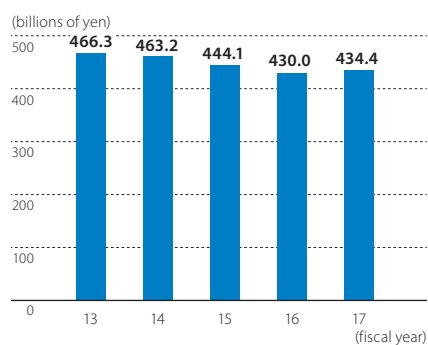


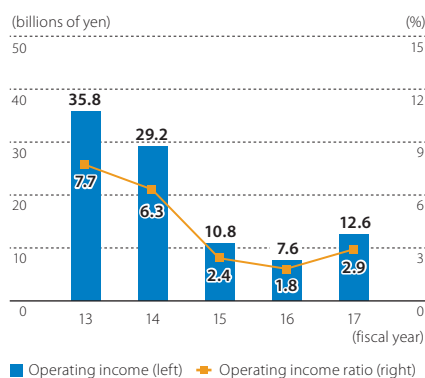
Financial and Non-Financial Highlights

Financial Information

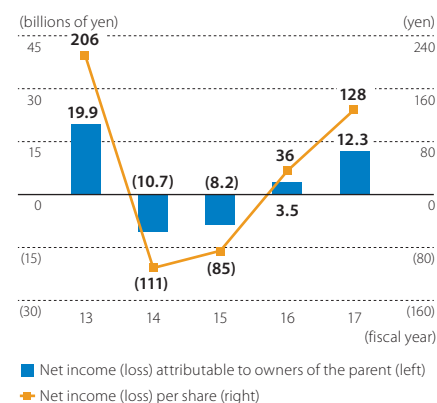
Net sales



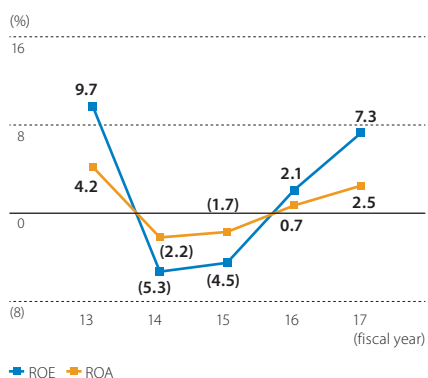
Operating income/ Operating income ratio



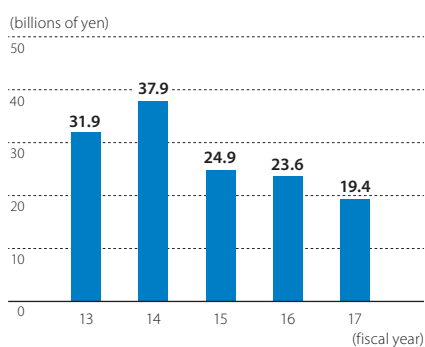
Net income (loss) attributable to owners of the parent/ Net income (loss) per share



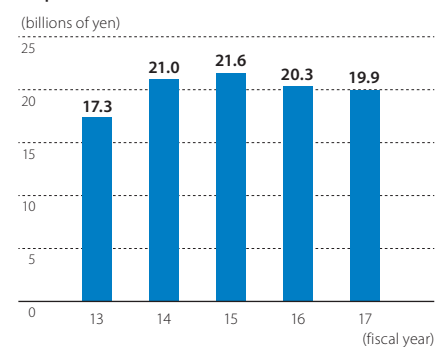
ROE/ROA



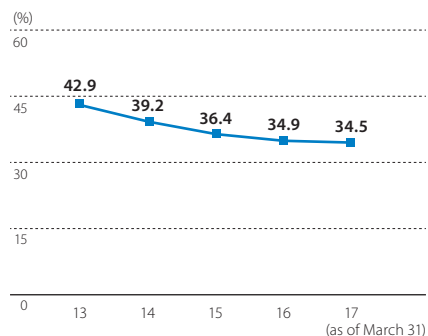
CAPEX



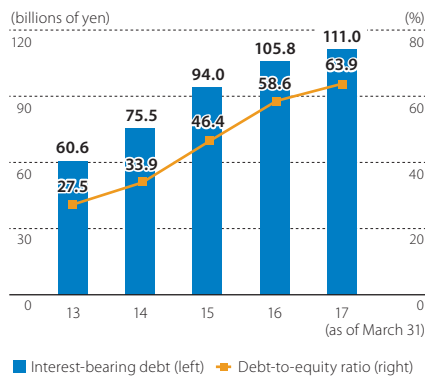
Depreciation & amortization



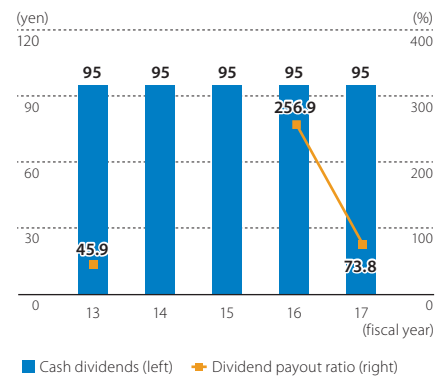
Equity ratio



Interest-bearing debt/ Debt-to-equity ratio



Cash dividends/Dividend payout ratio

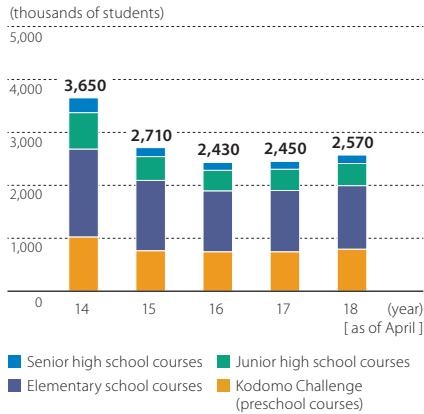


Note: Interest-bearing debt includes lease obligations.

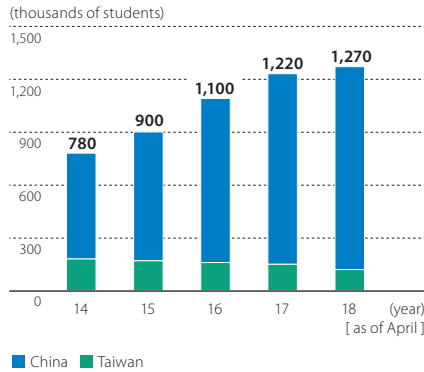
Non-Financial Information

Business-related

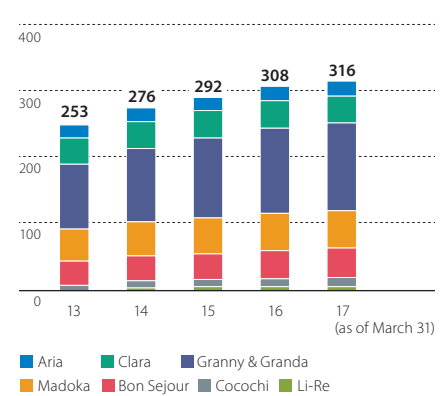
Shinkenzemi enrollments (domestic)



Kodomo Challenge enrollments (overseas)

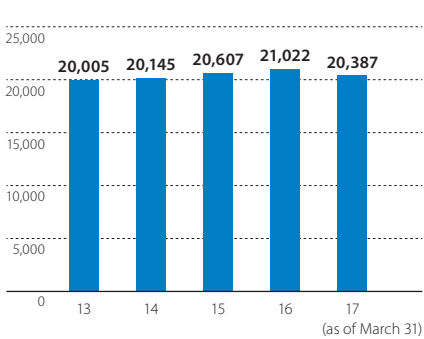


Nursing homes & elderly homes by brand

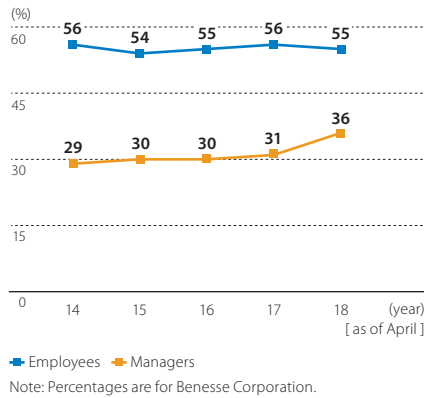


Human Resources

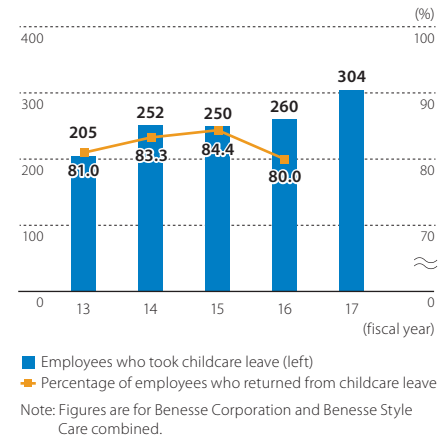
Employees on consolidated basis



Ratio of female employees/Managers

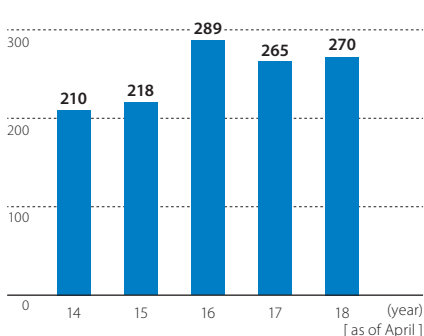


Employees who took childcare leave/ Returned from leave



Human Resources

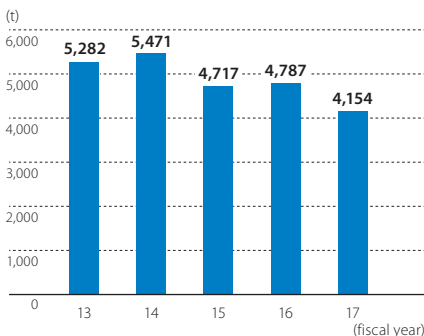
Employees taking shorter hours for child-rearing



Note: Figures are for Benesse Corporation and Benesse Style Care combined.

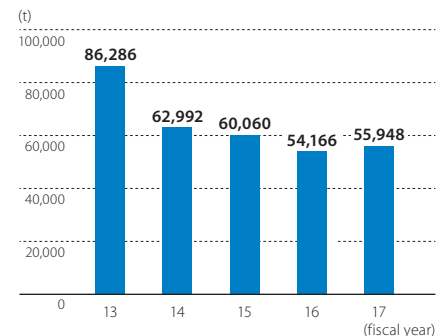
Environment

CO₂ emissions



Note: CO₂ emissions are for electricity consumption only.

Paper consumption



Note: Paper consumption excludes printing paper for use in offices.