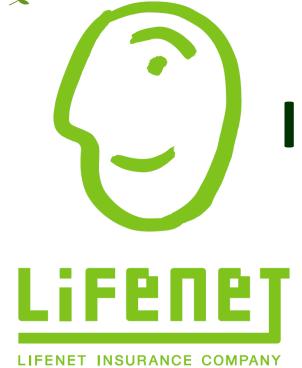


## Securities Code:7157 TSE Mothers



# Investor Meeting Presentation for Fiscal 2016

LIFENET INSURANCE COMPANY

May 15, 2017

#### FY2016 Key Highlight



- **Ordinary income up 8% year on year**
- New business performance bottomed out
- (2) Keeping positive ordinary profit<sup>1</sup>
- One-time amortization of deferred assets under Article 113 of the Insurance Business Act
- (2) Launched sales of "au Life Insurance"

#### **Summary of FY2016 Results**



(JPY mn)

	FY2015	FY2016	Year on year
Ordinary income	9,387	10,096	108%
Operating expenses	3,239	4,047	125%
Ordinary profit (loss) <sup>1</sup>	584	88	15%
Cash flows from operating activities	4,610	3,904	85%
Mortality margin	2,100	2,293	109%
Annualized premium <sup>2</sup> of policies-in-force	9,377	10,088	108%
Number of policies-in-force	225,534	239,800	106%
Annualized premium <sup>2</sup> of new business	1,189	1,361	115%
Number of new business	25,150	29,741	118%

<sup>1.</sup> Ordinary profit (loss) before amortization of deferred assets under Article 113 of the Insurance Business Act

<sup>.</sup> The amount of money 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 by 12 months.

#### **Contents**



- 1. Results of Mid-term Business Plan
- 2. Results for Fiscal 2016
- 3. Challenges for Fiscal 2017

#### **Mid-term Business Plan**



#### Summary of Mid-term Business Plan

FY2018 Management Goal	13.5 billion yen in ordinary income Positive profitability of ordinary profit (loss)
Business Strategy	<ol> <li>The pillars of business: "Online direct sales",         "KDDI (exclusive alliance agent)" and "Overthe-counter agent"</li> <li>Continuous creation of unique sales point in all channels</li> <li>Commitment to business development for future growth</li> </ol>
Organization	Change, Challenge and Unity

#### To Achieve Mid-term Business Plan



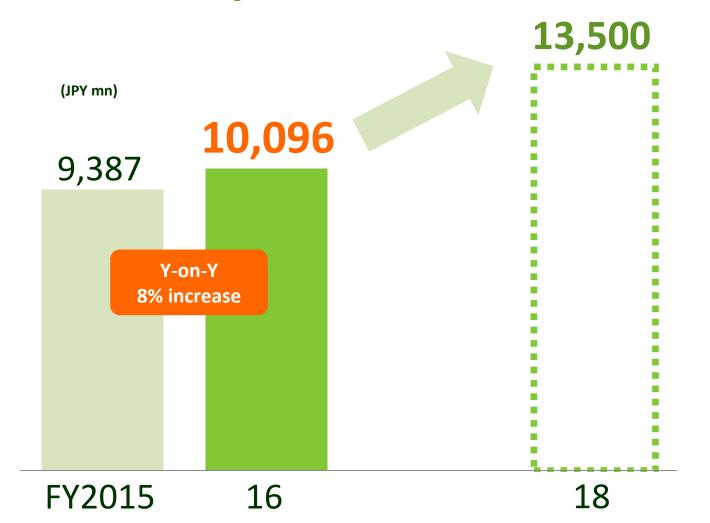
■ Goal in fiscal 2016 returned to growth in new business performance



## Progress of Mid-term Business Plan (Ordinary Income)



Steadily increasing to achieve 13.5 billion yen in ordinary income in fiscal 2018



## Progress of Mid-term Business Plan (Ordinary Profit / Loss)



## ■ Aiming for positive ordinary profit<sup>1</sup> in fiscal 2018

(JPY mn)

	Business forecasts FY2016	Management Goal FY2018	Results for FY2016
Ordinary profit (loss) before amortization of deferred assets under Article 113 of IBA <sup>2</sup> (A)	(300)	-	88
Amortization of deferred assets under Article 113 of IBA <sup>2</sup> (B)	1,060	-	2,120
Ordinary profit (loss) (A)-(B)	(1,360)	Turn profitable	(2,031)

<sup>1.</sup> After completion of amortization of deferred assets under Article 113 in fiscal 2016, management indicator for Mid-term Business Plan ending in fiscal 2018 is positive profitability of accounting ordinary profit (loss).

2. The Insurance Business Act

#### **Contents**



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#### **Overview of FY2016**



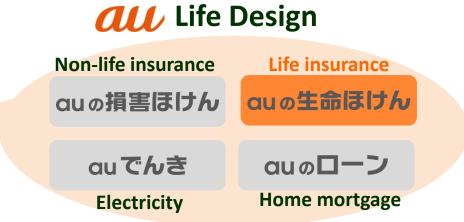
- ② Launched sales of "au Life Insurance"
- **Promoted new Long-term Disability**
- (2) Improved services via smartphone
  - **©** For improving customer convenience
  - **©** For increasing number of visitors to website
- (2) Highly evaluated in Japan market

#### Launch of "au Life Insurance"



#### Provided as one of au Life Design concept

## Medium-Term Target of KDDI Domestic Telecom Business Sustainably grow the domestic telecom business Maximize the "au Economic Zone" Ambitiously develop global business



FY2015 FY2016

Source: "Financial Results for the Fiscal Year Ended March 2017" (P9), KDDI Corporation

#### Apr. 2015 - Capital and Business alliance with KDDI

- Jan. 2016
Trial sales of our product

Dec. 2015

Apr. - Nov. 2016
"au Life Insurance"
(Internet sales)

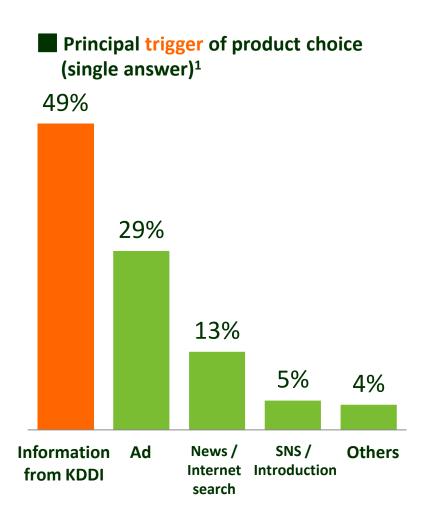
Dec. 2016 "au Life Insurance"
with Refunds
(Internet sales)

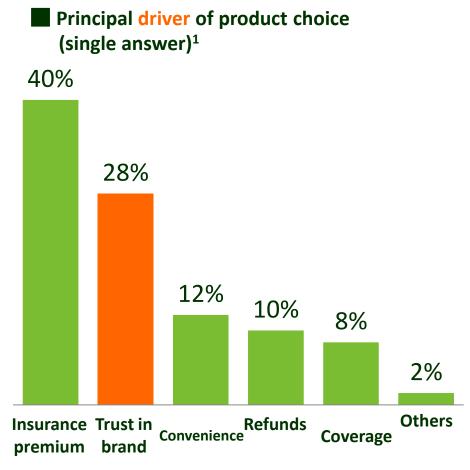
Apr. 2016 - au Financial Support Center (call center)

#### **Utilization of KDDI Channel**



#### KDDI's advantage of customer platform and brand

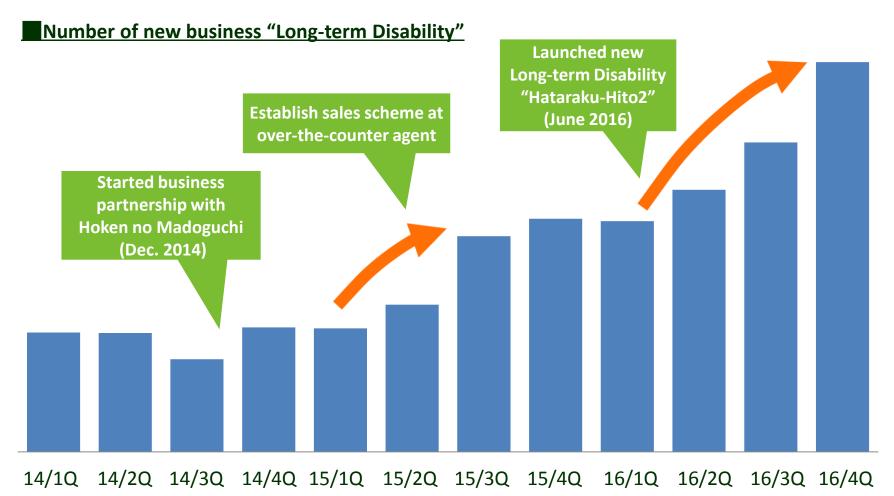




#### **Promotion of Long-term Disability**



Launched new product and promoted through over-the-counter agent



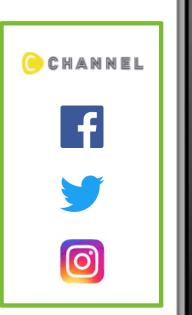
- Improvement of Customer Convenience
  - Counseling, Application and Claim - all completed via smartphone



#### For Increasing Visitors to Website



- Creating new contact points with customers by utilizing SNS
  - Video advertising via SNS





■ Lifenet official account of LINE



#### **High Evaluation by Outsider**



#### Term Life and Long-term Disability highly evaluated<sup>1</sup>

価格.com保険

価格.com保険アワード2017年版「生命保険の部 定期保険」「就業不能保険の部」で総合第1位を獲得



powered by Kakaku.com insurance

powered by Kakaku.com insurance

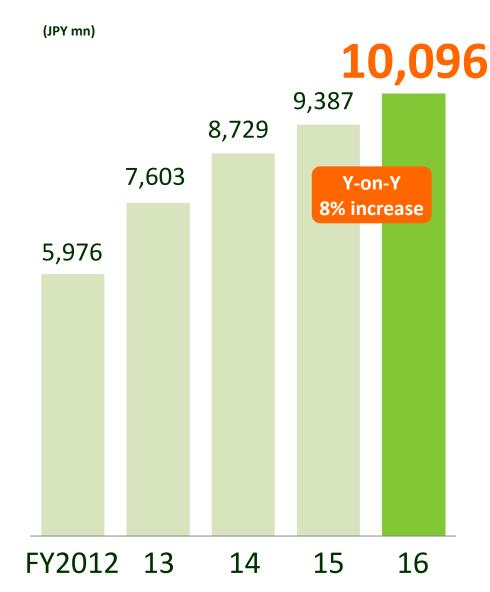
株式会社カカクコム・インシュアランスが2017年に発表した『価格.com保険アワード2017年版』において、「定期死亡保険 かぞくへの保険」が生命保険の部 定期保険で、「就業不能保険 働く人への保険2」が就業不能保険の部でそれぞれ総合第1位に選ばれました。

▶ 詳細を見る

<sup>1.</sup> The most popular insurance products in each category from January through December 2016, receiving the highest number of applications in each category of Kakaku.com Insurance, the sales agent company of insurance products.

#### **Ordinary Income**

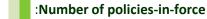


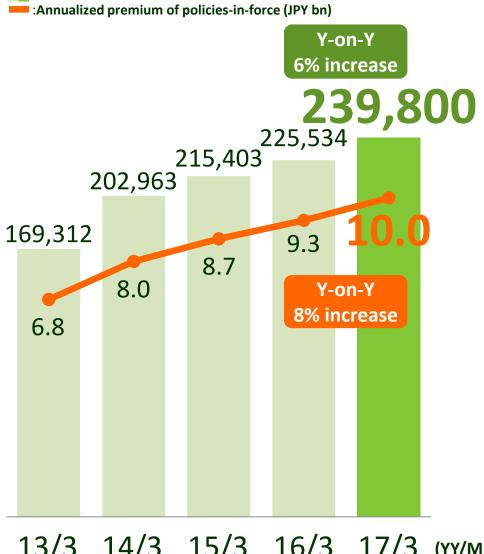


- Steadily increased8% year on year
- 9,816 million yen of insurance premiums and other

#### **Number of Policies-in force** / Annualized Premium







- **Annualized** premium of policies-in-force increased 8% year on year
- Policies-in-force **exceeded 240,000** in Apr. 2017

14/3 15/3 16/3 17/3 (YY/MM)

#### **Breakdown of Policies-in-force**



#### Over 150,000 in-force policyholders (as of Mar. 31)

(YY/MM)	2016/3	2017/3	Component ratio
Number of policies-in-force	225,534	239,800	100.0%
- Term Life <sup>1</sup>	117,626	122,952	51.3%
- Whole-Life Medical <sup>1</sup>	67,999	71,172	29.7%
- Term Medical Care <sup>1</sup>	11,132	10,462	4.4%
- Long-term Disability <sup>1</sup>	28,777	35,214	14.7%
Sum insured of policies-in-force <sup>2</sup> (JPY mn)	1,906,269	1,966,965	
Number of policyholders	140,301	152,545	
	FY2015	FY2016	
(Reference) Surrender and lapse ratio <sup>3</sup>	6.7%	6.6%	

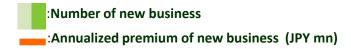
<sup>1.</sup> Term Life insurance: "Kazoku" and "au Term Insurance", Whole-Life Medical insurance: "Jibun", New "Jibun", New "Jibun" for Women, "au Medical Insurance" and "au Medical Insurance for Women", Term Medical Care insurance: "Jibun Plus", Long-term Disability insurance: "Hataraku-Hito", "Hataraku-Hito 2" and "au Long-term Disability Insurance"

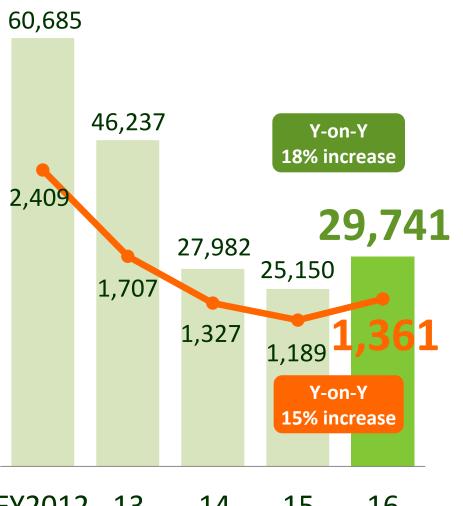
<sup>2.</sup> Sum insured of polices-in-force is the sum of death coverage, and does not include third-sector insurance.

<sup>3.</sup> The surrender and lapse ratio is the annual equivalent of the monthly number of policies surrendered and/or lapsed divided by the monthly average number of policies-in-force.

#### Number of New Business / Annualized Premium







Increased for the first time in 5 fiscal years

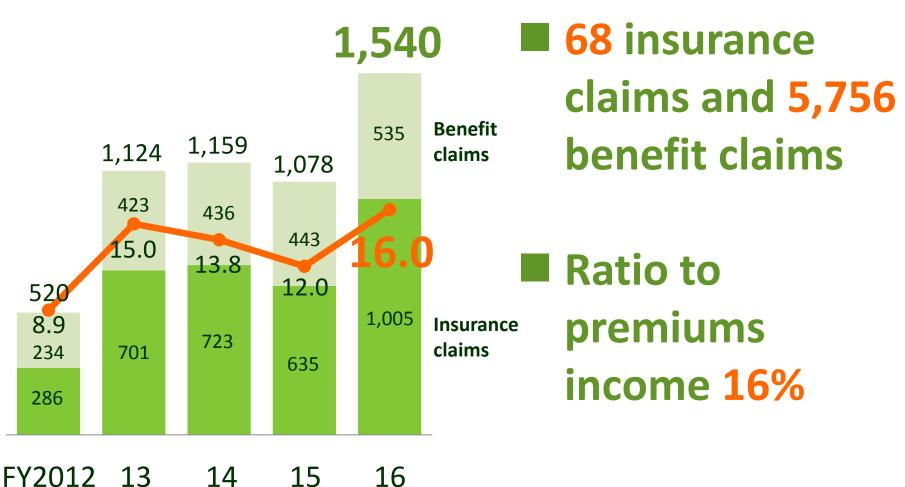
Number of new business increased18% year on year

#### **Insurance Claims and Benefits**



: Amount of insurance payments (JPY mn)

: Amount of insurance payments / Premiums income (%)



#### **Provision for Policy Reserves**



: Provision for policy reserves (JPY mn)

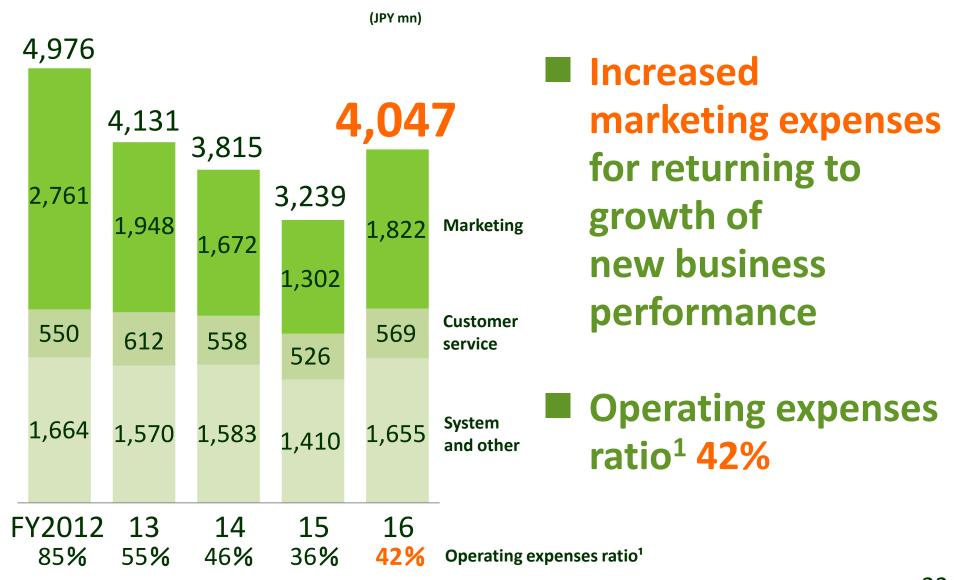
: Provision for policy reserves / Premiums income (%)



Slightly decreased in accordance with elapsed years

#### **Operating Expenses**

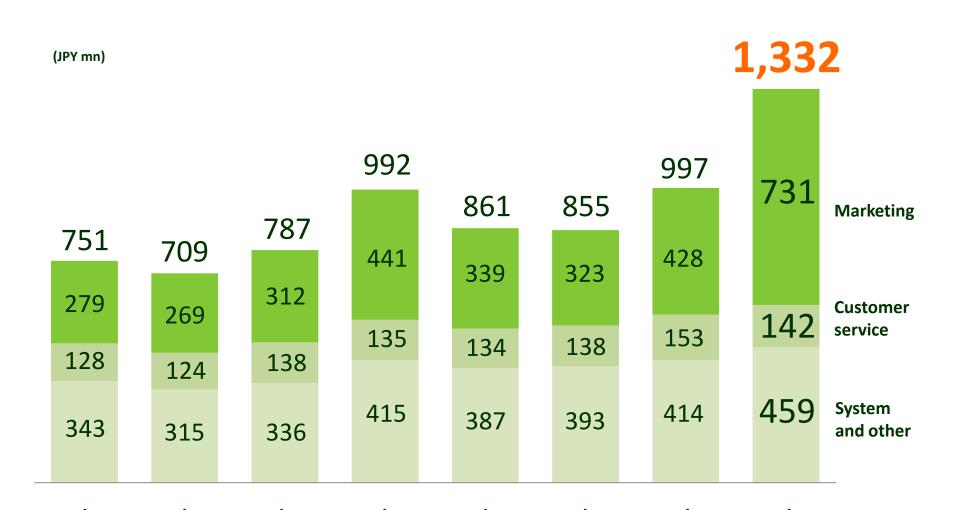




#### **Operating Expenses (Quarterly)**



#### Increased of advertising expenses for 4Q

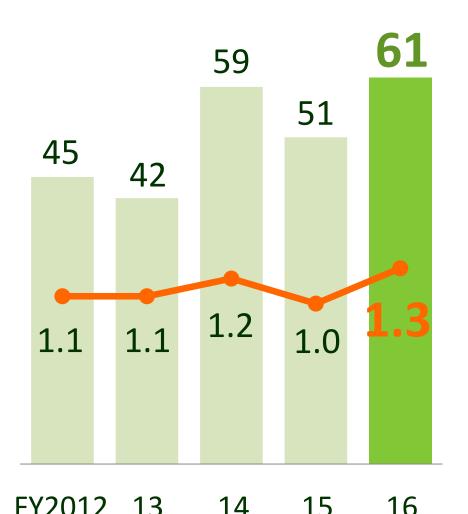


15/1Q 15/2Q 15/3Q 15/4Q 16/1Q 16/2Q 16/3Q 16/4Q

#### Marketing Expenses per New Business



- :Marketing expenses per new business (JPY thousand)
- :Marketing expenses/Annualized premium of new business (%)



Declined efficiency because of investing to grow in new business performance

#### **Ordinary Profit (Loss)**



Keeping positive ordinary profit<sup>1</sup> for the second consecutive year
(JPY mm)

**FY2013** FY2014 **FY2015 FY2016 Ordinary profit (loss)** before amortization of (1,198)(472)584 88 deferred assets under **Article 113 of IBA**  $(2,120)^2$ (1,060)(1,060)(1,060)**Amortization cost** (475)(2,031)(2,258) (1,532)**Ordinary profit (loss)** 584 **Ordinary** profit<sup>1</sup> (JPY mn) (472)

<sup>1.</sup> The ordinary profit/loss before deferred expenses and amortization of deferred assets under Article 113 of the Insurance Business Act.

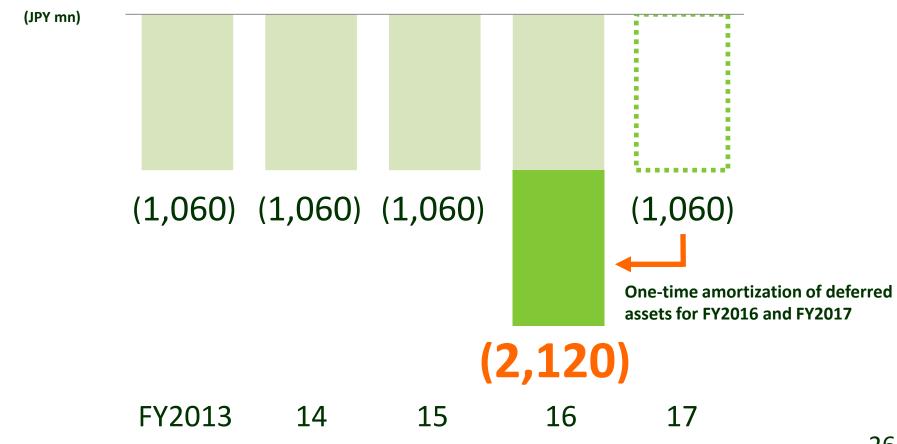
<sup>2.</sup> One-time amortization of deferred assets for FY2016 and FY2017

### One-time Amortization of Deferred Assets under Article 113 of the Insurance Business Act



Amortized deferred assets one year ahead of schedule due to establishment of stable financial base

Effect on ordinary profit (loss)
by amortization of deferred assets under Article 113 of the Insurance Business Act



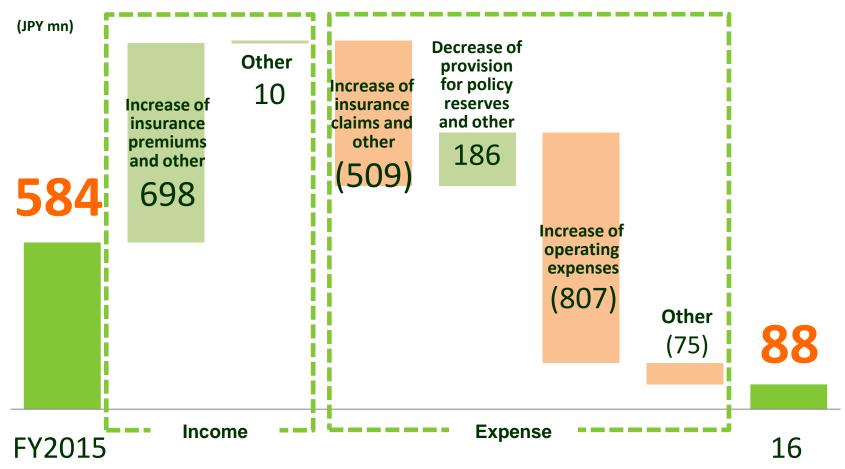
26

#### **Structure Breakdown of Ordinary Profit**



Decreased due to increase of insurance claims and other and operating expenses

<u>Transition of ordinary profit</u><sup>1</sup>



#### **Condensed Statements of Operation**



(JPY mn)

				(JPY mn)
		FY2015	FY2016	Change
Insurance premiums	and other	9,117	9,816	698
Other		269	280	10
Ordinary income	(A)	9,387	10,096	708
Insurance claims and	other	1,287	1,796	509
Provision for policy real	eserves	3,824	3,638	(186)
Operating expenses		3,239	4,047	807
Other		451	526	75
<b>Ordinary expenses</b>	(B)	8,802	10,008	1,205
Ordinary profit (loss) before a deferred assets under Article		584	88	(496)
Amortization of deferred as 113 of IBA	sets under Article (C)	1,060	2,120	1,060
	(1. 5) (5)	(477)	(0.004)	/4 FEC
Ordinary loss	(A-B)-(C)	(475)	(2,031)	(1,556)

#### **Mortality Margin**





- Steadily recorded mortality margin
- Increased 9%year on yeardue to premiumsincome up

#### **Fundamental Profit**



(JPY mn)

			(JPY mn)
	FY2014	FY2015	FY2016
Mortality margin	1,777	2,100	2,293
Expense margin (loss)	(3,282)	(2,595)	(4,247)
Interest margin	19	43	17
Fundamental profit	(1,484)	(450)	(1,936)
(ref.) Insurance premiums and other	8,493	9,117	9,816
Adjusted fundamenta profit <sup>1</sup>	al	609	
(JPY mn)			183
_			

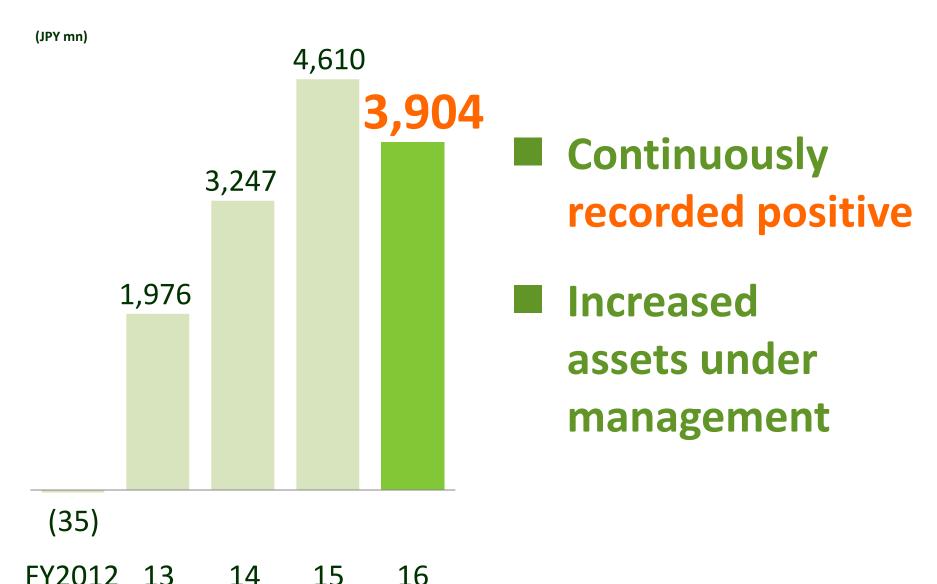
Expanded expense margin (loss) due to one-time amortization of deferred assets under Article 113 of the Insurance Business Act

Keeping positive ordinary profit<sup>1</sup>

(424)

#### **Cash Flows from Operating Activities**





#### **Financial Condition**



(JPY mn) (YY/MM)	15/3	16/3	17/3
Total assets	23,387	30,317	31,934
Cash and deposits	731	734	1,004
Monetary claims bought	-	1,999	1,999
Money held in trust	1,033	1,035	995
Securities	17,082	23,067	26,372
Government bonds	8,227	10,102	9,876
Municipal bonds	851	1,521	1,496
Corporate bonds	6,894	10,428	11,751
Stocks <sup>1</sup>	222	211	334
Foreign securities <sup>2</sup>	886	804	819
Other securities <sup>3</sup>	-	-	2,095
Total liabilities	10,899	14,893	18,288
Policy reserves and other	10,084	13,908	17,501
Total net assets	12,487	15,423	13,645

Promote diversification asset with investment trust

Modified duration **11.9** years

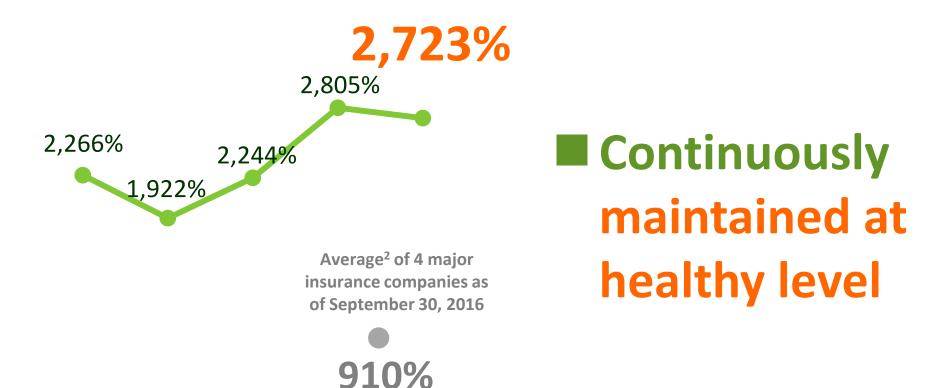
Investment trust including foreign bonds

Lifenet is holding shares of Advance Create Co., Ltd., its insurance sales agent, for the purpose of maintaining equity and business partnership.

Investment in Kyobo Lifeplanet Life Insurance Company in Korea

### Solvency Margin Ratio<sup>1</sup>





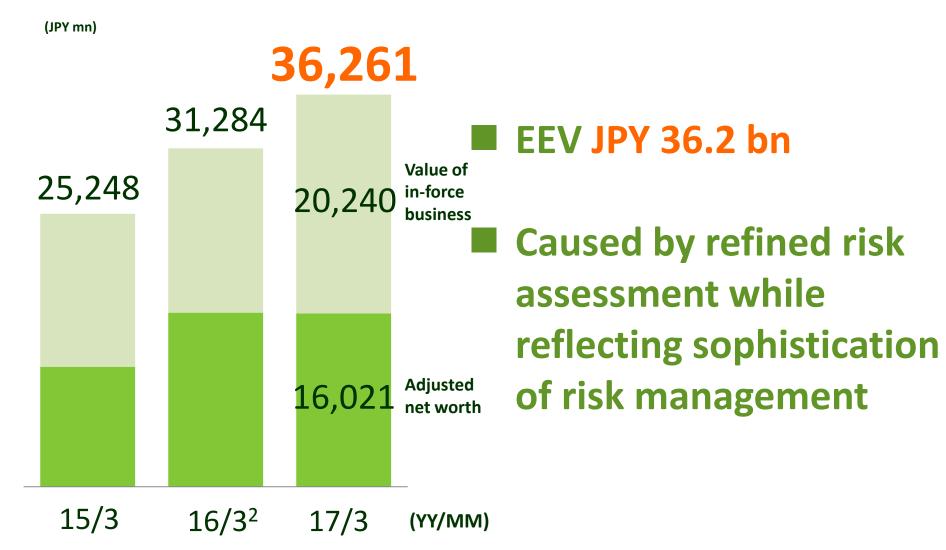
13/3 14/3 15/3 16/3 17/3 (YY/MM)

<sup>1.</sup> The solvency margin ratio measures a life insurance company's ability to pay out claims when unforeseen events occurs, such as natural disaster or a stock market collapse.

<sup>2.</sup> Simple arithmetic average

#### European Embedded Value<sup>1</sup>





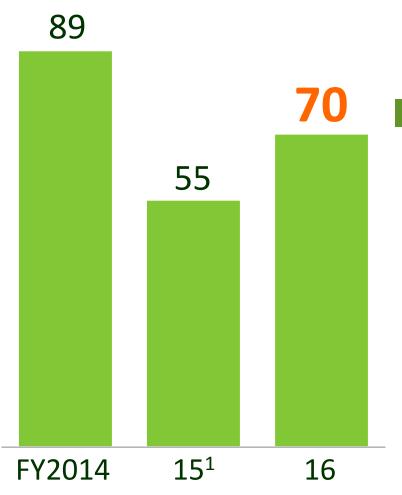
<sup>1.</sup> Lifenet's EEV is calculated following the EEV Principles and Guidance and in terms of allowance for risk, MCEV Principles (The European Insurance CFO Forum Market Consistent Embedded Value Principles©) is referred.

<sup>2.</sup> EEV as of March 31 2016 is restated by changing extrapolation method of interest rates.

#### Value of New Business (VoNB)







Increased due to new business growth and refined risk assessment and others

#### **VoNB**



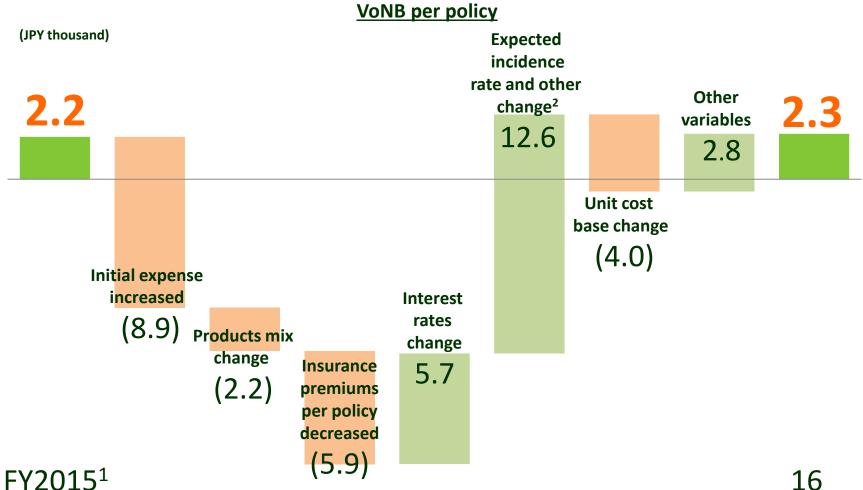
(JPY mn)		FY2015 <sup>1</sup>	FY2016	Per new business (JPY thousand)
Certainty equivalent present value of future profit		3,104	3,604	121
<b>-</b> )	Time value of financial options and guarantees	_	_	_
<b>—</b> )	Frictional cost of capital	8	11	0
<b>—</b> )	Allowance for non-hedgeable risk	1,953	1,830	61
Value of in-force business		1,141	1,762	59
<b>—</b> )	Adjusted net worth	1,086	1,691	56
Value of new business		55	70	2

(Ref.) Present value of in-force business premiums	18,974	19,601
Number of new business	25,150	29,741

## Structure Breakdown of VoNB per Policy



Remaining at the same level due to refined risk assessment while initial cost increased



1. Restated by changing extrapolation method of interest rates

2. Including refined risk assessment

### **EV Sensitivity Analysis**<sup>1</sup>



#### Impacts of changes in assumptions (sensitivities)

	Change in EEV as of	Change in value of
(JPY mn)	March 31, 2017	new business
EEV and new business value as of March 31, 2017	36,261	70
Sensitivity 1a: 1.0% increase in interest rates	492	339
Sensitivity 1b: 1.0% decrease in interest rates	(1,319)	(535)
Sensitivity 1c: 0.5% increase in interest rates	327	189
Sensitivity 1d: 0.5% decrease in interest rates	(532)	(238)
Sensitivity 1e: Interest rates based on JGB yields	(340)	(44)
Sensitivity 2: 10% decrease in value of equity, real estate and investment trust	(233)	_
Sensitivity 3: 10% decrease in operating expenses	2,006	241
Sensitivity 4: 10% decrease in lapse ratio	(1,115)	(172)
Sensitivity 5: 5% decrease in claim incidence rates for life business	3,099	223
Sensitivity 6: 5% decrease in mortality for annuity business	_	_
Sensitivity 7: Change the required capital to the statutory minimum	69	8

<sup>1.</sup> For each sensitivity, only one specific assumption is changed and other assumptions remain unchanged. It should be noted that the effect of the change of more than one assumption at a time is likely to be different from the sum of sensitivities carried out separately. As Japanese policy reserves are calculated in accordance with the IBR, the sensitivities carried out do not affect the reserves at the valuation date. The sensitivity on the value of new business excludes the impact on the adjusted net worth.

#### **Contents**



- 1. Results of Mid-term Business Plan
- 2. Results for Fiscal 2016
- 3. Challenges for Fiscal 2017

#### **Mid-term Business Plan**



#### Summary of Mid-term Business Plan

FY2018 Management Goal	13.5 billion yen in ordinary income Positive profitability of ordinary profit (loss)
Business Strategy	<ol> <li>The pillars of business: "Online direct sales",         "KDDI (exclusive alliance agent)" and "Overthe-counter agent"</li> <li>Continuous creation of unique sales point in all channels</li> <li>Commitment to business development for future growth</li> </ol>
Organization	Change, Challenge and Unity

#### To Achieve Mid-term Business Plan



■ Aiming for establishing a system realizing sustainable profitability in fiscal 2017



## Challenges

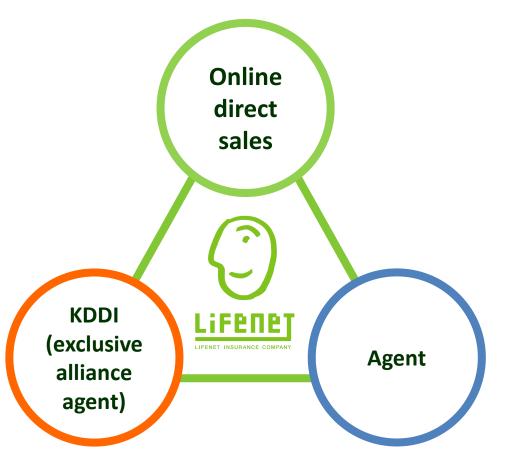


- Stable growth of new business performance with three core channels
- (2) Improvement of operating expenses efficiency
- © Enhancement of proactive product development and services utilizing smartphone

#### **Utilization of Three Core Channels**



Aim for steady growth of new business performance



#### **Online direct sales**

→ Launch new products and improve services via smartphone

#### **KDDI** (exclusive alliance agent)

→ Utilize au shops and au Financial Support Center

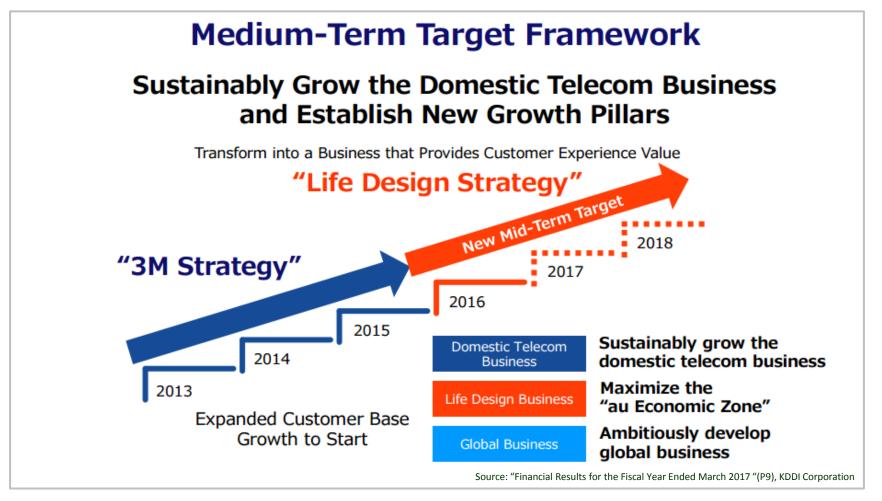
#### **Agent**

→ Promote sales of Long-term Disability through over-the-counter agent

#### **Utilization of KDDI Channel**



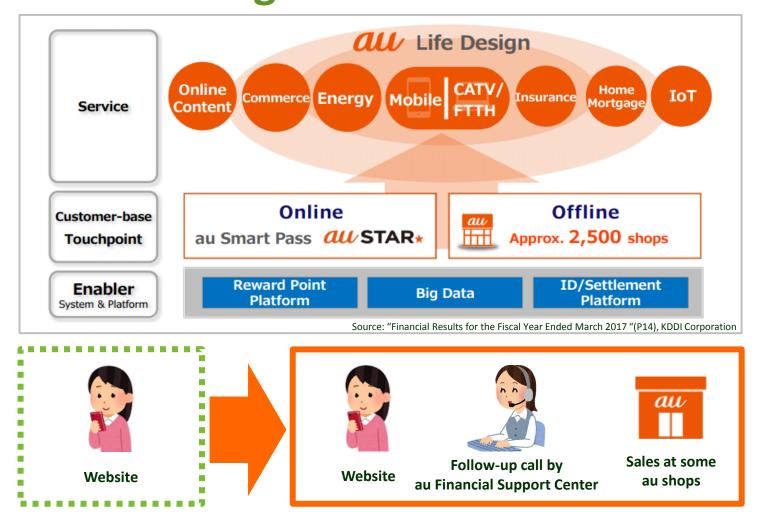
## au Life Design strategy is new growth pillar of Medium-Term Target of KDDI



#### Sales Growth of "au Life Insurance"



Planning trial sales at some au shops as one of au Life Design services

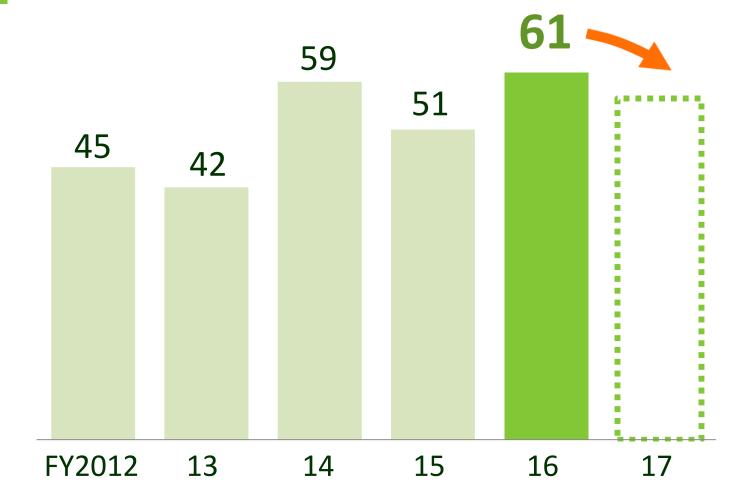


#### **Improved Efficiency of Operating Expenses**



#### For efficient acquisition of new business

: Marketing expenses per new business (JPY thousand)



## **Enhancement of Smartphone Services**



Improving existing customers convenience



#### **Business Forecasts**



- Ordinary income up 8.9%, 11 billion yen
- Invest necessary operating expenses to establish a system realizing sustainable profitability

(JPY mn)

	Ordinary income	Ordinary profit (loss)	Net income (loss)
Business forecasts	11,000	(300)	(300)
(Reference) Results for FY2016	10,096	(2,031)*	(1,889)*

<sup>\*</sup>Amortization of the deferred assets under Article 113 of the Insurance Business Act was 2,120 million yen due to the one-time amortization. The ordinary profit before amortization of deferred assets under Article 113 of the Insurance Business Act was 88 million yen.

## **Shareholder Return Policy**



- © Completed amortization of deferred assets under Article 113 of the IBA in fiscal 2016
- Specific policies and dates for distributing retained earnings as dividends is not yet determined
- Plan to consider shareholder return in the future upon having taken into account amounts of cumulative loss and others

### **New Management Team**



#### ■ Change of management team in the 10<sup>th</sup> year since business commencement

Masayuki Nishida **Executive Vice President, Director** 



Yasuhiro Koba **Director** 

New







Masanobu Takatani **Outside Director** 







Daisuke Iwase President & Representative Director Hitoshi Hatta **Executive Managing Director** 



**Ryosuke Mori Director** New



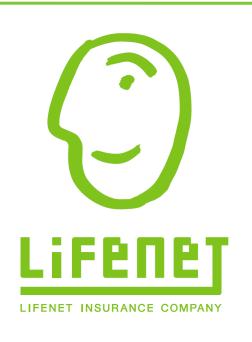
Yutaka Mizukoshi **Outside Director** 



Tomohiko Katsuki **Outside Director** 

#### LIFENET is...





# Comprehensible Cost-Competitive Convenient

- Returning to the original purpose of life insurance mutual support —
- Plugged-in way to reach customers who need insurance products with necessary coverage

#### **LIFENET Manifesto**



#### I. Our Guiding Principles

- (1) We believe that our responsibility to society is to return life insurance to its original state. Life insurance is for the customers, not for the company. In order to achieve this goal, we will only offer products we can recommend with confidence.
- (2) We will be transparent. We will disclose information on our management, products and company as a whole on our website to actively communicate with customers and society.
- (3) We will be fair. We believe that our services will be more benevolent if the employees are free of any and all limitations they may feel in the work environment, and as such, we will not discriminate against education, gender, age, nationality, or familial situations.
- (4) We will adhere to laws protecting personal information and comply with laws, regulations, and other social standards. We pledge to be respectable global citizens, acting fairly and ethically.

#### III. Life Insurance will be Cost-Competitive

- (1) We believe that no one should pay premiums that are more expensive than necessary, and will be innovative and creative in order to develop and maintain the most cost-competitive products possible.
- (2) We will handle every step of the process in providing good products to our customers; from the development of the products to the sales. This allows for us to maintain our cost-competitive prices.
- (3) Our products will be cost-competitive, but the content of the products and our services will not be sacrificed. All communication with customers will be conducted accurately and quickly, including claim processes.
- (4) Life insurance is a very expensive purchase, and life is also very expensive. We want for our customers to spend less on life insurance, and more on enjoying life.

#### I. Life Insurance will be Comprehensive

- (1) Our products will be simple and comprehensible. There will not be complex policies with special provisions.
- (2) Life insurance is a financial product designed to mitigate risk, and we believe the customer should decide what products are necessary for them. As we feel it is critical for customers to be well informed of products and policies, we will make accessible any and all relevant information on our website for customers to make logical and rational decisions. The Customer Contact Center is also available for further clarifications and questions.
- (3) Our website will promote the understanding of not only our company's products, but of life insurance in general.
- (4) We will make life insurance products tangible via clearly written policies and comprehensible terms and conditions.

#### IV. Life Insurance will be Convenient

- (1) We know our customers have very busy lives. That is why our customers can apply for our life insurance policies via the internet, 24 hours a day, 7 days a week.
- (2) Our documents require only a signature. There are no other typical official items required to verify personal identification.
- (3) Our definition of "surgery" is aligned with the national healthcare insurance point table, making the claim process much more convenient and comprehensible.
- (4) We have a proxy claim system, allowing for the third party designated by the claim holder to file a claim. The appointed proxy need simply to make a phone call to our contact center for necessary documents.

This manifesto is not simply as a declaration. This is how we do things. Join us on our journey.



All information on this document that is not historical fact constitutes forward-looking information and is based on assumptions and forecasts available to the company at the time of preparation. The company cannot guarantee the accuracy of these assumptions and forecasts. Earnings projections and other information on this may differ materially from actual performance due to various risks and uncertainties.

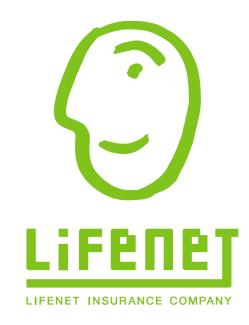
This is a translation of the original Japanese document, prepared and provided solely for readers' convenience. In case of any discrepancy or dispute, the Japanese document prevails.

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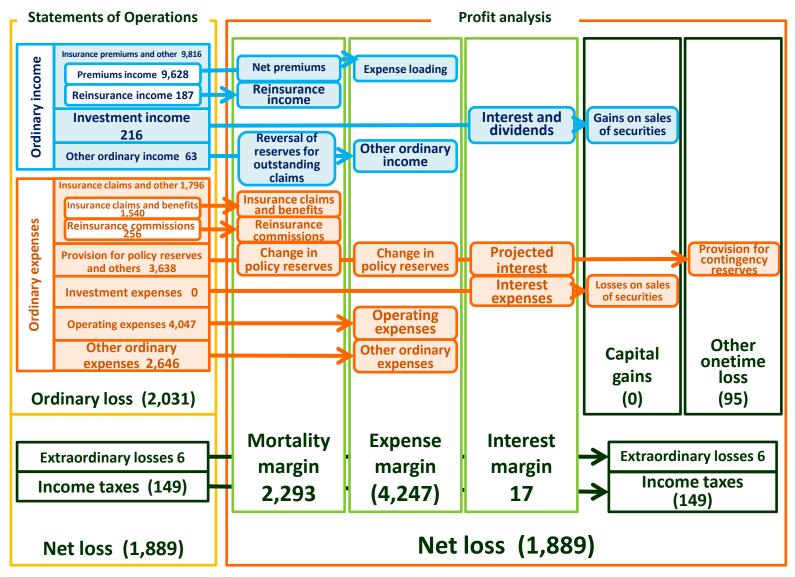
## **Appendix**



# Three Surplus Factors of Fundamental Profit



#### **FY2016**



## **Solvency Margin Ratio Calculation**



					<u> </u>
As of Mar. 31, 2017 $\sqrt{(R_1 + R_8)^2 + (R_2 + R_3 + R_7)^2} + R_4/2$					
	Solvency margin 2,723.0%	ratio = Total a	mount of solvency margin <numerator> 20,357</numerator>	÷	Total amount of risk/2 < the denominator> 1,495/2
	Cash and deposits 1,004	Other liabilities 577			rance risk R <sub>1</sub> 1,044 Change in mortality rate (calculated based on
	Monetary claims bought 1,999	Reserves for outstanding claims 311  Policy reserves	Add liabilities	value of	policies in force)
	Money held in trust 995	17,189  Contingency reserves 1,402	with strong capital		cal insurance risk R <sub>8</sub> 314 hange in medical incidence rate (hospital on rate, etc.)
		Excess over the full- Zillmerized reserve 5,167	characteristics such as price	Assun	ned interest rate risk R <sub>2</sub> 2
	Securities	Price fluctuation reserves 19  Deferred tax liabilities on available-for-sale securities 1701	fluctuation / reserves and contingency /		t the actual investment return will fall below ected return used as a basis for calculating eserves
	26,372	Valuation difference on available-for-sale securities 4391	ifference on reserves	-	num guarantee risk] R <sub>7</sub> —
		433	/		ated to products, such as variable annuities nimum guarantees
		Capital stock and		Asset n	management risk R <sub>3</sub> 473
	Tangible fixed assets 123	other assets			risk] Risk that asset values decline due to ration in financial condition of creditees
	Intangible fixed assets	13,157		-	uctuation risk]Risk of incurring losses due to in market value of stocks and bonds, etc.
	502	Net assets	<b>,</b>		

1. 90% of the valuation difference on available-for-sale securities and deferred gains or losses on hedges (pre-tax) (if negative, 100%)

13,645

Other assets

935

2. Items that do not apply to the Company or for which the amount is minimal have been omitted, except for certain bracketed items.

Business management risk R<sub>4</sub> 55

Company's case)

3% of the total of the amounts of the other 5 risks (in the