

April 8,2026

Listed Company Name: RISO KYOIKU GROUP CORPORATION.

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(Listing Code: 4714 Prime Market of the TSE)

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## Notice Regarding the Establishment of the New Medium-Term Management Plan

The Company hereby announces that it has established its "New Medium-Term Management Plan," a three-year plan commencing from the fiscal year ending February 2027 (the 42nd fiscal year), as detailed below.

### 1. Consolidated Financial Targets

(Unit: Million Yen)

	FT2026 (Actual)	FY2027 (Budget)	FY2028 (Plan)	Fy2028 (Plan)
Net Sales	34,240	35,640	37,900	39,100
Operating Income	2,704	2,875	3,320	3,640
Ordinary Income	2,732	2,800	3,320	3,640
Profit attributable to owners of parent	1,615	1,700	2,000	2,200
Operating Profit Margin	7.9%	8.1%	8.8%	9.3%
Ordinary Profit Margin	8.0%	7.9%	8.8%	9.3%

### 2. Basis for Formulating the Medium-Term Management Plan

In the cram school industry, the decline in the target population due to the declining birthrate is progressing steadily.

Against this backdrop, the Group will pursue stable management of its existing businesses by implementing measures to secure enrollment and increase unit prices through the "systematization of student referrals between group companies," as well as improving profitability through "operational efficiency driven by DX (Digital Transformation)."

Simultaneously, regarding new businesses, we will concentrate our management resources on innovative initiatives that we have not previously explored. Specifically, we aim for further growth and expansion through the following four pillars:

- Franchise expansion of MEIMONKAI via online classes.
- Deployment of video lesson content from TOMAS.
- Business expansion of School TOMAS.
- New rollout of "Kodomo Depart."

For further details of the New Medium-Term Management Plan, please refer to the attached presentation material.

The Company will continue to provide an environment where students can learn with peace of mind and offer "authentic" educational services. At the same time, we are committed to achieving sustainable growth and enhancing corporate value by strengthening our competitive edge and corporate structure.

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# **Summary of the New Medium-Term Management Plan (FY2027 – FY2029)**

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**RISO KYOIKU GROUP (Securities Code: 4714)**

**April 8, 2026**

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- **Reduction of administrative workload through DX**

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- **Franchise expansion via online classes (MOPS)**
- **Nationwide expansion via video lesson content (Sundai Diverse)**
- **Business expansion of School TOMAS**
- **New opening plans for "Kodomo Depart"**

# Consolidated Financial Targets

(Millions of Yen)

## Feb. 2026 (Actual)

Net Sales **34,240**  
 Operating Profit **2,704**  
 (Operating Profit Margin **7.9%**)  
 Ordinary Income **2,732**  
 (Ordinary Profit Margin **8.0%**)  
 Profit attributable to owners of parent **1,615**

## Feb. 2027 (Forecast)

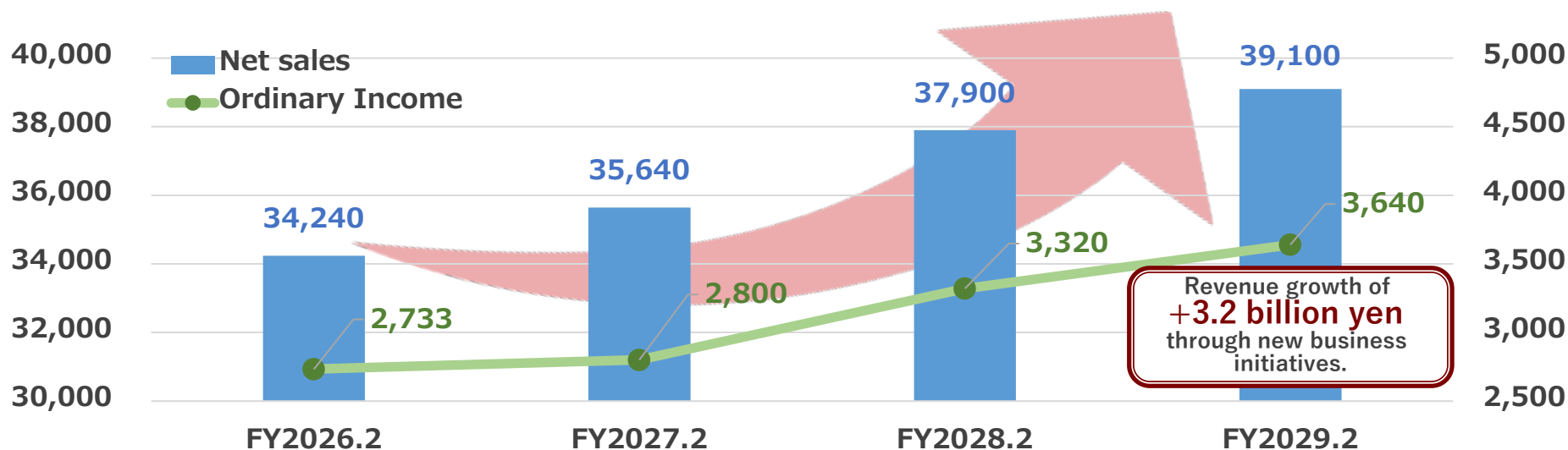
Net Sales **35,640**  
 Operating Profit **2,875**  
 (Operating Profit Margin **8.1%**)  
 Ordinary Income **2,800**  
 (Ordinary Profit Margin **7.9%**)  
 Profit attributable to owners of parent **1,700**

## Feb. 2028 (Plan)

Net Sales **37,900**  
 Operating Profit **3,320**  
 (Operating Profit Margin **8.8%**)  
 Ordinary Income **3,320**  
 (Ordinary Profit Margin **8.8%**)  
 Profit attributable to owners of parent **2,000**

## Feb. 2029 (Plan)

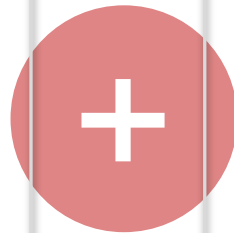
Net Sales **39,100**  
 Operating Profit **3,640**  
 (Operating Profit Margin **9.3%**)  
 Ordinary Income **3,640**  
 (Ordinary Profit Margin **9.3%**)  
 Profit attributable to owners of parent **2,200**



# The Two Core Strategies of the Riso Group

## Existing business enhance performance

- New initiatives to increase the number of enrolled students
- Reduction of administrative work hours through DX (Digital Transformation)

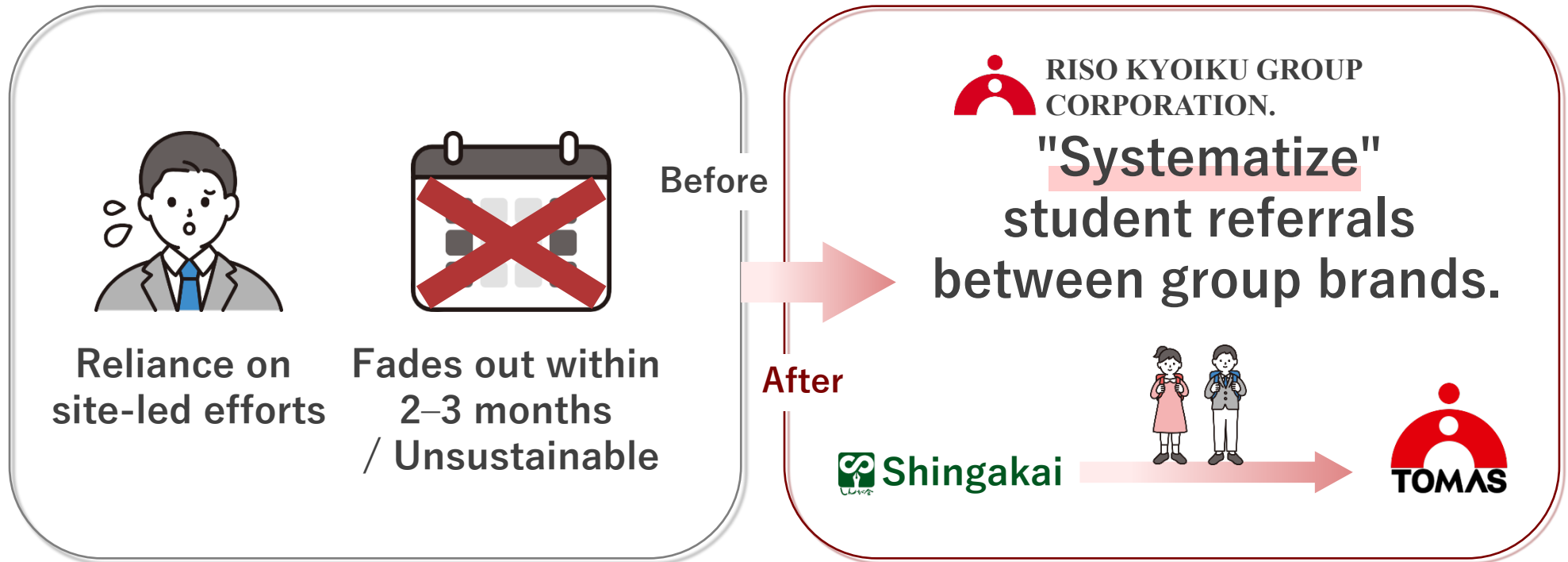


## Revenue Growth through New Businesses

- Franchise expansion through online lessons (MOPS)
- Nationwide rollout video On-demand lessons (Expansion of Sundai Diverse)
- Business expansion of School TOMAS
- New opening plan for "Kodomo Department"

# "Systematization" for Increasing Student Enrollment

Prevent customer churn through strong intra-group collaboration.



By institutionalizing this initiative independently of other growth strategies, we aim for a net increase of **450 students over** the three-year Mid-term Management Plan.

Generating  
**¥500M**  
in cumulative revenue.

# Operational Efficiency through DX



Streamline administrative tasks, such as scheduling and instructor coordination, through DX.

In 10 years, we will reduce administrative work by up to 600,000 hours per year.



Directing human resources saved via administrative DX into the classroom environment. Enhancing our service delivery model to provide tailored support for every student.

# Addressing rising labor costs and achieving a lean management structure

## Reduction of administrative tasks through DX



Cost reduction by saving approx. 600,000 hours annually and curbing new hiring

50% decrease  
Overtime pay

## Securing high-quality human resources



Concentrating reinvestment of surplus funds into "Employee Salaries" to reach **industry-leading levels**

**Maintaining high profit margins  
by controlling total costs,  
even as per-capita labor costs increase**

# Franchise Expansion via Online Classes (※MOPS)

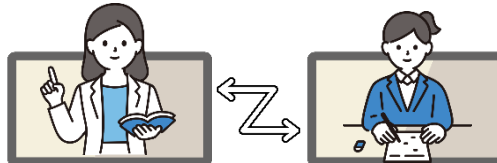
※MOPS = Meimonkai Online Personal School

## 【Target problem】



Small local cram schools suffering from a severe "instructor shortage" for elite school prep

## 【Value Proposition】 (The Solution)



Providing a full package of "Interactive Online Individual Instruction" by approx 1,000 elite Meimonkai instructors . Enables partner schools to offer high-end courses without new hiring or fixed cost increases

## 【 Highly Scalable & Profitable Model 】



Continuous revenue stream through a 10% royalty on partner schools' gross sales

Strategic rollout to acquire 1,000 schools nationwide over 10 years

3-year cumulative net sales target:



**340** Million yen

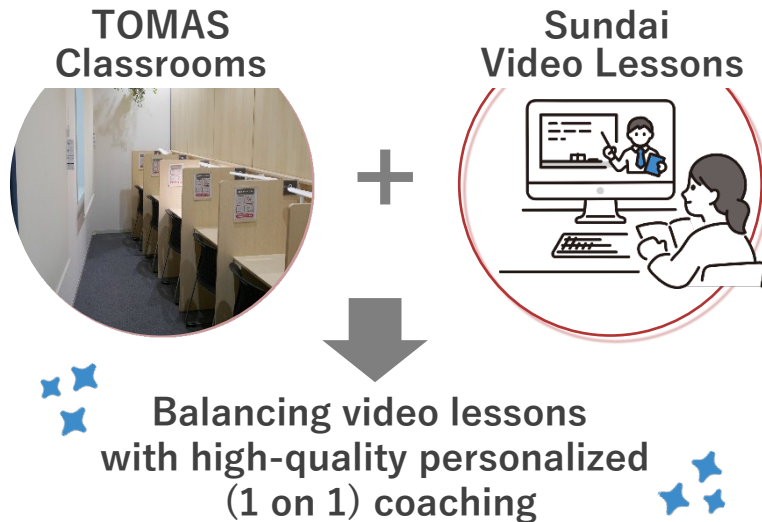


10-year target for annual net sales:

**30** Billion yen

# Expansion of Video-Based Instruction (Sundai Diverse)

Video-based lessons provided by Sundai, taken at the learning centers



Enabling students to take all exam subjects at TOMAS

Previously, taking multiple subjects was difficult with personalized coaching alone, leading to early student withdrawals.

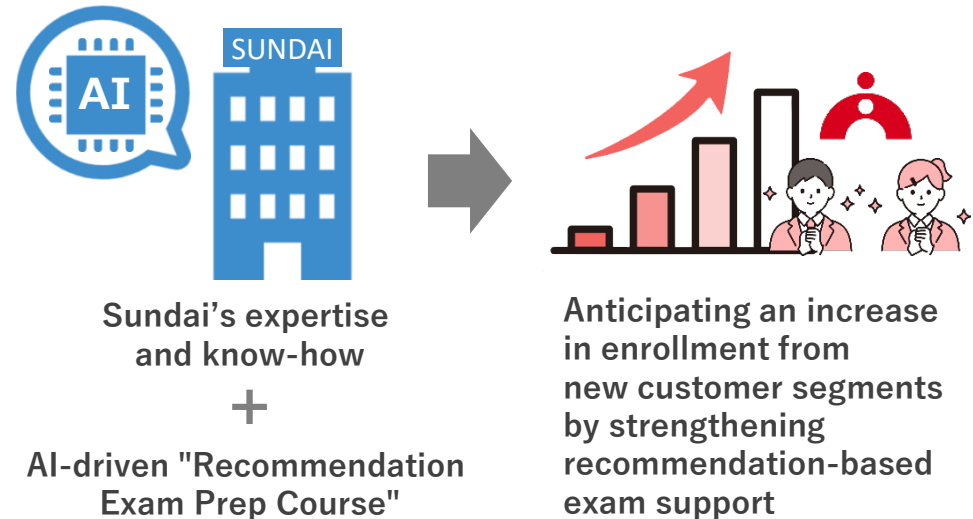


Covering multiple subjects (including elective /minor subjects) via video lessons.



⇒ Reducing early withdrawals among high school students and **creating a positive cycle of increased student enrollment and revenue!**

New Customer Acquisition via "Recommendation Entrance Exam Prep"



Growth in student numbers and revenue

Projected revenue of approximately 400 million yen over 3 years!

February 2027 Term: Launching in 14 schools

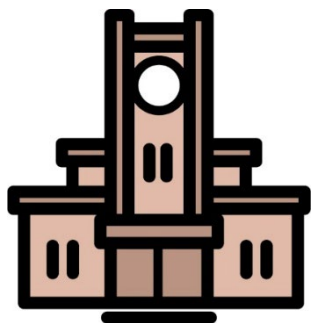
February 2028 Term: Launching in 24 schools

February 2029 Term: Full-scale launch across all schools

Accelerating the nationwide rollout based on a proven track record of performance improvements at early-adoption campuses.

# Business Expansion of School TOMAS

## (Accelerating Online Shift & Regional Expansion)



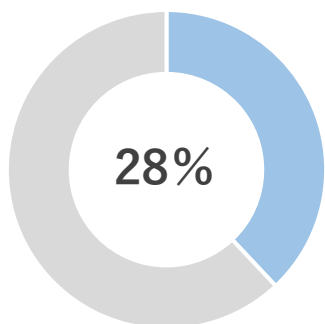
**Targeted implementation at prestigious schools nationwide!**

Goal within 10 years:  
Expand to 200 private schools and 100 public schools.  
Aiming for a 20% market share in on-campus personalized instruction.

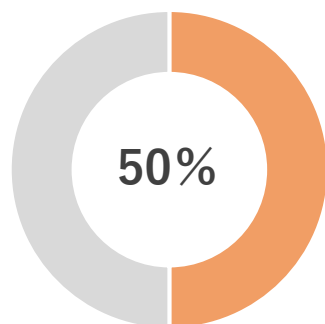


**Increasing the online ratio to pave the way for broader regional expansion.**

**【Current】**



**【5-Year Goal】**

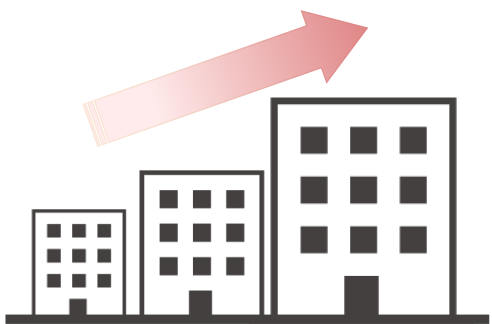


**Expand the online ratio to 50%**  
( A shift focused on regional expansion )

**Revenue Growth: +1.7 billion yen**  
in the final year of the Medium-Term Management Plan (FYE February 2029).

Student Enrollment: Projected to grow 4x within 10 years (approx. 15,000 students).  
**Aiming for 14 billion yen**  
in annual sales.

# New Opening Plan for "Kodomo Depart"



Expand to approximately 20 facilities by 2029.  
Scheduled to open 3 facilities during  
the current 3-year Medium-Term Management Plan.

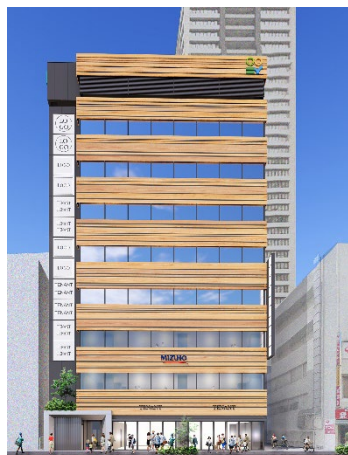
**Generate 1.2 billion yen**

in annual revenue by FY2029.

(Projected cumulative revenue of approximately 2.7 billion yen over  
the 3-year Medium-Term Management Plan.)



■ Jiyugaoka



■ Motoyawata



■ Chiyoda-ku

**TOMAS**

**Shingakai**

**Plus one -kyoiku**

■ Brand Lineup

The outlook and plans presented herein are based on information available at the time of release and assumptions judged to be reasonable.

Actual performance may vary materially from these projections due to various future factors.

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