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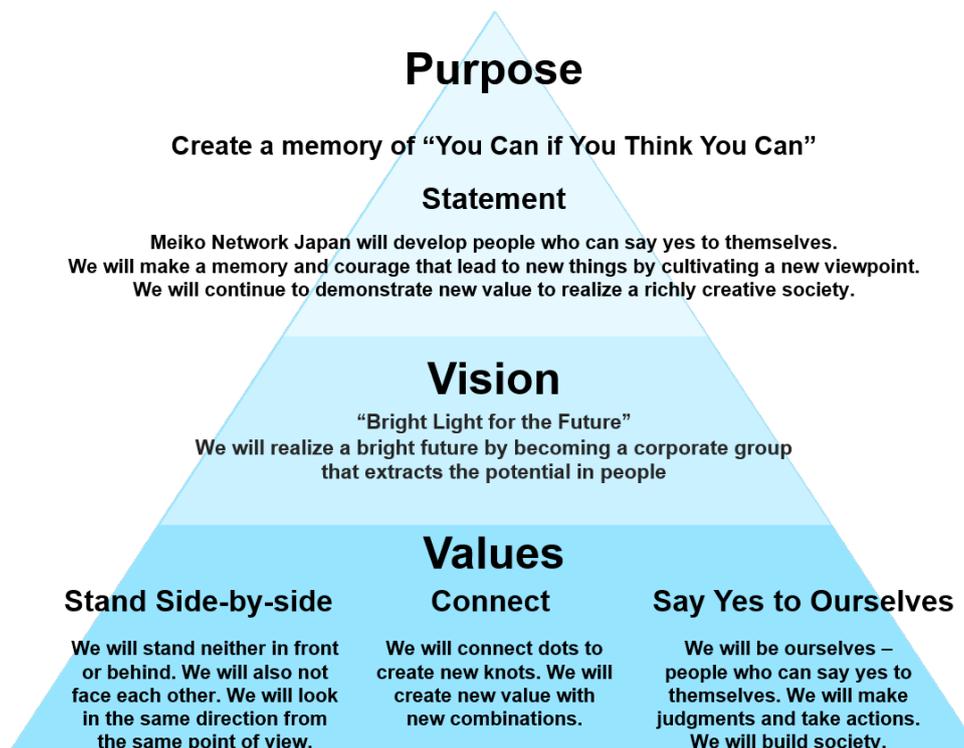
**Notice of the Formulation of Purpose, Vision, Values and Formulation of the Mid-term Management Plan  
(Fiscal Year Ending August 31, 2022 to Fiscal Year Ending August 31, 2024)**

Meiko Network Japan Co., Ltd. (the “Company”) hereby announces that it has formulated its new Purpose, Vision, Values and its Mid-term Management Plan (Fiscal Year Ending August 31, 2022 to Fiscal Year Ending August 31, 2024). An overview of those is given below.

**1. Purpose, Vision, Values**

The Company has **two management philosophies – to aim to nurture human resources through our contribution to educational and cultural programs and to help achieve goals through our development and diffusion of franchise know-how – and an educational philosophy – to nurture creative, independently-minded human resources for 21<sup>st</sup> century society through an individual tutoring service that promotes self-motivated learning.** It has strived to improve its corporate value while valuing these philosophies since its foundation. The Company has continued to strive to question its **purpose** of existence in society so that it can be a company that continues to be chosen by its stakeholders to respond to rapid changes in the social environment while passing down this founding philosophy as its **founding spirit**. It has now formulated its **“Purpose”** (its purpose of existence in society and the way it should be toward future society), its **“Values”** (its guidelines for action) and its **“Vision.”** Under its Purpose, Vision, Values, the Company now again declares the destination of its evolution for Meiko Network Japan that is in the process of evolution and the future beyond that.

■ **Overall Structure**



## 2. Overview of the Mid-term Management Plan (Fiscal Year Ending August 31, 2022 to Fiscal Year Ending August 31, 2024)

### (1) Mid-term Management Policy

#### Fan and Fun Innovation

The Company is aiming to be a corporate group that **extracts the potential of people** while repeatedly **transforming** with its **purpose** as its origin. It will achieve sustainable improvement in corporate value and growth by making fans through **innovation (= new combination)** that links **Fan** and **Fun**.

#### Basic Policy

- (i) **Make Fans**
  - Make new fans by promoting digital transformation and deepening and exploring the Meiko brand
  - Unfold learning infrastructure by proposing new value corresponding to changes in society
- (ii) **Make Fun**
  - Foster fan engagement brimming with satisfaction and trust through excitement
  - Aim to make well-being workplaces where it is rewarding to work
- (iii) **Make Innovation (= New Combination)**
  - Change awareness continually looking with a new viewpoint to make judgments and take actions
  - Reform business structure to further improve business profits

### (2) Strategies in the Mid-term Management Plan

- (i) **Business Strategy**
  - The Company will continue to strengthen efforts to open new schools with new school formats in its existing business and to improve customer engagement.

- The Company will strengthen efforts for its new personnel business. This will allow it to create another pillar of profits following on from its education business and transform to a business portfolio resistant to changes in the social environment.
- The Company will work to realize company-wide digital marketing functions and to build a digital transformation data platform as its digital transformation strategy.

**(ii) Personnel Strategy**

- The Company will strive to promote diversity management to create innovation and to pursue well-being through work style reforms.

**(iii) Capital Strategy**

- The Company will enhance its corporate value on a mid- to long-term basis by strengthening its business foundations, enhancing its self-funding necessary for growth investment, and stably and continuously returning profit to shareholders.

**(3) Targeted Management Indicators**

	Results in the Fiscal Year Ended August 31, 2021	Target for the Fiscal Year Ending August 31, 2024
Consolidated sales	19.03 billion yen	21 billion yen
Consolidated operating income	960 million yen	2 billion yen
Consolidated operating income margin	5.1%	9.5%