

INPUTS

Business capital

Financial capital

Total assets
¥517.4 billion
Shareholders' equity
¥175.0 billion

Human capital

Employees (consolidated)
20,000

Intellectual capital

Survey reports
400

Social capital

Shinkenzemi enrollments in Japan (including Kodomo Challenge)
2.71 million
Kodomo Challenge enrollments outside Japan
1.18 million
Nursing home residents
17,000

Philosophy



Five business domains that support the well-being of everyone

Domestic Education (Japan)



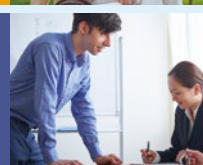
Global Kodomo Challenge



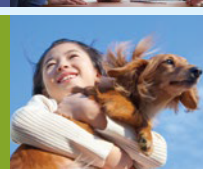
Nursing Care and Childcare



Berlitz



Other/ New Business Domains



Community initiatives

Benesse Foundation for Children

- Providing learning opportunities to children
- Creating environments for learning with peace of mind

Fukutake Foundation

- Supporting art
- Regional development

Strengthening corporate governance

Changes in society

- Reforms to the education system
- Diversification of learning
 - Promoting active learning
- Advancements in digital mediums and digital transformation
- China's growth and educational challenges
- More people who need nursing care
- Greater language learning needs due to globalization
- Larger economic gaps between regions
- Climate change
- Pandemic
- Telework

OUTPUTS

Value created

- Correspondence courses Shinkenzemi



- Mock university-entrance exams Shinken Simulated Exams



- Proficiency tests for the four skills Global Test of English Communication (GTEC)



- Operation of cram schools and prep schools



- Correspondence course for preschoolers Kodomo Challenge

- Japan version
- China version



- Managing residences for the elderly



- Operation of daycare centers and afterschool childcare centers



- Berlitz language services



- Informational magazines for pregnancy, childbirth, and parenting



- Magazines and websites about pets



OUTCOMES

Vision

Financial targets

FY2022 (envisaged target)

Net sales
¥600.0 billion
Operating income
¥60.0 billion

Operating margin
10.0%

ROE
≥10.0%

* Envisaged targets are as of September 2018.

Non-financial targets

Sustainability Vision

- Learning throughout life
- Preparation for the needs of a super-aged society
- Sharing of knowledge with society
- Value co-creation with communities
- Creation of a healthy society