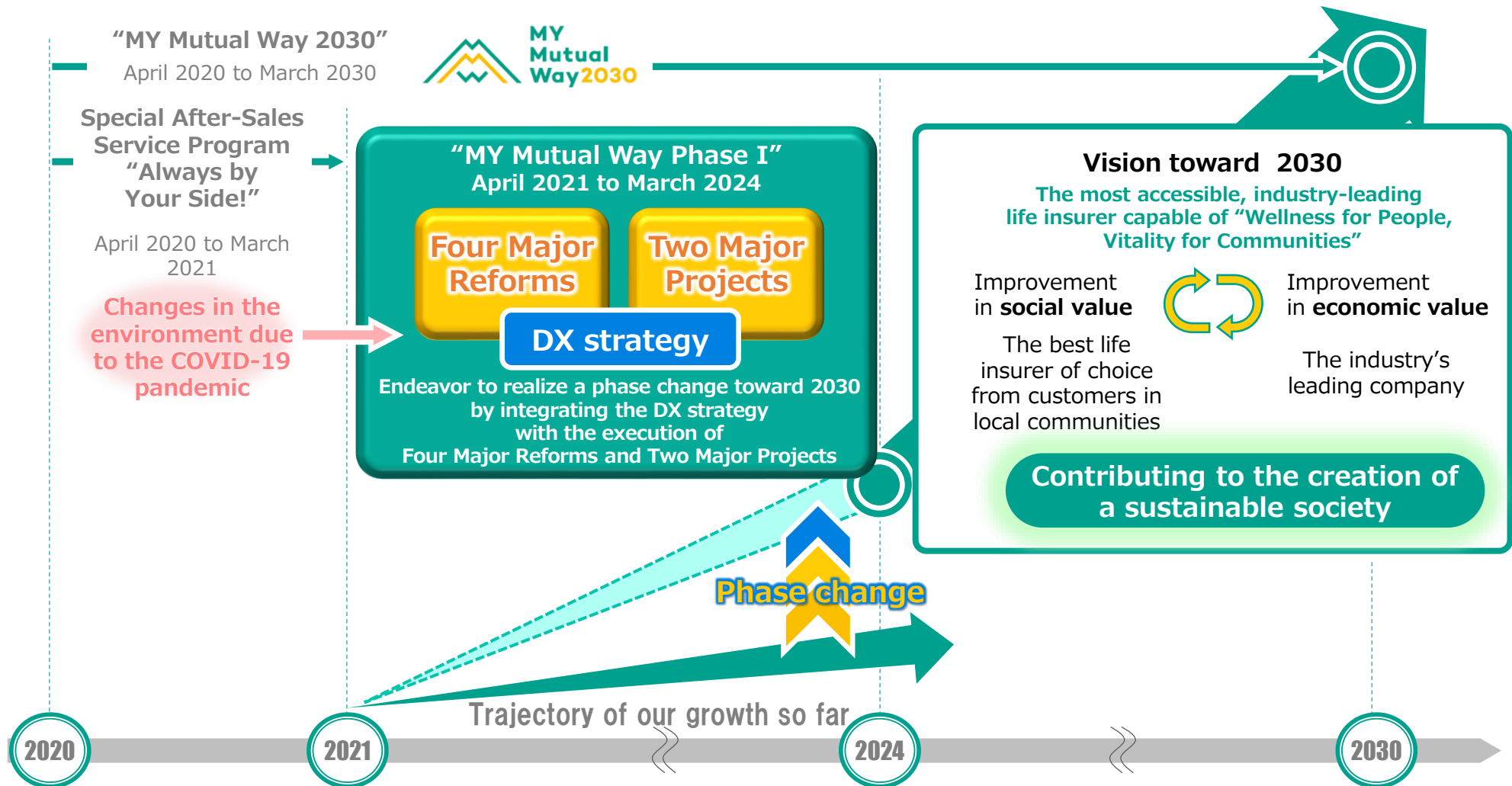


## "MY Mutual Way Phase I" (FY2021 – FY2023)

- Under the three-year program "MY Mutual Way Phase I" (FY2021 – FY2023), we have striven to secure a path leading to the realization of our vision toward 2030 by integrating the DX strategy with the Four Major Reforms and the Two Major Projects.



# Review of Three-Year Program “MY Mutual Way Phase I” (FY2021 – FY2023)

- Thoroughly strengthened and upgraded our structure for each field of operations through the implementation of the Four Major Reforms, the Two Major Projects, DX strategy and other endeavors

## Main achievements under the Four Major Reforms, etc.

Upgraded and strengthened our structure via the  
thoroughgoing review of systems and infrastructure, etc.

### Major reform of sales and services

- Instituted the “MY Link Coordinator” (sales personnel) system while implementing a social contribution-oriented sales model (e.g., providing information regarding public services)
- Established a digital-driven sales model for group insurance marketing

### Major reform of core functions and administrative services

- Launched new face-to-face service activities undertaken by administrative service concierges
- Released an administrative service that leverages Japan’s “My Number” system (a government-run personal identification service), the first of its kind in the industry

### Major reform of asset management and the overseas insurance business

- Developed even more robust asset allocation functions while diversifying and enhancing asset management methodologies
- Strengthened our involvement in ESG investment and financing, stewardship initiatives and other endeavors related to responsible investment
- Enhanced our existing portfolio of investees in the overseas insurance business
- Executed two bolt-on investment deals through StanCorp Financial Group, Inc.

### Major reform of mutual company management

- Enhanced the effectiveness of enterprise risk management (ERM) (establishment of “MY Mutual Dividends,” announcement of “Management Policy Aligned with the Level of Financial Soundness,” etc.)
- Further increased the sophistication of disciplined mutual company management
- Expanded the scope of initiatives that transcend business categories and involve entities across the Group
- Developed a promotion structure for sustainability management and strengthened relevant initiatives

## Main achievements under the Two Major Projects

Contributed to customers’ health improvement efforts while playing our part in the development of flourishing communities

Wellness for All Project



- Enhanced our lineup of products designed to support customer’s “Wellness Activity” and encourage them to undergo health checkups and cancer checkups
- Delivered “MY Wellness Activity Report,” provided customers with opportunities to engage in physical exercise via collaboration with J.League and the Japan Ladies Professional Golfers’ Association (JLPGA) and otherwise supported their health improvement efforts

Community Vitalization Project



- Cultivated even stronger ties with communities by acting in collaboration with local businesses, local governments, roadside stations, community centers, the Japanese Red Cross Society, etc.
- Signed partnership agreements with more than 950 local governments
- Implemented collaborative initiatives based on partnership with the public sector

## Main achievements under DX strategy

Enhanced customer experience (CX) and employee experience (EX)

- Improved UX and UI of websites dedicated to customer services (e.g., “MY Hoken Page”)
- Increased the sophistication of our services and enhanced operational efficiency through the use of AI, etc.
- Introduced a new product development system capable of flexibly releasing products at low cost



Digital Transformation Certification



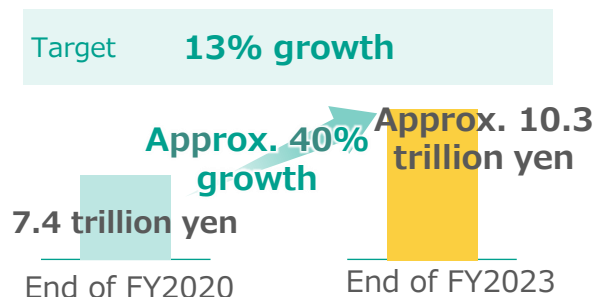
Information Technology Award

# Review of Three-Year Program “MY Mutual Way Phase I” (FY2021 – FY2023)

- Our management targets under the Medium-Term Business Plan are expected to be mostly met in terms of Group surplus, which indicates our corporate value, as well as financial soundness, profitability and growth potential.
- In FY2023, customer satisfaction ratings (in terms of total customer satisfaction) hit all-time best for the fifth consecutive year.

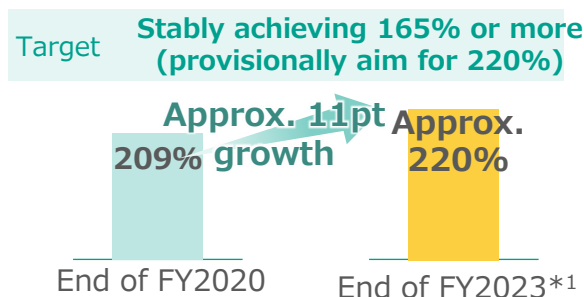
## Corporate value

### Group surplus



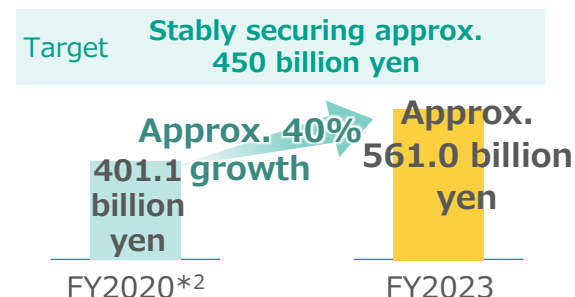
## Financial soundness

### Group ESR



## Profitability

### Base profit of the Group

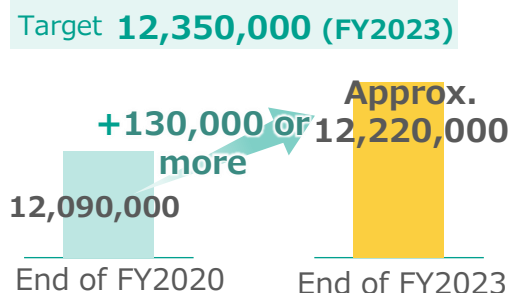


\*1 We plan to revise our measurement model in April 2024 or later in anticipation of the introduction of new capital regulations. (Upon revision, an approximately 15-point decrease is expected in the forecast.)

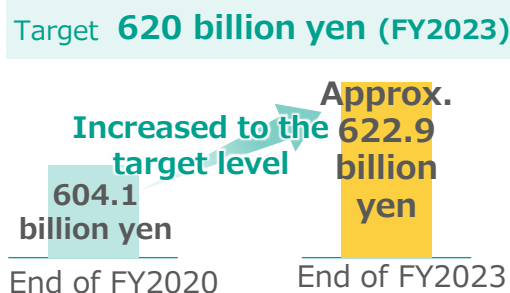
\*2 The figure is calculated by retrospectively reflecting the FY2021 revision of the definition of the indicator

## Growth potential

### Number of customers



### Annualized premiums in force [protection-type products]

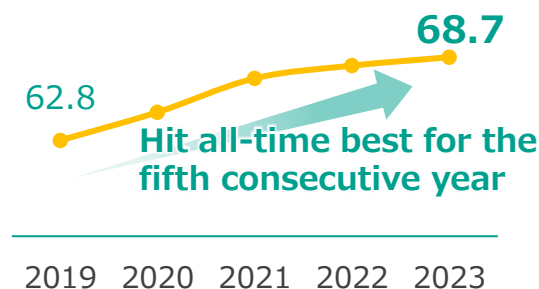


### Group life insurance in force

**Maintain No.1 domestic share**

## Customer satisfaction

### Total customer satisfaction\*3



\*3 Sum of the number of respondents who chose “satisfied” or “somewhat satisfied” (%). Survey respondents select from a five-grade rating system: “satisfied,” “somewhat satisfied,” “normal,” “somewhat unsatisfied” and “unsatisfied.”