasant place; this book was awarded the 2017 Good Design Award, and since February 2018 we have made it available for free on our website. What is more, in FY2018 we plan to complete a pattern language for use in childcare. We have also developed, and put into complete operation in all our nursing homes, Service Navigation System, which records details of daily nursing care and nursing actions in digital format and uses a variety of functions to keep each member of a home's staff aware of what is going on.

The Benesse Method

Dementia Care Method	Expertise acquired in self-reliance support and the encouraging of spontaneous efforts is verbalized in the Dementia Care Method
+	
Pattern Language	Organizes into 65 patterns various tips for how to create an environment where people can be themselves
+	
Service Navigation System	Systematizes nursing-care records and nursing records, and shares the expertise of skilled employees with the entire staff