Management Policy Input **Activity** Output **Core Capital Business Activities** Value created Intellectual Creating the Future for Our Customers Materiality Capital Creating value through our business activities Creating the Future for a Better Society Dedicated to Online, Simple Products, **Creating Social Value** Sofisticated UI/UX Enhancing transparency in **Business** the life insurance industry Mid-term Business Plan **Social Capital** Providing peace of mind for each customer's future Unique Customer Individual Life Insurance Base, Improving access to life insurance Cross-Industry Partner Direct Partnerships Business **Business** A stress-free experience in terms of time and cost related to life insurance Promoting financial inclusion Tech & Services **Human Capital Group Credit Life Insurance Creating Economic Value** Diverse talent gathering to the Growth of Comprehensive Lifenet Manifesto Human Resorces Strategy Equity(CE) Growth in share price **Financial Capital** Growth in P/CE ratio per share Creating the Future with Our Employees Materiality A stable and solid financial A foundation that supports value creation Corporate Governance to Create the Future foundation

LIFENET Manifesto

Sincere, Easy-to-

Affordable and

understand,

Convenient

Outcome goal

A society where next generations can be nurtured with confidence in the future