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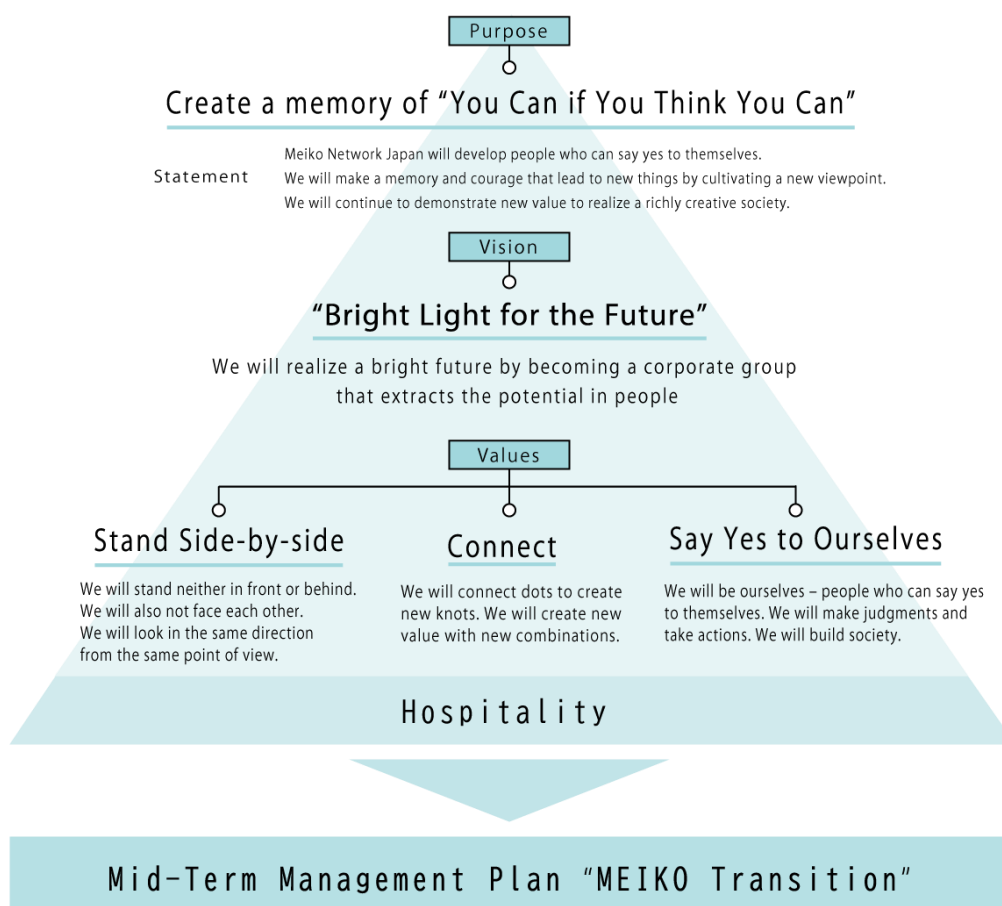
## Notice of the Formulation of the Mid-term Management Plan (Fiscal Year Ending August 31, 2025 to Fiscal Year Ending August 31, 2027)

Meiko Network Japan Co., Ltd. (the “Company”) hereby announces that it has formulated its Mid-term Management Plan (Fiscal Year Ending August 31, 2025 to Fiscal Year Ending August 31, 2027). An overview is given below.

### 1. Overview of the Mid-Term Management Plan (Fiscal Year Ending August 31, 2025 to Fiscal Year Ending August 31, 2027)

#### (1) Management Policy

#### Mid-term Management Plan MEIKO Transition: Aiming to be a 100-Year-Old Company



There are concerns that Japan's future demographic problems will not be limited only to the accelerated aging of society and declining birthrate, but also include a wide range of issues, such as a shortage of workers due to a decline in the working population. In response to these social issues, the Group formulated the **three year Mid-term Management Plan “MEIKO Transition”** starting from the fiscal year ending August 31, 2025 to realize the **Vision** to be a corporate group that extracts the potential of people by evolving into a comprehensive human resource support group based on the **Purpose** of create a memory of “You can if you think you can” with education as the intervening value.

The Group has positioned the three years of the Mid-term Management Plan “MEIKO Transition” as an investment period to generate profits. To resolve current issues and build a foundation for growth that will open the way to the future, the Group will resolutely implement a bold **Transition** (\*) from both the perspectives of “business” and “human”, continue to achieve sustainable growth, and aim to be a company that reaches 100 years old.

(\*) Transition: Moving to the next stage while achieving continuous change

### **Business Transition**

The Group aims to **Transition** from an educational company that supports the independence of children to a comprehensive human resources support group that realizes a bright future for each individual's life stage by extracting the potential of everyone, from infants to seniors. The Group will build a stable earnings base by actively seizing new market opportunities in addition to our existing businesses and creating businesses that are compatible with our **Purpose** and **Vision** and that resolve social issues.

### **Human Transition**

In order for each and every person in the Group to boldly take on the challenge of creating new value and embody the **Purpose** of create a memory of “You can if you think you can” and **Vision** to be a corporate group that extracts the potential of people the Group will strive to **Transition** away from the conventional method and thinking. By encouraging each employee to make a **Transition**, employees will achieve personal growth and dramatically improve the competitiveness of the Group as a whole.

## **(2) Basic Policy of the Group-wide Strategy**

### (i) Portfolio Evolution

- As a pillar of growth following Meiko Gijuku, build a foundation for growth by investing in the human resources and training business and new businesses and create well-balanced profit.

### (ii) Expansion of the Customer Base (Target)

- In response to the diversification of educational needs, our education business aims to expand its customer base. Additionally, our human resources and training services will broaden their customer reach to meet a variety of needs.

### (iii) Acceleration of Alliance Strategy

- Accelerate the introduction of new services by strengthening cooperation with governments, educational institutions, private businesses, and others.

### (iv) Realization of Group Alliances

- Optimize human resources to maximize Group synergies. The Group Administration Office will provide operational support.

### (v) Creation of a Safe and Secure environment

- Continue our operations and protect the safety of each person engaged in the business activities of the Group as well as our customers.

### **(3) Business Strategy**

#### **(i) Education: Meiko Gijuku Business**

- The Company will strengthen its profit structure by transforming and raising the level of its earnings structure through horizontally deploying successful examples of top-runner schools that have achieved high earnings to starting with directly managed schools and moving to FCs.
- With hospitality as the core, the Company will promote the acquisition of “Hospitality Coordinator” and “Associate Hospitality Coordinator” qualifications. By putting hospitality into practice, it aims to raise the quality of the services it provides, raise not only customer satisfaction but also employee satisfaction, and realize the experience value of “always shining” that makes people want to continue.

#### **(ii) Education: Meiko Kids Business**

- The Company will develop alliances that possess assets and strengthen collaboration, in addition to commissions from 13 private elementary schools.

#### **(iii) Education: RED Business**

- The Company will leverage its strength as an ICT-based business model that does not rely on people and will expand franchisees and strengthen cooperation with local governments where there is a shortage of instructors and management contracts of town-run cram schools.

#### **(iv) Education: Japanese Language School Business**

- The Company will strengthen intra-group alliances and pursue synergies at the two Japanese language schools.

#### **(v) Human Resources and Training: Human Resources Business (Specified Skills)**

- The Company has been developing mainly in the food service industry where market needs are high, but it will expand the range of industries in the future. Also, it provides training based on hospitality to produce human resources that stand out.

#### **(vi) Human Resources and Training: Human Resources Business (Recruitment Consulting)**

- The Company has focused on industries with high market needs and has built relationships with recruitment agencies and job seekers, but it will expand the scope of industries in the future.

#### **(vii) Human Resources and Training: Training Business**

- The Company will introduce individual reskilling services and differentiate ourselves with a hybrid model that combines reskilling and recruitment consulting services.

### **(4) Financial Investment Strategies and Organization Human Resources Strategy**

#### **(i) Capital Allocation**

- In addition to investment in the growth of existing businesses, human resource development, and infrastructure investment in systems and DX, the Company will promote strategic investment in the human resources and training business, which has high growth potential and can become a core business in the future, and new businesses on a scale of 3 to 5 billion yen, funded by cash reserves, operating cash flow, and financial cash flow.

#### **(i1) Human Capital Strategy**

- The Company regards human resources as capital (ability) rather than resources, respects the individuality and diversity of each employee, and will revitalize our human resources and organization. It will also develop an environment in which individuals can demonstrate innovation through chemical reactions generated by their diverse perspectives, experiences, and skills, motivation to take on challenges with excitement and without fear of failure, and autonomy.
- The Company will continue to hire diverse human resources, develop human resources, and promote exchanges through job rotation within the Group, create numerous businesses, and produce the next generation of talent pool that supports the Group.

## (5) Financial Targets

The Company will promote strategic investments to evolve its portfolio and leverage with an awareness of the cost of capital.

It aims to build an operating and financial earnings base that achieves stable and sustainable operating profit and EBITDA growth.

### (i) Sales and Income

	Target for the Fiscal Year Ending August 31, 2025	Target for the Fiscal Year Ending August 31, 2027
Consolidated sales	23 billion yen	24 billion yen
Consolidated operating income	1.1 billion yen	1.5 billion yen
EBITDA	1.35 billion yen	2 billion yen

### (ii) Efficiency, Stability and Leverage

	Target for the Fiscal Year Ending August 31, 2025	Target for the Fiscal Year Ending August 31, 2027
ROE	5.9%	8.0%
Financial leverage	1.64	1.70 or higher

### (iii) Shareholder Return

	Target for the Fiscal Year Ending August 31, 2025	Target for the Fiscal Year Ending August 31, 2027
DOE (dividend on equity ratio)	6.6%	5% to 7%