



## **LIFENET INSURANCE COMPANY**

2Q Financial Results Briefing for the Fiscal Year Ending March 2026

November 13, 2025

### **[Speaker]**

Junpei Yokozawa

President and Representative Director

Takeshi Kawasaki

Director, Executive Vice President, CFO

# Presentation

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**Yokozawa:** Thank you very much for your time today to participate in LIFENET INSURANCE's financial results briefing for Q2 of FY2025.

Today, I would like to begin by explaining key topics in our announcement. After that, Mr. Kawasaki, Director, Executive Vice President, CFO, will give an overview of the Q2 financial results.

# 1H for Fiscal 2025 Key Highlights



## Key indicators

Corporate Value	Growth	Profitability
<b>Comprehensive Equity<sup>1</sup></b> <b>¥175,566mn</b> (YoY 106.4%)	<b>Annualized premium<sup>2</sup> of policies-in-force</b> <b>¥35,805mn</b> (YoY 110.0%)	<b>Insurance service results</b> <b>¥6,089mn</b> (YoY 133.4%)

## Notable achievements

- **Transforming UX through service enhancements using technology**
- **Establishing a unique position with the launch of new "Term Cancer Insurance"**
- **Expanding future potential of GCL business through a new partnership with THE KYOTO SHINKIN BANK in Nov. 2025**

1. Comprehensive Equity is an indicator defined by the Group. It is the sum of "Equity (attributable to owners of the Company)" on the IFRS consolidated statement of financial position (B/S), "CSM", a liability representing unearned profit that the Group expects to earn as it provides insurance services (insurance contracts and reinsurance contracts are aggregated and tax-adjusted), and "GCL contracts value", which is the value of future IFRS earnings, including future renewals for GCL policies-in-force.

2. The amount of money is equivalent to what is to be paid to have the insurance coverage for one year. All payments are monthly installments, thus the annualized premium is calculated as multiplying the monthly premium (for GCL, expected premium income for the next month based on the in-force business) by 12. (The same will apply hereafter)

2

Let's get started. First, this slide shows the highlights of Q2 financial results for FY2025.

Comprehensive Equity ("CE"), the most important management indicator of corporate value, increased by 6.4% from the end of the same period last year to JPY175,566 million. Next, annualized premium of policies-in-force increased by 10.0% YoY to JPY35,805 million. In addition, insurance service results increased 33.4% YoY to JPY6,089 million. All these indicators reflect steady growth.

Next, I will introduce three main topics. The first point is the transformation of customer experience, including the enhancement of services such as the same-day payments for insurance claims and benefits, as part of our journey towards the "Ultimate Insurance Experience."

The second point is the launch of the new "Term Cancer Insurance" in December 2025. By selling this product as one of the "Term-type" series that includes the Term Medical Insurance launched last year, we will advance a unique product strategy utilizing our highly efficient online model.

Finally, we are delighted to announce a new partner of our GCL business. We have signed a business alliance agreement with THE KYOTO SHINKIN BANK ("Kyoto Shinkin Bank") as our second partner, which will further expand the future potential of our GCL business.

The details of these topics will be explained in the subsequent page.

## For Further Improvement of CX

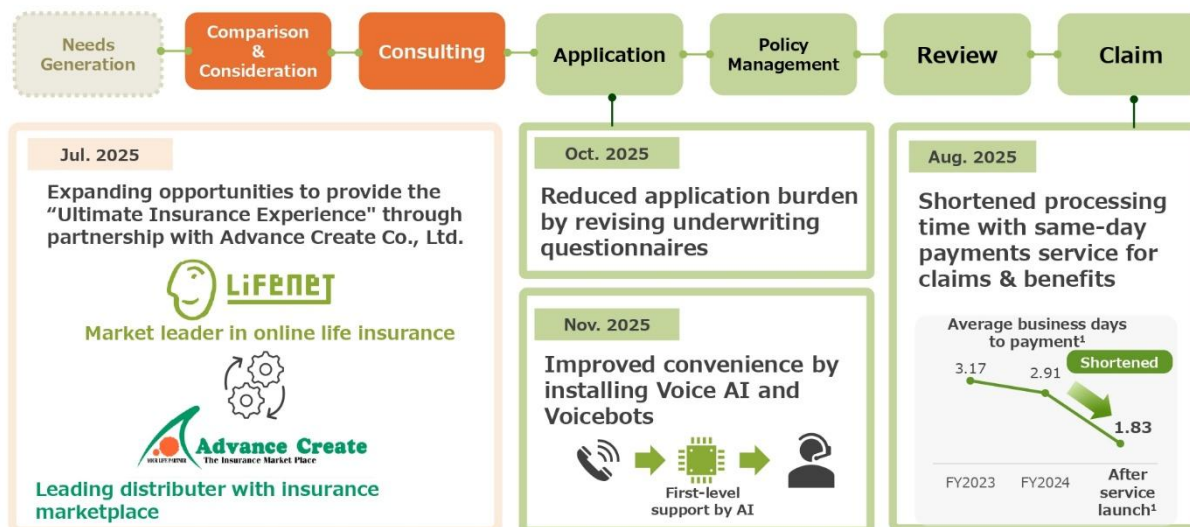
Rebranding

Tech & Services

Embedded



### ■ Transforming CX with highly convenient services



1. Average business days from document receipt to payment. Excludes cases requiring confirmation, incomplete documents, or GCL. "After service launch" figure based on data from Aug 6 - Sep 30, 2025.

3

Please refer to page 3. Since my inauguration as President, we have accelerated our initiatives in the priority area of "Tech & Services."

First, the capital and business alliance with Advance Create Co., Ltd., which we illustrate on the left side, is aimed at providing the "Ultimate Insurance Experience" created by Lifenet, even to customers who are in the phase of comparing and considering insurance segment that was previously difficult for us to reach only by ourselves. Going forward, through alliance with Advance Create aiming for equity-method affiliate, both companies will work together to expand the online life insurance market.

In addition, to further enhance customer experience, we are taking initiatives to reduce the burden of customer procedures. This includes revising the required underwriting questionnaires and utilizing Voice AI and voicebots in the contact center.

In the most essential phase of a life insurance customer journey, we began the same-day payments services for insurance claims and benefits in August 2025, significantly reducing the claim payment period to about 1.8 days from the receipt of the policyholder's request. We have received strong positive feedback from policyholders saying, "We were impressed by the swift payment." By continuously refining our customer services to deliver greater convenience, we aim to further enhance our competitive advantage.

## For Building Unique Position

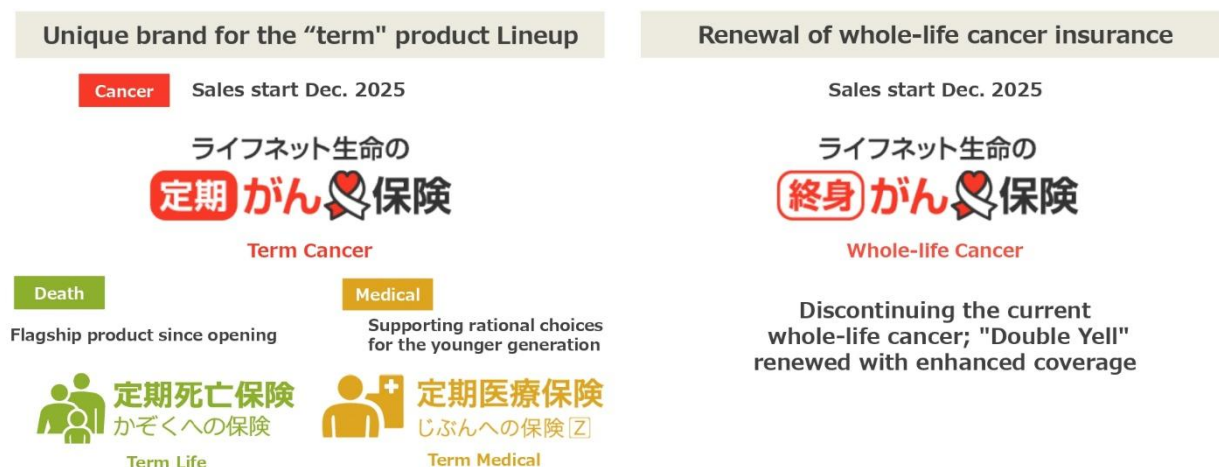
Rebranding

Tech & Services

Embedded



- **Establishing competitive advantage by leveraging online model, meeting customer needs for affordable premiums with "term" series**



4

Please refer to page 4.

Today, we announced the launch of our new Term Cancer Insurance products, "Lifenet Term Cancer Insurance" and "Lifenet Term Cancer Insurance for women," starting December 2025.

Leveraging our high business efficiency as an online life insurer, we pioneered the "Term-type" market with the launch of our Term Medical Insurance in October 2024. This Term Cancer Insurance is the third product in this "Term-type" series, and it further promotes our priority area of "Rebranding."

With the launch of our Term Cancer Insurance, customers can secure sufficient coverage for major risks—death, medical, and cancer—while keeping premiums affordable.

Concurrently, we are discontinuing the conventional product "Double Yell" and renewing our Whole-life cancer insurance as "Lifenet Whole-life Cancer Insurance" and "Lifenet Whole-life Cancer Insurance for women," both featuring enhanced coverage.

Going forward, we will continue to establish our competitive advantage by leveraging the unique characteristics of our online life insurance model.

## ■ Sales efforts leading to a strong turnaround towards growth in individual life

Net increase of annualized premium of policies-in-force for individual life (JPY millions)



### Multiple initiatives led to success



5

Please refer to page 5.

Over the past two years, we recognized the slowdown in the growth pace of our individual life insurance as a major management challenge, and we have been implementing various initiatives to address it.

The bar chart shown on the left illustrates the net increase in annualized premium of policies-in-force since the 1H of FY2023. As you can see, the 1H of FY2025 achieved a strong growth of 23.9% YoY. We recognize that a key factor behind this result is the sustained effectiveness of our consistent sales initiatives, such as brand strengthening and website improvements, which have helped drive the re-growth of our individual life insurance performance.

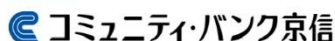
We will continue to execute such initiatives in 2H and actively invest in operating expenses to re-accelerate the performance of our individual life insurance business.

- Agreed on new partnership with Kyoto Shinkin Bank
- **Expanding the GCL business** based on our first alliance achievement outside the existing collaboration group

## Support mortgage loan competitiveness

NEW

Second partner bank



- New business alliance agreement with Kyoto Shinkin Bank
- Service launch scheduled for Jul. 2026(planned)



- Service started Jul. 2023
- Supporting home purchases for dual-income households

## Direction of future expansion

Promote switching to our GCL through competitive premium and DX support to ones with a certain level of outstanding loan balances

Market share among financial institutions by mortgage loan balance<sup>1</sup>



1. Compiled by Lifenet based on the Japan Housing Finance Agency (JHF) "Survey Results on New Housing Loan Lending Amounts and Outstanding Loan Balance by Business Category" and disclosure reports from respective companies. The top 100 institutions cover domestic banks and shinkin banks.

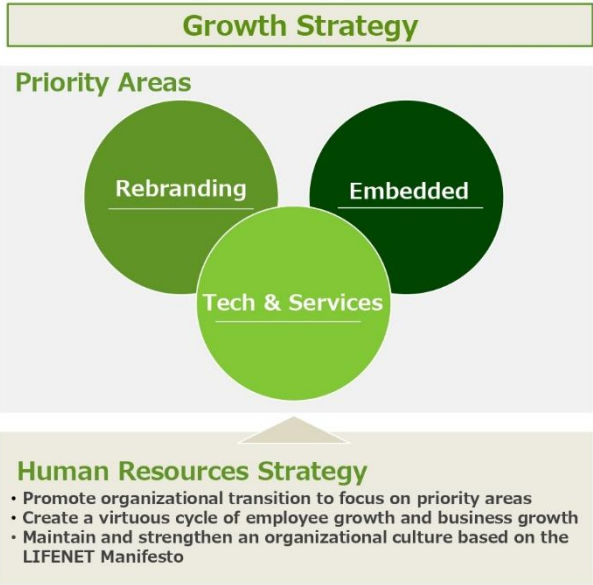
2. Source: Japan Housing Finance Agency (JHF), "Survey Results on New Housing Loan Lending Amounts and Outstanding Loan Balance by Business Category," Q1 2025 (Jan-Mar 2025).

Please refer to page 6.

Regarding our GCL business, we previously communicated our aim to establish an alliance with a new partner during FY2025. We have now concluded a business alliance agreement with Kyoto Shinkin Bank, which will be our second partner of GCL business. We will proceed with cooperation to offer GCL in July 2026. This alliance, being outside of our established partner groups, represents a new step to widely deploy and grow the GCL business.

Please look at the bottom right of the slide. The mortgage loan market in Japan is enormous, reaching an outstanding balance of JPY227 trillion. The top 100 institutions (domestic banks and Shinkin banks) alone account for roughly 70% of the total outstanding balance, making them our core target.





Goals in Fiscal 2028	
Management Goal	
Comprehensive Equity (CE) : ¥200-240bn	
Financial Targets	
Stock price : ¥3,000+	
Annual growth rate of CE per share : approx. 10%	
Non-financial Targets (Human capital)	
Overall engagement score: continuous improvement	
Diversity	Ratio of decision-makers : Women 30%+, Under 30s 15%+
Growth Opportunities	Engagement score (growth): continuous improvement

7

Please refer to page 7.

This is an overview of the mid-term business plan. Through the initiatives in our priority areas that I have just explained, we aim to reach JPY200-240 billion in Comprehensive Equity in FY2028, the final year of the mid-term business plan.

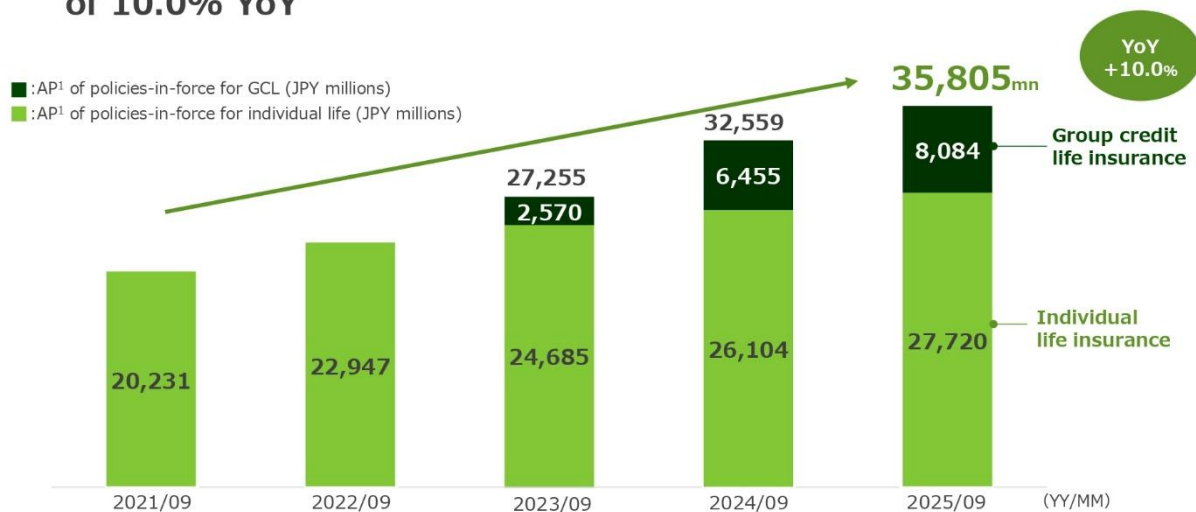
This concludes my explanation. Now, Mr. Kawasaki, our Director, Executive Vice President, CFO, will explain the Q2 financial results for FY2025.



## Annualized Premium of Policies-in-Force



- Resulted in ¥35,805mn and **continued significant growth of 10.0% YoY**



1. AP stands for Annualized premium. (The same will apply hereafter)

9

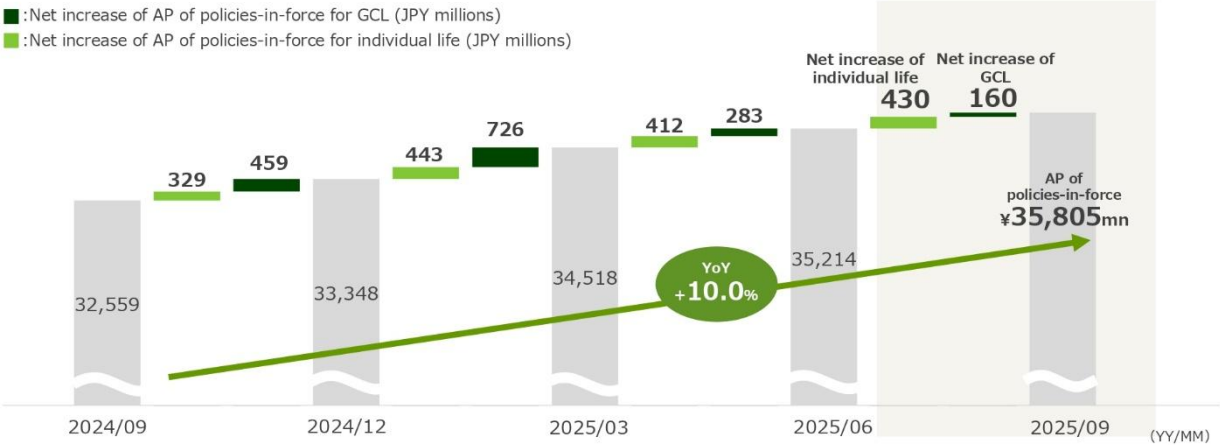
**Kawasaki:** This is Kawasaki. I will now explain the financial results for Q2 of FY2025.

First, annualized premiums for policies-in-force at the end of September 2025 continued to grow strongly, increasing 10.0% from the end of the same period last year to JPY35,805 million.

# Policies-in-Force Movement



- Individual life continued strong recovery
- GCL growth pace slowed by external factors but steadily accumulated



10

Page 10 shows the change in policies-in-force on a quarterly basis.

As Mr. Yokozawa mentioned earlier, we highly evaluate the fact that individual insurance has achieved a strong recovery since FY2025.

As GCL is a business that truly embodies "Embedded," one of our priority areas, its growth is influenced by the mortgage loan business of our partner banks. Although the growth pace is decelerating in this 2Q due to such external factors, GCL has steadily contributed to the increase in annualized premium of policies-in-force. Moving forward, in addition to the new alliance with Kyoto Shinkin Bank, we will aim for further growth by expanding our GCL partners.

## Summary IFRS P/L



### ■ Insurance service results and net income resulted in ¥6,089mn and ¥4,478mn, respectively

(JPY millions)

Items	FY2024/1H	FY2025/1H	Change
Insurance service results	4,565	6,089	1,523
Financial results <sup>1</sup>	(57)	388	445
Other results	(129)	(176)	(46)
Profit before tax	4,378	6,301	1,922
Net income attributable to owners of the Company	3,152	4,478	1,325

1. Total of investment results from financial assets, insurance finance income or expense and reinsurance finance income or expense

11

Please refer to page 11. From here we move on to our financial reporting under IFRS.

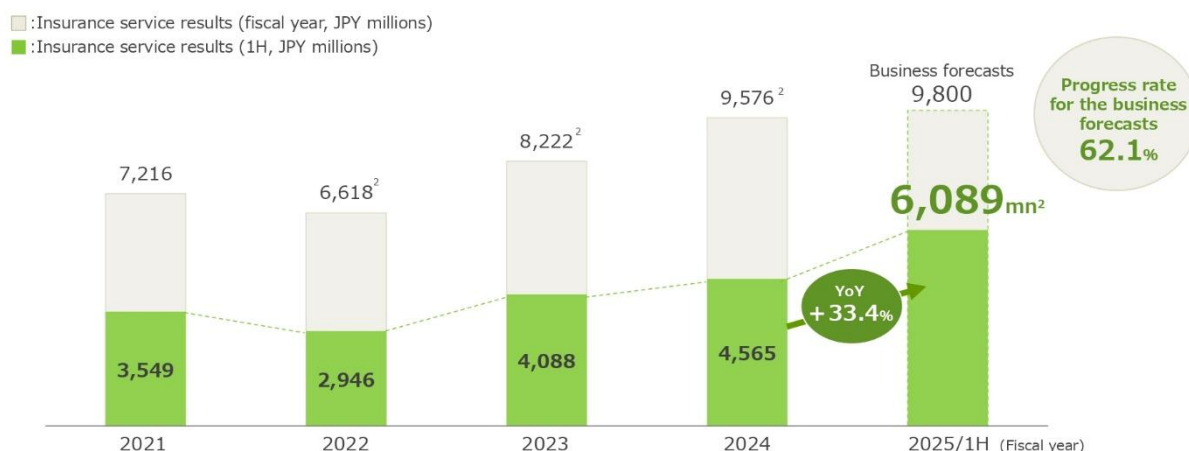
This is a summary of the IFRS-based P&L statement. Insurance service results correspond to the operating profit in general business companies. For a life insurance company like us which mainly focused on protection products, the insurance service results accounts for the majority of overall profit.

For 1H of FY2025, insurance services results increased 33.4% YoY to JPY6,089 million, and net income attributable to owners of the Company, increased 42.1% YoY to JPY4,478 million.

# Insurance Service Results<sup>1</sup>



## ■ Achieved significant growth of 33.4% YoY and 62.1% progress rate for business forecasts



1. Figure for FY2021 is for reference use only as it is before date of transition to IFRS  
2. COVID-19 related claims was ¥1,378mn in FY2022 and ¥36mn in FY2023. It is also included in FY2024 onward, but detailed calculation has not been performed

12

Please refer to page 12.

This slide shows the trend of insurance service results. Over the last five years, excluding FY2022 when COVID-related benefit payments sharply increased, the insurance service results has been growing steadily, reaching JPY6,089 million for the cumulative period of Q2 FY2025.

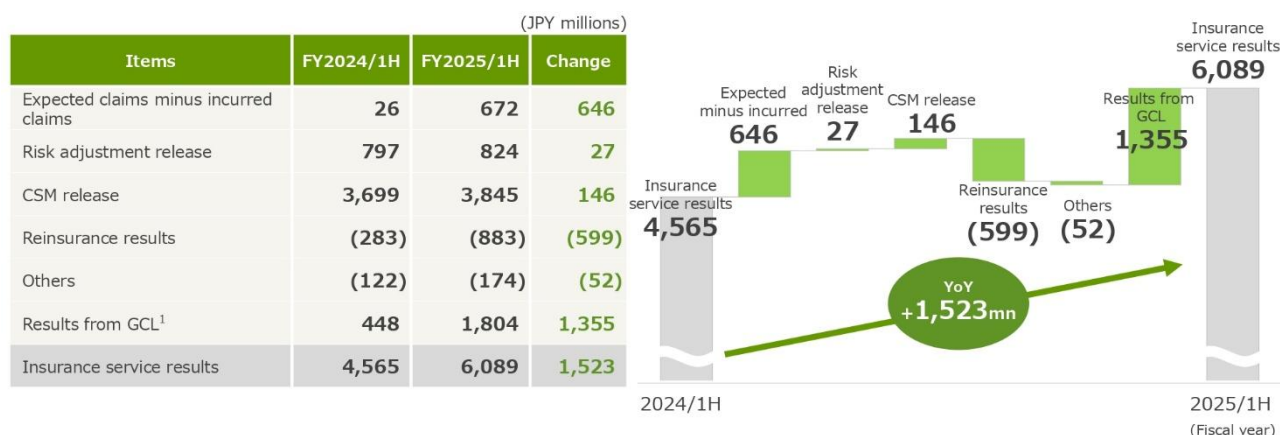
Progress toward the JPY9,800 million forecast announced in May of this year is 62.1%, which is faster than expected.

The factors behind this result are explained on the next page.

## Insurance Service Results Analysis



- Grew strongly driven by lower-than-expected incurred claims of individual life and GCL



1. Insurance service results related to contracts measured under the Premium Allocation Approach (Excluding reinsurance results)

13

Please refer to page 13.

This slide analyzes the factors driving the approximately JPY 1.5 billion increase in insurance service results—from JPY 4,565 million in the cumulative second quarter of the previous fiscal year to JPY 6,089 million in the current second quarter. Table on the left shows the components of insurance service results, and the graph on the right illustrates the increase or decrease.

First, one of the factors driving strong growth compared to the previous year is that individual life insurance's claims and benefits were lower than expected at the beginning of the period, as shown in the item "Expected claims minus incurred claims".

Furthermore, the GCL business also contributed strongly to profit growth, due to a lower level of claims payments compared to the previous period.

We continue to recognize the limited increase in CSM releases generated from individual life insurance as a management issue.

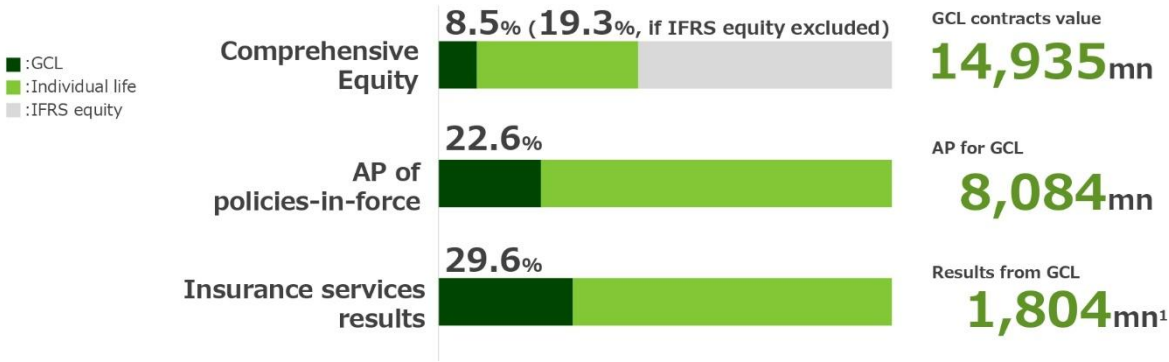
While the individual insurance business is currently showing a strong recovery trend, we will re-accelerate growth and aim for further profit growth through both CSM releases and GCL results.

# GCL Business Performance



■ Sales through au Jibun Bank are **strongly contributing key indicators**

Our key indicator results  
(as of Sep. 2025)



1. Insurance service results related to contracts measured under the Premium Allocation Approach (Excluding reinsurance results)

Please turn to page 14 for an update on our GCL business.

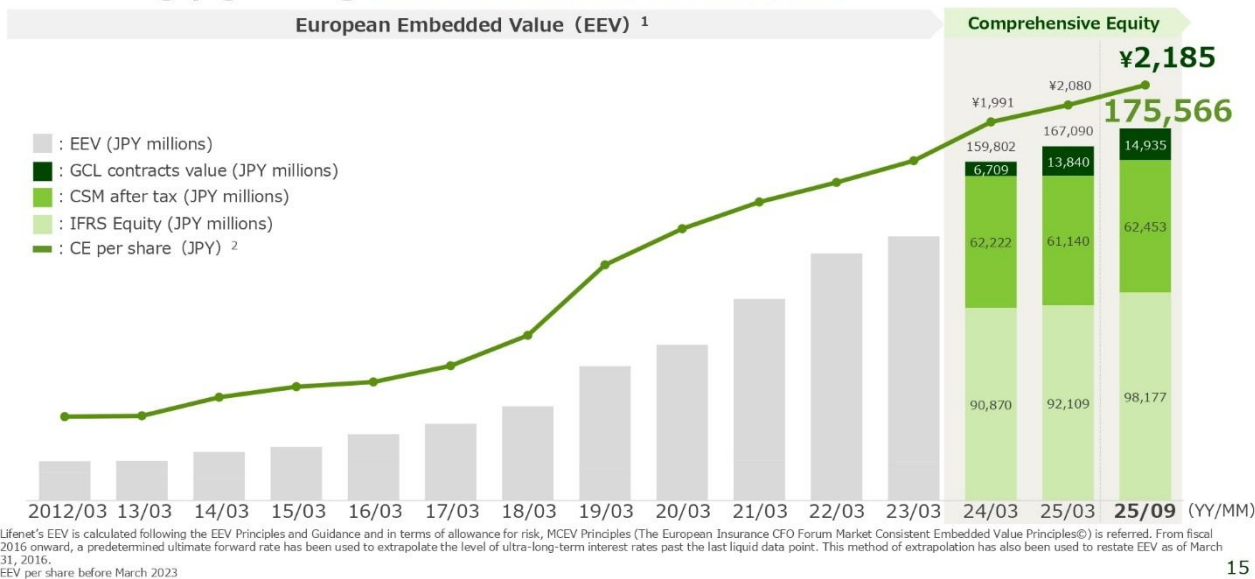
GCL, provided to au Jibun Bank mortgage loan borrowers, is a strong contributor to our key performance indicators: Comprehensive Equity, annualized premium of policies-in-force, and insurance service results.

Going forward, starting with the new alliance with Kyoto Shinkin Bank, we will steadily expand alliances outside of our existing collaborative group, thereby expanding this business to one that supports the growth of our overall performance.

# Movement of Management Indicators



■ Strongly growing at a CAGR of 18% since IPO



Page 15 shows changes in management indicators.

Comprehensive Equity, management indicator, has been disclosed from the end of March 2024. As of the end of September 2025, CE reached JPY 175,566 million, achieving a high CAGR of 18% since our IPO.

The line graph shows the change in CE per share. The CE per share at the end of September 2025 was JPY2,185, and the corporate value per share has been steadily growing.

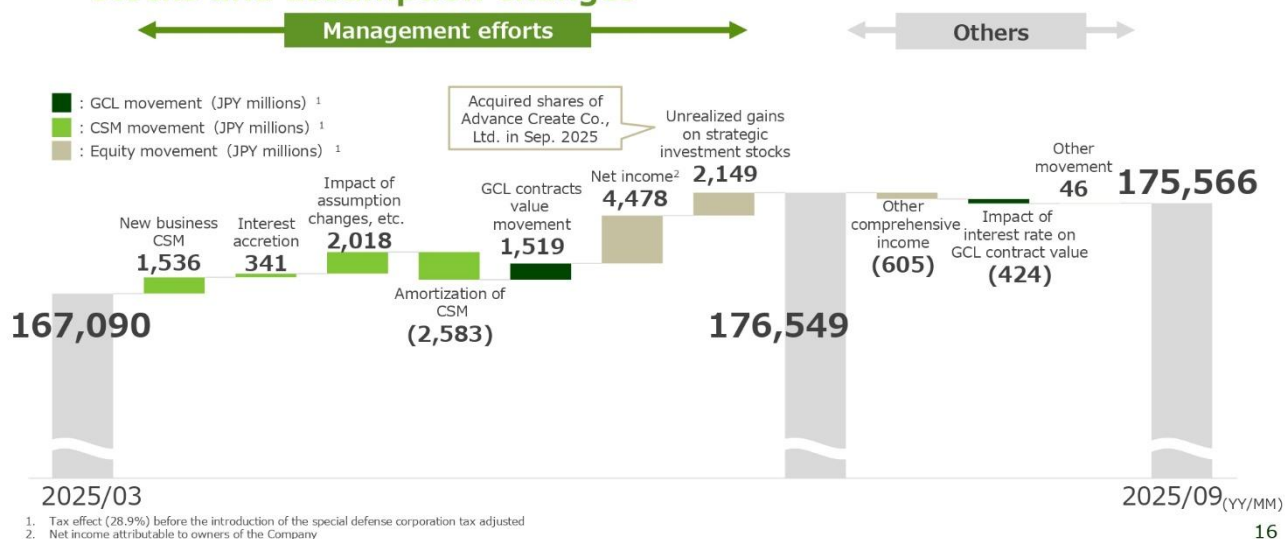
We remain committed to the mid-term business plan's goal of achieving 10% CE per share growth in FY2028.



## Changing Factors of Comprehensive Equity (CE)



### ■ Increased mainly due to unrealized gains on strategic investment stocks and assumption changes



16

Please refer to page 16.

This slide analyzes the factors contributing to the change in Comprehensive Equity for the six-month period from the end of March 2025 to the end of September 2025.

In this first half, the growth of Comprehensive Equity resulted from two key factors: "Unrealized gains on strategic investment stocks" acquired through the capital and business alliance with Advance Create, and the "Impact of assumption changes, etc." resulting from the improvement in operating expense assumption.

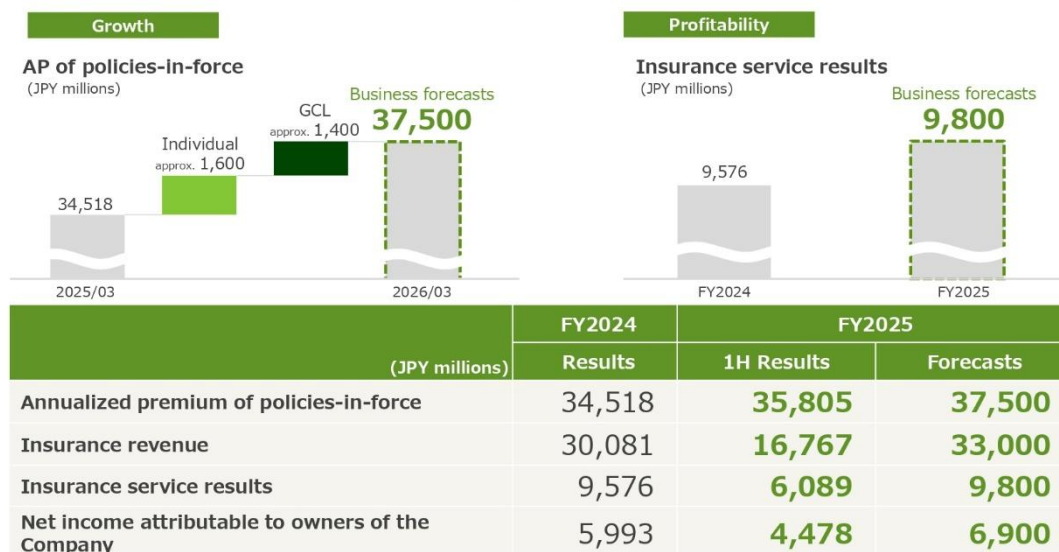
Furthermore, key management drivers, including the steady accumulation of new business CSM, the increase in GCL contracts value, and the recording of net income, brought the total from management efforts to JPY 176,549 million.

As a result of other factors, Comprehensive Equity reached JPY 175,566 million at the end of September 2025. We remain committed to focusing on "management efforts," thereby sustaining our growth toward the JPY 200–240 billion targets in FY2028 under our mid-term business plan.

## Consolidated Business Forecasts for FY2025



### ■ Remains unchanged since May 2025



17

Please refer to page 17.

There are no changes to our FY2025 business forecasts announced in May 2025. For the annualized premium of policies-in-force, while the slow net increase in GCL business is recognized as a challenge, we will strive to accelerate growth through both individual life and GCL segments.

We will continue to watch the claims payment trends in both the individual life and GCL, as these are variable factors impacting our forecast.

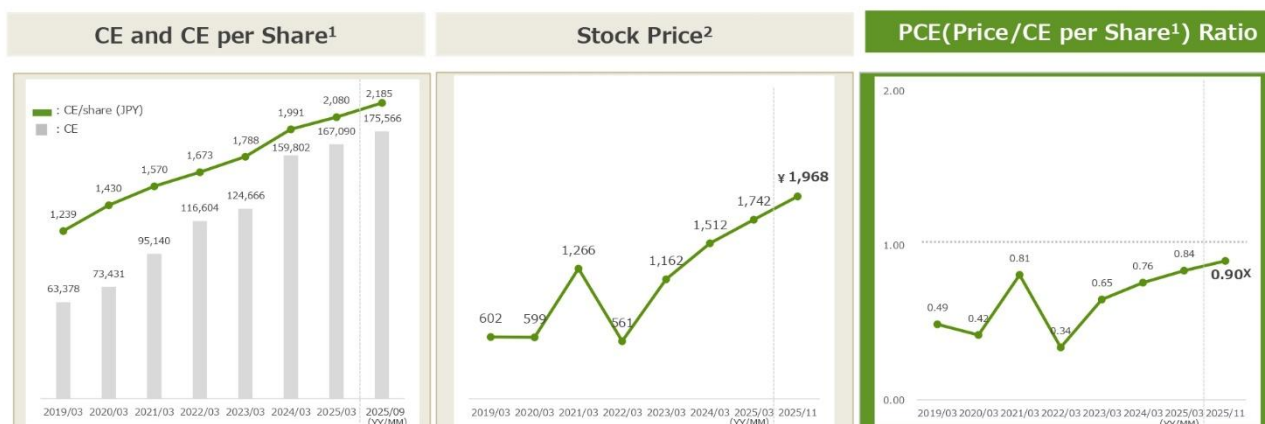
This concludes with the explanation of our Q2 financial results.

Next, I will explain our approach to improving market valuation. Please refer to page 19.

# Capital Market Evaluation



- While the PCE ratio shows an improving trend, it remains below 1x, indicating room for further improvement



1. EEV, EV per share and Price/EEV per share ratio before the end of March 2023
2. Closing price. For 2025/11, closing price on November 12, 2025

19

These are the movement of indicators related to our market valuation. The graph on the left side of this slide shows changes in Comprehensive Equity and CE per share, which represent corporate value.

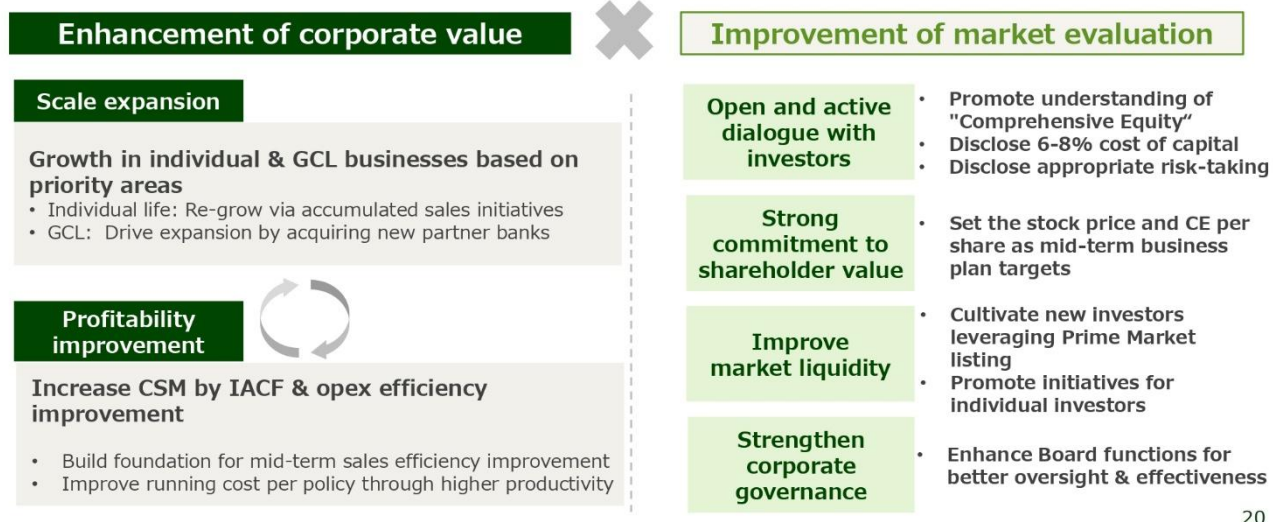
The graph on the right side shows the price/CE per share, which is the ratio of the stock price divided by CE per share. As you can see, the P/CE ratio, which once exceeded the 1x level, is now below 1x.

We recognize that there is room for improvement in the capital market's evaluation of the company.

## Initiatives to Improve PCE Ratio



### ■ Targeting PCE of 1.0x+ by enhancing corporate value with individual life & GCL businesses and market valuation



20

Please refer to page 20.

We recognize that improving the P/CE ratio requires addressing both efforts to enhance CE, which represents corporate value, and efforts to improve market valuation.

Regarding the enhancement of corporate value shown on the left, we are promoting initiatives aimed at scaling up based on the priority areas explained by Mr. Yokozawa at the first half of the presentation. This is progressing steadily highlighted by individual insurance's re-growth and the announcement of a new GCL alliance with Kyoto Shinkin Bank.

Furthermore, regarding the improvement in profitability, we evaluate that the reduction in running costs per policy due to enhanced productivity has been succeeded, which we consider a driver for CE growth.

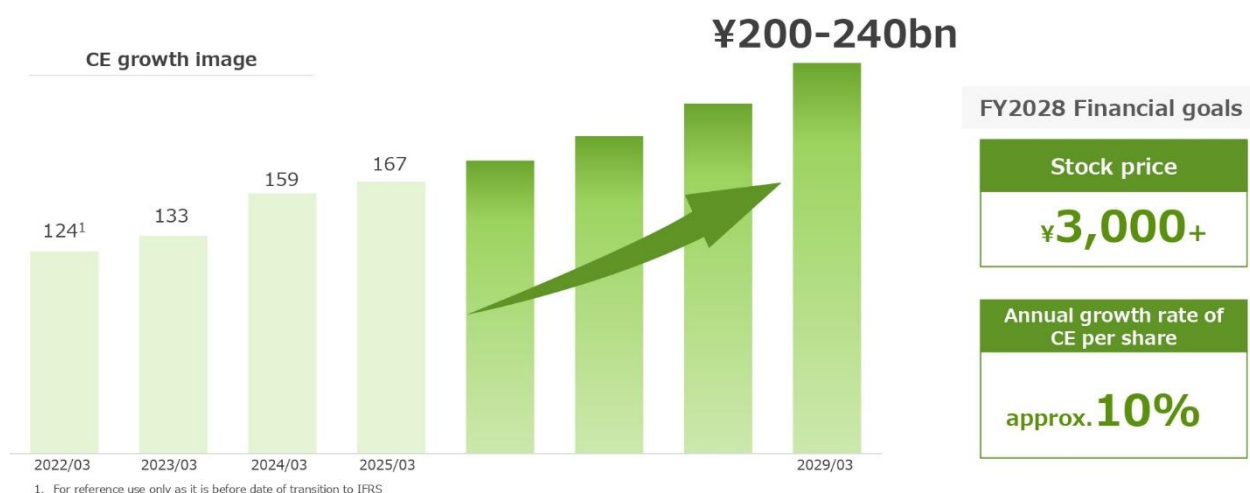
We will also continue to promote the improvement of valuation from the market, shown on the right. With commitment to shareholder value, we are also discussing it with new investors following the Prime Market listing in July 2025.

In addition, in September 2025, we disclosed "[Action to Implement Management that is Conscious of Cost of Capital and Stock Price](#)." We recognize our cost of capital is in the 6-8% range, and we are committed to achieving management conscious of both cost of capital and stock price through continuous dialogue with our shareholders and investors.

## Achieving Mid-term Business Plan



- **Aim to achieve FY2028 management goal** by realizing sustainable growth through investment in priority areas



21

Finally, please refer to page 21.

We will continue to focus on the initiatives in our priority areas, aiming to achieve the JPY 200–240 billion CE target set out in our mid-term business plan.

We hope that all our shareholders and investors will look forward to our new challenges and continue to support us.

This concludes with the explanation of the financial results for the second quarter of FY2025.

Thank you for your attention.