

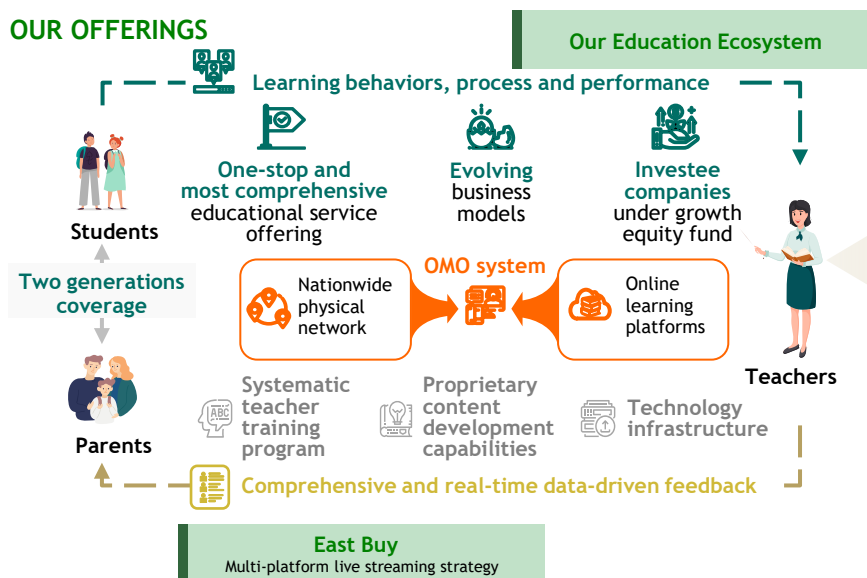


OVERVIEW Founded in 1993, New Oriental is China's leading private education service provider with the best brand in terms of number of program offerings and geographic presence. As of May 31, 2026, we had a network of 1,534 learning centers, including 75 schools, 8 bookstores and access to a nationwide network of online and offline bookstores through 262 third-party distributors and over 44,200 highly qualified teachers across China.

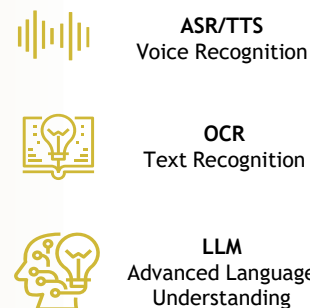
OUR VISION

- Inspire Chinese students to improve their lives and expand their horizons through a lifelong commitment to education and learning.
- Serve as the trusted, lifelong education partner of Chinese students.
- Nurture and influence the next generation of Chinese business and community leaders.

OUR OFFERINGS



AI Technology Powers our Innovative Teaching-Learning Process



New Oriental Home

Full-spectrum offerings for the entire family unit



Strategic Initiatives

Private Label Portfolio Expansion

Strengthen Membership Ecosystem

Product R&D and Quality Enhancement

Offline Experience Store Growth

新东方

EASTBUY
东方甄选

新东方文旅



PROFITABLE BUSINESS MODEL

- Recurring revenues: multi-year, multi-decade, multi-generational
- Strong customer brand loyalty, lower student acquisition costs
- Enormous cross-selling and up-selling opportunities

SUSTAINABLE COMPETITIVE ADVANTAGE

- Extensive Nationwide Network
- Best Teachers
- Best Proprietary Content
- Proprietary Computerized Assessment Testing
- Best Customer Service and Study Consulting

OUR MANAGEMENT



Michael Yu, Founder & Executive Chairman

- 41 years of experience in school management and English language training



Chenggang Zhou, Board Director & CEO

- 26 years with New Oriental
- Former BBC Correspondent and program host for Asia Pacific

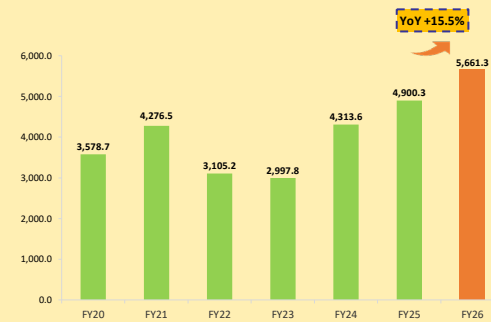


Stephen Yang, Executive President & CFO

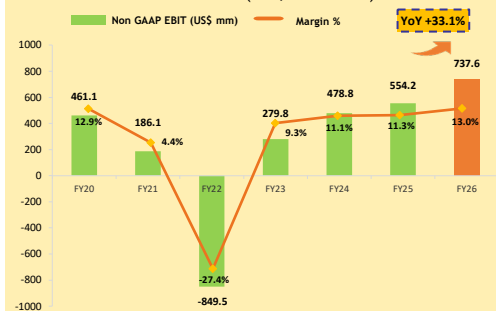
- 20 years with New Oriental
- Public Accountant for PricewaterhouseCoopers

SUCCESSFUL TRACK RECORD

NET REVENUES (US\$ millions)

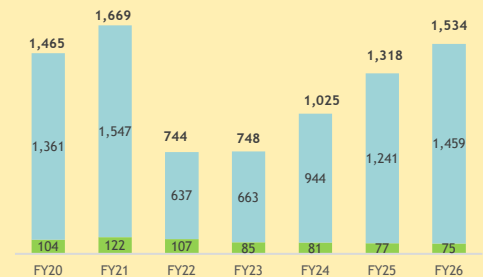


Non-GAAP EBIT (US\$ millions)



NATIONWIDE NETWORK

■ Learning centers
■ Schools



For more information, visit www.xdf.cn

Ms. Sisi Zhao
New Oriental Education
Tel: +86-10-6260-5568
zhaosisi@xdf.cn

Ms. Rita Fong
FTI Consulting
Tel: +852-3768 4548
NewOriental@fticonsulting.com

This document contains statements regarding the Company's projected financial and operating results, market opportunity and business prospects that are individually and collectively forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These forward-looking statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and assumptions that are difficult to predict. Therefore the Company's actual results, levels of activity, performance or achievements could differ materially and adversely from results expressed in or implied by this document. The Company assumes no obligation to update any forward-looking information contained in this document.