

INPUTS

Business capital

Financial capital



Total assets
¥541.9 billion
Shareholders' equity
¥173.4 billion

Human capital



Employees (consolidated)
20,000

Intellectual capital



Survey reports **400**

Social capital



Study history for
approximately **2 million**
Shinkenzenmi members

Assessment data for
roughly **9 million**
annual test-takers for the Shinken
Simulated Exams and other tests

Nursing home residents
17,000

Medium-Term Management Plan FY2021–2025

**Evolve core businesses &
expand into new fields**

Financial targets & KPI

Phase 1

FY2021–2022
**Rebuild sales/OP
to above
FY2019 levels**

Phase 2

FY2023–2025

**Organic growth
3%+ (sales)**

FY2025

**OPM 8%+
ROE 10%+**

Evolve core businesses

**Organic V-shaped
recovery in existing
business fields from
the COVID-19 impact**

**Inorganic growth (by
developing existing
businesses into new
areas) to further boost
sustaining growth**

Expand into new fields

**Leveraging Benesse strengths to enter
new fields and overseas markets**

OUTPUTS

Value created

Correspondence
courses
Shinkenzenmi



Mock university
entrance exams
Shinken Simulated
Exams



Operation of prep
schools and English
language classes



Correspondence
course for preschoolers
Kodomo Challenge

Japan version



China version



Informational
magazines for
pregnancy, childbirth,
and parenting



Informational
magazines and
websites about pets



Managing residencies
for the elderly



Operation of daycare
centers and
afterschool childcare
centers



Berlitz language
services



OUTCOMES

Vision

**As one of Japan's leading
education and nursing
care companies**

**Providing learning
to aid individual growth
and fuller lives**

**Supporting seniors
in having a way of life
that suits them**

**New challenges on
global issues**

**Applying educational
and nursing care assets
cultivated in Japan to
global educational and
nursing care issues**