

Nippon Life Announces the New Mid-Term Management Plan “Going Beyond (2021-2023)”

— Continue to support the future of customers and society through “People, Services and Digital Technology”—

Nippon Life Insurance Company (President: Hiroshi Shimizu, hereinafter “Nippon Life”) hereby announces that it has formulated its New Mid-Term Management Plan “Going Beyond (2021-2023)”.

1. Positioning of the New Mid-Term Management Plan

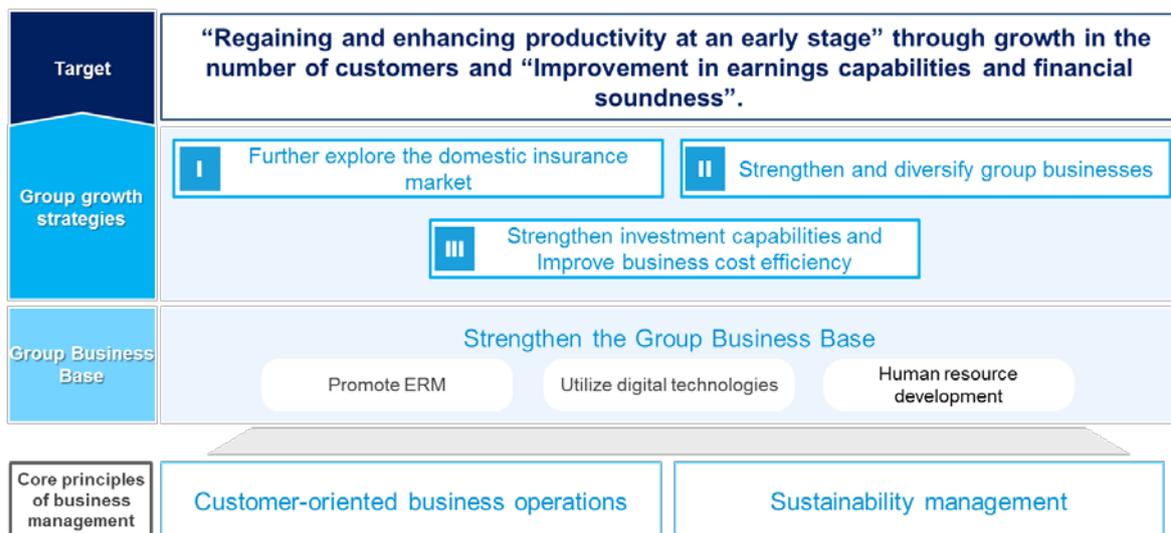
Under the Mid-Term Management Plan “Zen Shin -next stage- (2017-2020)”, Nippon Life made incremental progress in growing the earnings of group businesses. During this time, Nippon Life successfully strengthened its sales channels and product lineup, while promoting diversified investments globally and risk management, enhancing investment capabilities amid continued low interest rates.

Amid dramatic changes in the economic, living and social environment, the New Mid-Term Management Plan is positioned as a three-year period to proactively incorporate changes in the economic, living, and social environment, and to overcome challenges for further growth and evolution.

2. Outline of the New Mid-Term Management Plan

Under the New Mid-Term Management Plan “Going Beyond”, Nippon Life has set the plan’s target as “Regaining and enhancing productivity at an early stage” through growth in the number of customers and “Improvement in earnings capabilities and financial soundness”. Nippon Life will execute its group growth strategies and strengthen the group business base that supports those strategies. In addition, Nippon Life has defined “customer-oriented business operations” and “sustainability management” as the core principles of business management. Based on these principles, Nippon Life will strive to execute a customer-oriented approach with an emphasis on digitalization and social issues such as the aging of society, and to fulfill its role as a stakeholder in society through carbon neutral initiatives such as strengthening ESG investment and finance. Furthermore, through these actions, Nippon Life Group aims to be a group that continues to support the future of its customers and society through “People, Services and Digital Technology”.

Goal: Continue to support the future of customers and society through “People, Services and Digital Technology”



Please see the attachment for details on the New Mid-Term Management Plan.

Nippon Life New Mid-Term Management Plan (2021-2023)

超えて、その先へ
Going Beyond

Enhance today for your future.
Nippon Life Insurance Company

INDEX

■ Review of the “Zen Shin - next stage - (2017-2020)”	P.2
■ New Mid-Term Management Plan “Going Beyond (2021-2023)”	
● Overview	P.6
● Group Growth Strategy I Further Explore the Domestic Insurance Market	P.11
● Group Growth Strategy II Strengthen and Diversify Group Businesses	P.17
● Group Growth Strategy III Strengthen Investment Capabilities and Improve Business Cost Efficiency	P.20
● Group Business Base	P.21
● Customer-Oriented Business Operations and Sustainability Management	P.25

Review of “*Zen Shin* - next stage - (2017-2020)”

Main Initiatives and Achievement of the Previous Mid-Term Management Plan “Zen Shin - next stage - (2017-2020)”

While the aging of society and declining birthrate continues, Nippon Life started “Zen Shin -next stage- (2017-2020)” to pave the way for long-term growth, while swiftly addressing negative interest rates. Under this plan, we strove to increase profitability, expand our social roles, and expand group businesses.

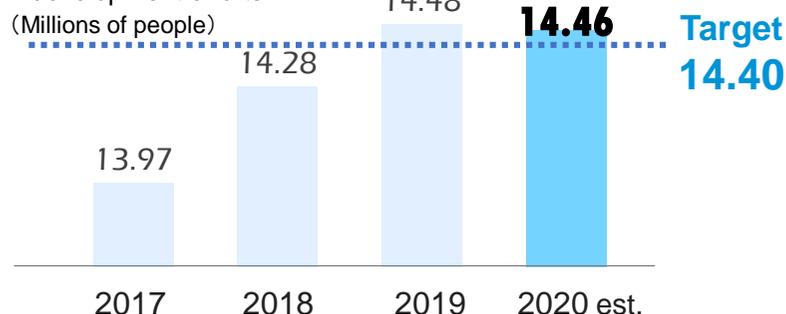
Growth Strategy	1. Increase profitability under an ultra-low interest rate environment	2. Expand the social roles of the Nippon Life group	3. Steadily expand profit of group businesses																							
Main initiatives	<p>Product development</p> <ul style="list-style-type: none"> ➢ Upgraded and expanded the product lineup of “<i>Mirai no Katachi</i>” series <ul style="list-style-type: none"> – Specified critical illness insurance coverage “<i>Daijobu</i>” – General hospitalization insurance “<i>NEW in 1</i>” – Dementia coverage insurance “<i>Ninchisho Support Plus</i>” ➢ Launched “<i>Long Dream GOLD 3</i>” (Nissay single-premium whole life insurance policy with variable accumulation rate in a designated currency) <p>Upgrade sales infrastructure</p> <ul style="list-style-type: none"> ➢ Deployed new mobile devices (TASKALL) and smartphones (N-Phone) for sales representatives <p>Improved investment capabilities</p> <ul style="list-style-type: none"> ➢ Pushed ahead with investment and finance in foreign assets, credit, and new and growing fields such as ESG investment, overseas project finance <p>Increased operational efficiency</p> <ul style="list-style-type: none"> ➢ Promoted automation and streamlining of administration work using Robotic Process Automation (RPA) 	<p>Development of healthcare business</p> <ul style="list-style-type: none"> ➢ Provided the Nippon Life Health Promotion Consulting Service “Wellness-Star☆” ➢ Provided reports on each business site, etc. ➢ Provided the Diabetes Prevention Program <p>Development of businesses to address childcare support and aging society</p> <ul style="list-style-type: none"> ➢ Started company-led nursery business with NICHIIGAKKAN CO., LTD. ➢ Started “Childcare Support Mirai Concierge” ➢ Provided “<i>Gran Age Star</i>”, a paid service for seniors <p>Strengthened the service delivery platform for all generations</p> <ul style="list-style-type: none"> ➢ Started support for seniors and other customers ➢ Upgraded and expanded the procedures supported by the Nippon Life app <p>Initiatives for the development of communities and society</p> <ul style="list-style-type: none"> ➢ Promoted collaboration with local governments 	<p>Expanded group businesses</p> <ul style="list-style-type: none"> ➢ Management integration with MassMutual Life Insurance Company (Currently Nippon Wealth Life Insurance Company Limited) ➢ Commencement of business by HANASAKU LIFE INSURANCE Co., Ltd. ➢ Acquisition of independent retail agency (Hoken 110) ➢ Invested in the TCW Group, Inc. <USA> ➢ Invested in Grand Guardian Life Insurance Co., Ltd. <Myanmar> (Currently Grand Guardian Nippon Life Insurance Co., Ltd. (GGNL)) <p>Strengthened group synergies</p> <ul style="list-style-type: none"> ➢ Cross sell of products with TAIJU LIFE ➢ Cross sell of products among group asset management companies ➢ Promoted personnel exchanges among group companies <p>Initiatives to drive innovation</p> <ul style="list-style-type: none"> ➢ Established Nippon Life X as an open innovation hub (Tokyo, Silicon Valley, London, Beijing) 																							
	Achievement	<p>Core operating profit (non-consolidated) (Billion of Yen)</p> <table border="1" data-bbox="219 1268 795 1364"> <thead> <tr> <th>2016</th> <th>Investment margin</th> <th>2019</th> <th>Investment margin</th> </tr> </thead> <tbody> <tr> <td>634.9</td> <td>148.2</td> <td>647.4</td> <td>220.9</td> </tr> </tbody> </table> <p>Investment and finance in new and growing fields Approx. ¥2.6 trillion (Including ESG investment Approx. ¥0.9 trillion) (As of December 31, 2020)</p> <p>Increased operational efficiency through RPA 210,000 hours (As of September 30, 2020)</p>	2016	Investment margin	2019	Investment margin	634.9	148.2	647.4	220.9	<p>Number of Wellness-Star☆ introductions 163 groups and 22.5 million employees (As of February 28, 2021)</p> <p>Number of company-led nurseries opened 84 sites (As of February 28, 2021)</p> <p>Signing of comprehensive and individual partnership agreements 131 local governments (As of February 28, 2021)</p>	<p>Group company net income (Billion of Yen)</p> <table border="1" data-bbox="1556 1260 2128 1452"> <thead> <tr> <th></th> <th>2016</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Overall</td> <td>43.2</td> <td>(11.8)</td> </tr> <tr> <td>Domestic insurance</td> <td>24.8</td> <td>(32.4)</td> </tr> <tr> <td>Asset management</td> <td>10.1</td> <td>16.2</td> </tr> <tr> <td>Overseas insurance</td> <td>8.2</td> <td>4.3</td> </tr> </tbody> </table> <p>Innovation and development investment Approx. ¥24.0 billion (As of February 28, 2021)</p>		2016	2019	Overall	43.2	(11.8)	Domestic insurance	24.8	(32.4)	Asset management	10.1	16.2	Overseas insurance	8.2
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Achievement of Numerical Targets in “Zen Shin - next stage - (2017-2020)”

Nippon Life is expected to achieve its target for the number of customers through growth in group businesses and for capital as we have steadily secured earnings. Meanwhile, annualized premiums and group company net income are expected to be below its targets due to the impact of COVID-19 and other factors. (Forecasts in both cases)

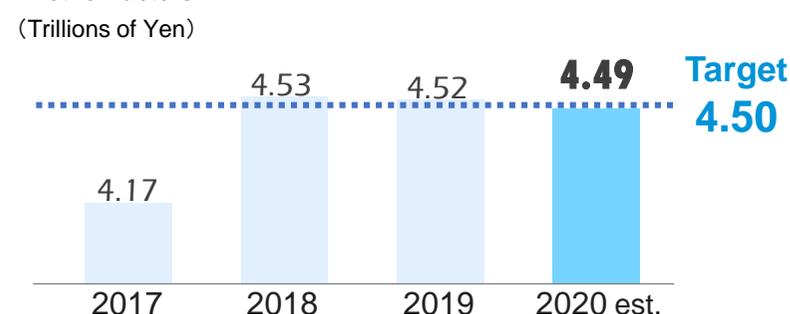
Number of customers (Japan total)

- Expected to achieve target through unified group-wide market development efforts



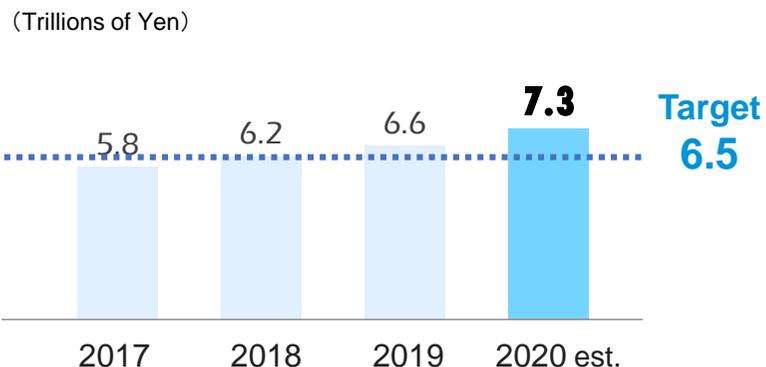
Annualized Premiums (Japan total)

- Expected to be below target due to the impact of COVID-19 and other factors



Capital

- Expected to achieve target with a steady accumulation of capital through profits secured



Group Company Net Income

- Expected to be below its target due to factors such as a decline in interest rates and deterioration of MLC's performance.



Summary of “Zen Shin - next stage - (2017-2020)”

Nippon Life made incremental progress in growing the earnings of group businesses, while successfully executing both insurance sales and investment, broadly achieving the plan.

Achievement

<Insurance sales>

- Increased the number of customers and annualized premiums by proactive efforts in the domestic insurance market
 - Strengthened sales representative channel, diversified agency and other channels
 - Strengthened capabilities to offer products having four domestic life insurance subsidiaries

<Investment>

- Further promotion of diversified investments globally and risk management, enhancing investment capabilities amid continued low interest rates

Challenges

- Incremental progress in growing the earnings of group businesses

Overview of
New Mid-Term Management Plan “Going Beyond”
(2021-2023)

Mid- and Long-Term Management Vision

The Fundamental Management Principles of Nippon Life are based on the precepts of Conviction, Sincerity and Endeavor. Guided by these principles, Nippon Life will realize its mid- and long-term management vision by demonstrating social roles even further based on a long-term awareness of the environment.

Fundamental
Management Principles
of Nippon Life

Contribute to the security and welfare of the public under the precepts of Conviction, Sincerity and Endeavor

Changes in customer needs are foreseen as the change in demography, decline of population and changes in the living and social environment progress

Long-term
environmental
awareness
(Megatrend)

Aging and declining
population with fewer
children

Changes in the living
environment

- Diversifying hobbies, interests and tastes
- Rapidly accelerating digitalization

Changes in the social
environment

- Increasing social security burden
- Major natural disasters and global warming

Changes in customer needs

- Increased asset formation needs
- Increased prevention and health needs

The role of life insurance companies and the expectations of customers and society will increase further

Demonstrate social roles even further

Provide peace of mind to all people

- Provide insurance protection as a safety net supporting the lives of all people

Lead the creation of a society of health and longevity

- Support healthy and wholesome lives in an era with an average life expectancy of 100

Contribute to the creation of a sustainable society

- Support the sustainable development of companies and society as an institutional investor

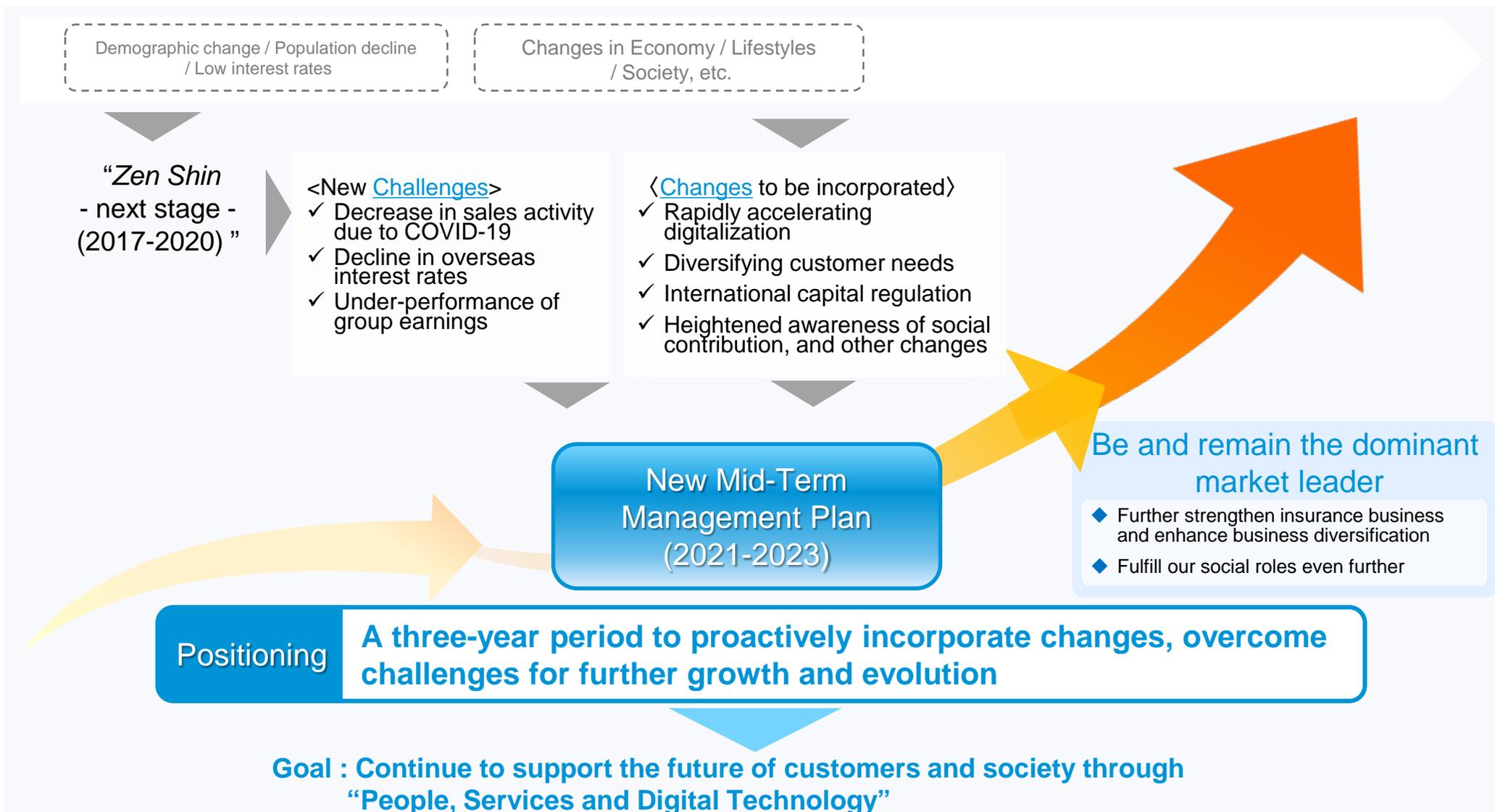
Realize the mid- and long-term management vision through the priorities listed above

Mid- and Long-Term Management Vision

**Develop a business base for sustained growth
to be and remain the dominant market leader**

Concept of the New Mid-Term Management Plan

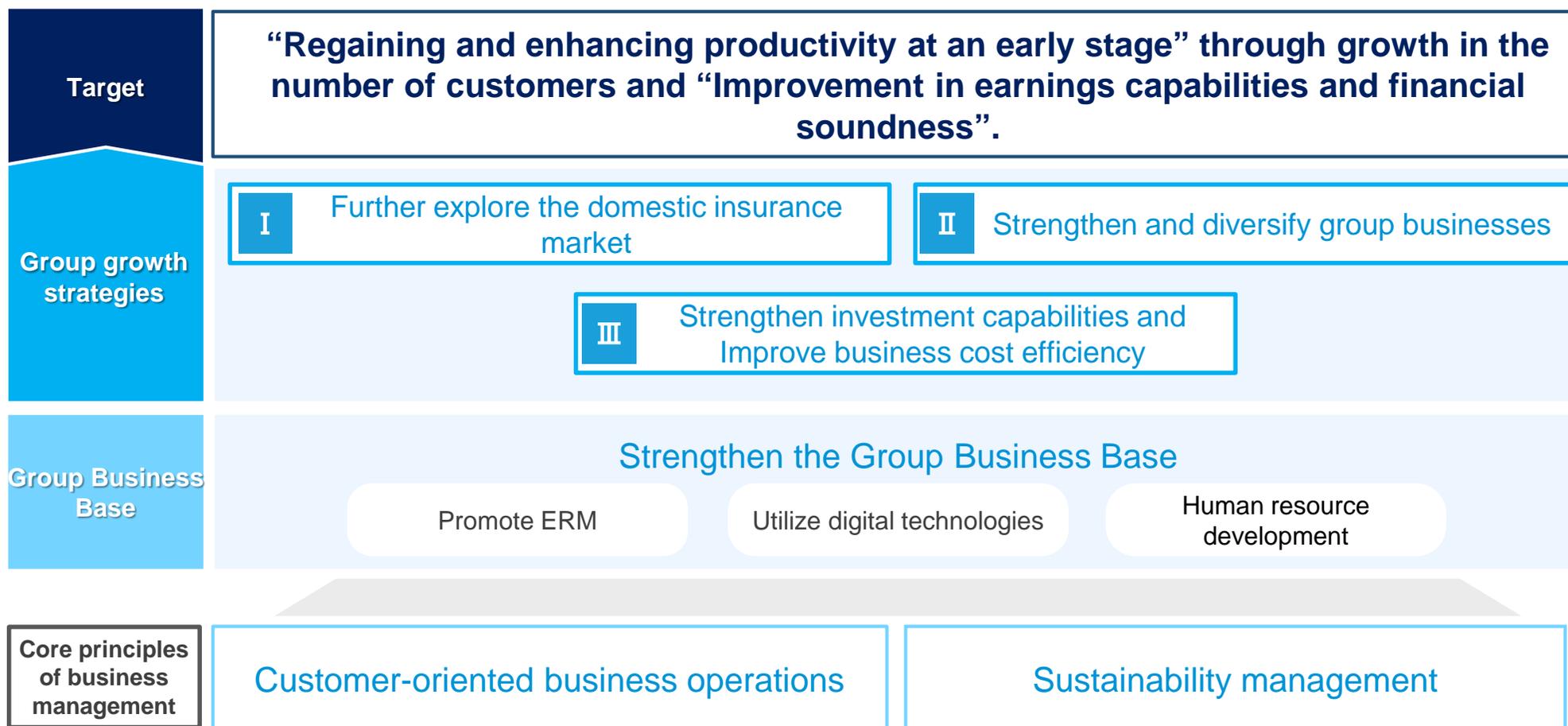
To be and remain the dominant market leader, the New Mid-Term Management Plan is positioned as a three-year period to proactively incorporate changes in the economic, living, and social environment, and to overcome challenges for further growth and evolution.



Overview of the New Mid-Term Management Plan

With “Customer-oriented business operations” and “Sustainability management” as the core principles of business management, Nippon Life will implement its growth strategies to continue to support the future of customers and society. By doing so, we will achieve “Regaining and enhancing productivity at an early stage” and “Improvement in earnings capabilities and financial soundness.”

Goal: Continue to support the future of customers and society through “People, Services and Digital Technology”



Numerical Targets

Nippon Life has established numerical targets and will implement growth strategies so that it can steadily achieve “Regaining and enhancing productivity at an early stage” and an “Improvement in earnings capabilities and financial soundness.” Concurrently, we have also established mid- and long-term targets to fulfill our social roles even further.

<Targets for the Mid-Term Management Plan period>

Number of Customers (Japan total)	As of the end of FY2023 14.9 million people
Annualized Premiums (Japan total)	As of the end of FY2023 ¥4.55 trillion
Core Operating Profit (Group)	Steadily secure ¥600.0 billion
Capital (Group)	As of the end of FY2023 ¥9.0 trillion

<Others: Mid- and Long-Term Targets>

ESG Investment and Finance	Cumulative total from FY2017 to FY2023 ¥1.5 trillion <small>(Cumulative total as of December 31,2020 Approx. ¥0.9 trillion)</small>
CO2 Emission Reductions	FY2050 net zero emissions <small>(Both Nippon Life's emissions and investee emissions)</small>
Ratio of Female Managers	2020s 30%
Ratio of Women in Positions Equivalent to Department Manager	Beginning of FY2030 10%
Ratio of Male Employees Taking Childcare Leave	100% <small>(Continuously achieving target for eight years since FY2013)</small>

Group Growth Strategy

Further explore the Domestic Insurance Market

– “Regaining and enhancing productivity at an early stage” through Growth in the Number of Customers (Summary) –

Nippon Life will strive to further strengthen sales channels and services in response to changes in the environment and diversifying customer needs. Along with this, we will regain and enhance productivity at an early stage through growth in the number of customers, supported by a unified group-wide effort to strengthen market development and upgrade and expand products and services.

Strengthen the sales representative channel in the digital era

- Increase sales activities by better equipping with digital technology
- Increase customer contact
- Staff training model that allows employees to steadily thrive over the long term

Strengthen relationship between customers

- Provide services capturing customers' changing needs
- Enhance convenience by utilizing the web and other resources
- Provide services that address the needs of senior and other customers

Make unified group-wide efforts to further explore the market

- Strengthen and expand channels, and develop markets by providing products utilizing the strengths of respective group companies

Enter new markets

- Online sales and the launch of small amount and short-term insurance business

Upgrade and expand products and services

- Upgrade and expand the product lineup for the *Mirai no Katachi* series (Currently, 14 types of insurance are available.)
- Stable supply of saving-type products amid low interest rates
- Utilize the products of group companies and partners

Further explore the Domestic Insurance Market

– Strengthen a New Sales Representative Channel in the Digital Era –

Update the sales representative channel's capability in the digital era by “Increasing the amount of sales activity by digital technology,” “Increasing opportunities to interact with customers” and “Training sales representatives who can work consistently for a long time.”

Increase the amount of sales activity by better equipping with digital technology

- **Allocate smartphones for all sales representatives (N-Phone)**
 - Utilize smartphones for the provision of timely information, spurring insurance needs and making proposals
- **Strengthen consulting by utilizing digital technology**
 - Proactively utilize screen sharing system enabling remote policy procedures and other processes (To be installed at 1,870 sites nationwide, including sales offices)
 - Enhance product explanation videos
 - Provide insurance premium simulations enabling customers to design their own plans



Increasing opportunities to interact with customers

- **Enhance and increase opportunities to send out information over the internet**
 - Conducted seminars on corporate welfare and large-scale seminars (January 2021 seminars attended by over 50,000 participants)
 - Newly established information provision site in response to diversifying company needs **NISSAY Business INSIGHT**
- **Engaged with corporate sales representatives to incorporate companies' and employees' needs**
 - Consulting for information on corporate welfare programs and individual insurance, etc.

Training sales reps who can work consistently over the long-term

- **Establish training system for new recruits**
 - Establish training centers responsible for group training (171 places at all branches), allocated dedicated training instructions in all sales offices (Approx. 2,400 people)
- **Promote detailed training for individual personnel**
 - Flexible training periods responding to individual circumstances
 - Visualize individuals' knowledge and skills, and promote unified comprehensive training through stratified training according to the learning stage of each individuals
 - Promote remote training not bound by time or place in conjunction with diversifying working styles
- **Evaluation and compensation systems incorporating activity processes**
 - Upgrade and expand basic activity processes subject to evaluation, such as policy details confirmation activities and policy maintenance procedures

Further explore the Domestic Insurance Market

– Strengthen relationship between customers –

Nippon Life will strengthen relationship with customers by using online and other resources to improve convenience and by providing services that address the needs of senior and other customers, in addition to providing services capturing customers' changing needs.

Provide services capturing customers' changing needs

■ Tailor-made consulting in accordance with changing customers' circumstances and needs

– Review current policy details and confirm whether there are any grounds for claim and benefit payments or any changes in registered information, along with providing information related to new products and services according to life events and other developments, through policy details confirmation activities (Visit customers once a year)

■ Provide services based on a unified effort by sales representatives and non-sales personnel

– Implement policy details confirmation activities as the basic activity of sales representatives
– Follow up on customers who sales representatives cannot meet through a joint effort with non-sales personnel



Enhance convenience by utilizing the web and other resources

■ Improve the official website

– Official website renewal on December, 2020

■ Upgrade and expand the functions of the Nippon Life app

– Steadily upgrade and expand procedures that can be completed with the app
– Enhance communication with customers, beginning with the supply of information through push notifications



<Number of accesses to official website>

FY2016 Approx. 5.90 million ⇒ FY2019 Approx. 8.20 million

<Number of procedures completed through the official website and the Nippon Life app>

FY2016 Approx. 1.71 million ⇒ FY2019 Approx. 2.27 million

Provide services that address the needs of senior and other customers

■ Support for living alone, dementia, nursing care and other conditions associated with aging

– Family Contact Information Register
(Policy information is provided to pre-registered family members)
– Phone line for elderly customers (Telephone support provided by trained operators with specialized customer service skills)
– *GranAge Star* paid services for seniors
(Provide paid services such as voluntary guardianship and personal references)

■ Services for bereaved relatives

– Nissay Bereaved Relative Support Service
(Offers complete support for a wide range of procedures related to matters such as estate planning that must be carried out when a policyholder passes away)

Further explore the Domestic Insurance Market

– Make unified group-wide efforts to further explore the market and Enter New Markets –

Nippon Life will work to strengthen and expand sales channels utilizing the strengths of respective group companies and further explore the market by providing products. In addition, we will strive to cultivate new markets by launching online sales and setting up small amount and short-term insurance business.

TAIJU LIFE INSURANCE COMPANY LIMITED

- Increase sales originating from a unique customer base* by strengthening the sales representative channel
- Enhance support for existing policyholder households
- Upgrade and expand touchpoints with customer by utilizing digital technology
- Improve the quality of unified frontline and Nippon Life activities

*Around 90% of customers are not enrolled in Nippon Life policy.

HANASAKU LIFE INSURANCE Co., Ltd.

- Grow the number of customers by launching online and direct sales
- Flexibly supply products that capture market needs
- Upgrade and strengthen digital marketing
- Personalize customer support through AI and other means

Nippon Wealth Life Insurance Company Limited

- Increase sales by expanding the supply of highly unique products to a wide range of distributors
- Product strategy based on highly unique products with various functions such as nursing and medical care, in addition to immediate payment fixed annuities
- In addition to securities companies and mega-banks, enhance sales via regional banks leveraging on support from Nippon Life

Small amount and short-term insurance company

(Scheduled to establish a preparatory company in April 2021)

- Grow the number of customers by flexibly and dynamically supplying both life and non-life insurance products
- Create markets through collaboration with a wide range of industry sectors
- Simple administration and systems premised on the digital completion of procedures

Further explore the Domestic Insurance Market

– Upgrade and Expand Products and Services –

Nippon Life will provide a full lineup of products and services that address the diverse needs of a wide range of customers on a group-wide basis. Nippon Life will also work to enhance the lineup of products and services so that it can support new fields, in addition to conventional fields.

(Mainly) Products for the sales representative channel

- Upgrade and expand the product lineup of Mirai no Katachi series (As of March 2021: 14 types of insurance are available-) 

Products sold during “Zen Shin -next stage- (2017-2020)”

- 2018: Specified critical illness insurance coverage “*Daijobu*”
- 2019: General hospitalization insurance “*NEW in 1*”
- 2020: Dementia coverage insurance “*Ninchisho Support Plus*”

- Stable supply of asset formation products amid low interest rates



- Enhance cross sells between group companies

TAIJU LIFE INSURANCE

Products for the agency channel

- Enhance HANASAKU LIFE INSURANCE Co., Ltd. products
- Supply products for corporate customers of Nippon Life

Hanasaku Life Insurance Co., Ltd.

Products for the bancassurance channel

- Strengthen the highly unique products of Nippon Wealth Life Insurance Company Limited)
- Provide yen-denominated products of Nippon Life stably



Products for corporate and group customers

- Upgrade and expand support for solving management issues and facilitating self-reliant efforts by employees

Group insurance
Group annuity



Property and casualty insurance products

- Enhance Aioi Nissay Dowa Insurance Company products (Including Nippon Life’s dedicated products)

Automobile insurance
Fire insurance



Services

- Enhance a broad range of support based on health



Strengthen and Diversify Group Businesses

– Asset Management Business –

Nippon Life will capture asset formation needs and expand the investment capabilities of group life insurance companies by strengthening the competitiveness of the domestic asset management business and driving further growth in the overseas asset management business.

Strengthen the competitiveness of the domestic asset management business

■ Strengthen ESG

- Establish our frontrunner position through measures such as upgrading and expanding ESG-related products, offering high performance, and enhancing outward communication (Selected as the lead sponsor of the annual global conference PRI in Person 2021)

■ Demonstrate Nippon Life group's strengths

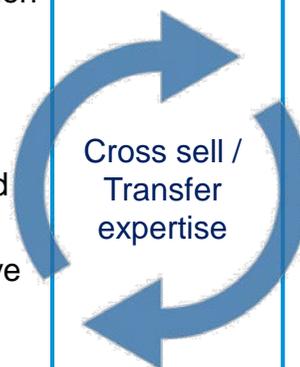
- Supply absolute return products leveraging the mid- and long-term investments of a life insurer.
- Build one of Japan's largest research teams and improve investment capabilities by transferring credit and alternative investment functions

Transfer credit and alternative investment functions to Nissay Asset Management Corporation

- Transfer from Nippon Life: from March 25, 2021
- Transfer from TAIJU LIFE: from FY2022

■ Strengthen solution-based sales activities

- Deliver solutions based on the portfolio status of institutional investors and others, and the market environment, through the development of digital tools and other means



Drive further growth in the overseas asset management business

■ Increase earnings through measures such as upgrading and expanding products

- Upgrade and expand product lineups such as ETFs and alternative investments
- Sales promotions leveraging digital technology

■ Capture further group synergies

- Upgrade and expand product lineups through cross sell

■ Strengthen governance systems

- Achieve growth by strengthening investment and business management systems

■ Consider expanding investments

- Continue to consider investments aimed at expanding earnings further

Nippon Life India Asset Management Ltd

Nippon Life India Asset
Management Limited



Strengthen and Diversify Group Businesses

– Overseas Insurance Business –

Nippon Life will work to realize stable growth by strengthening governance systems, with a view to acquiring long-term, stable earnings. Concurrently, we will strive to strengthen the overseas business portfolio in order to achieve further growth in the future, including the consideration of new investments.

Strengthen governance systems

- Strengthen investment and business management systems
- Strengthen the functions of and reorganize Regional Headquarters
 - Bolster market research functions
 - Proactively utilize local specialists

Secure stable growth of investee companies

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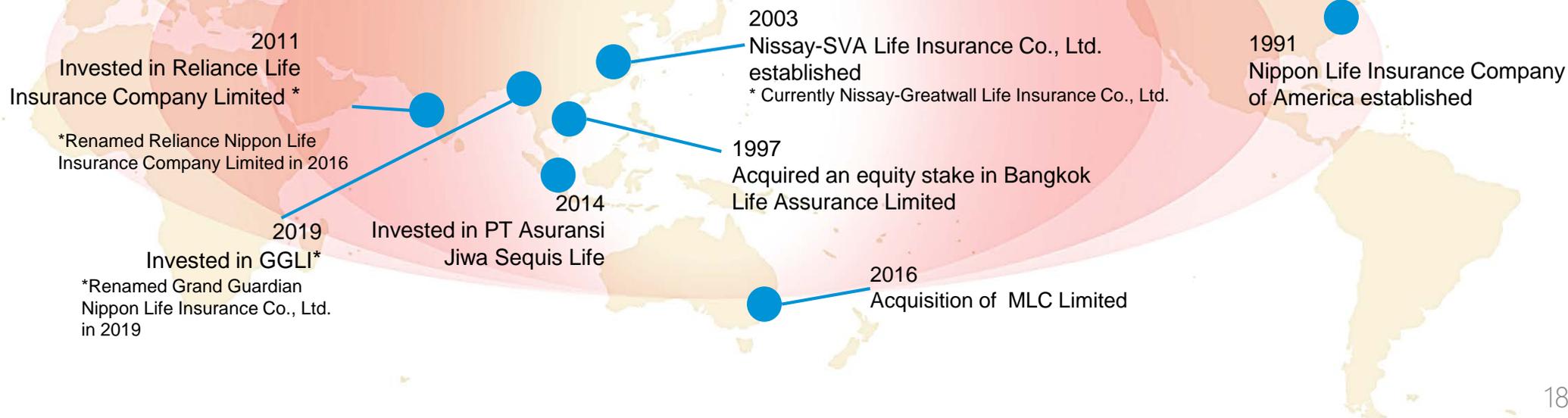
- Secure stable earnings through improving the profitability of income protection business
- Build a closely-knit management system with Nippon Life (Monitor the progress and support of business plan)

<Other Regions (India, China, etc.)>

- Strengthen sales activities based on the face-to-face channel, such as agents
- Strengthen risk management to address for environmental changes, such as low interest rates

Initiatives for new investments

- Continuously review with the aims of acquiring long-term stable earnings and risk diversification



Strengthen and Diversify Group Businesses

– Utilize Cutting-Edge Technologies and Data /New Businesses –

Nippon Life will proactively utilize cutting-edge technologies and data, to develop existing businesses. Moreover, we will create new businesses through activities in the healthcare, childcare support and aging society services and innovation initiatives.

Initiatives to date

Future initiatives

Utilize cutting-edge technologies and data

- Utilize for consulting, products and other purposes
 - Predicted optimal products using AI
 - Introduced AI avatars to N-Phone
 - Revised underwriting standards for specific diseases
 - Automated and streamlined administrative work using RPA, etc

- Initiatives to achieve further utilization
 - Utilize for product development
 - Utilize for sales, marketing and compliance
 - Underwriting assessment and claims payment assessment support using AI, etc

Healthcare

- Provided Wellness-Star☆ 
 - Provided consulting services, such as health reports tailored to each workplace
 - Provided the Diabetes Prevention Program

(As of February 2021: Used by 163 groups / 2.25 million people * Totals for each service)

- Upgrade and expand healthcare services
 - Start simple blood sugar check plan based on the Diabetes Prevention Program
 - Provide a lifestyle disease improvement app

Childcare support and aging society services

- Started company-led nursery business 
 - Connected companies and child-raising generations via a dedicated website
- Provided Gran Age Star 
 - Provided paid services for policyholders, such as identity guarantees

- Support for balancing work and childcare
 - Upgrade and expand services such as temporary nursery services
- Employment support for seniors
 - Consider initiatives aimed at securing employment opportunities

Innovation

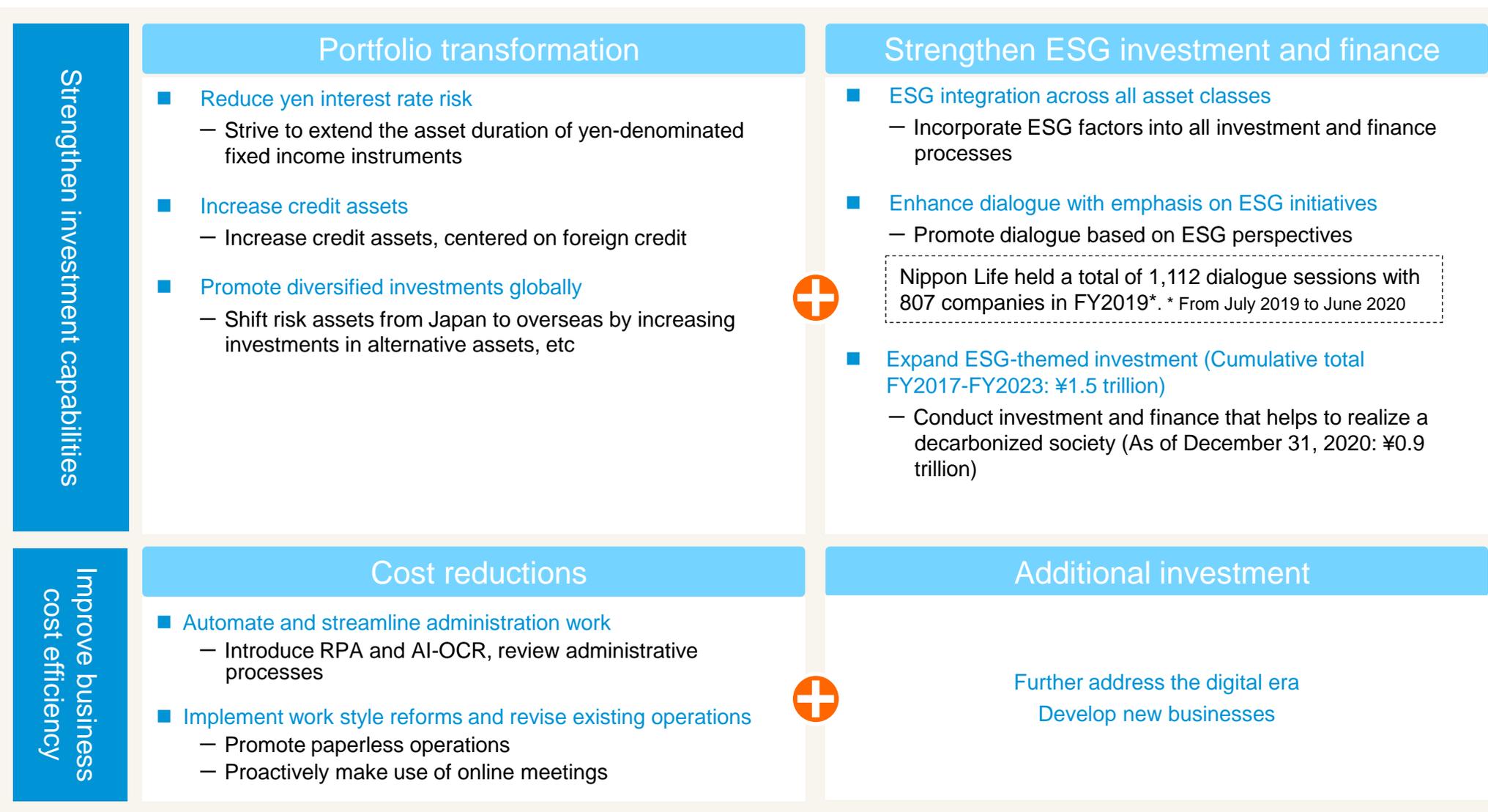
- Accelerate innovation 
 - Established open innovation base Nippon Life X
 - Carried out an internal entrepreneurship project (FY2020: 423 project submissions)
 - Conducted innovation investment in venture capital funds, individual companies

(As of February 28, 2021: Approx. ¥2.4 billion)

- Implementation of innovation initiatives
 - Develop a small amount and short-term insurance business (Scheduled to establish a preparatory company in April 2021)
 - Create new businesses through the internal entrepreneurship project

Strengthen Investment Capabilities and Improve Business Cost Efficiency

In order to improve earnings capabilities, Nippon Life will strengthen investment capabilities through measures such as portfolio transformation and ESG investment and finance, and improve business cost efficiency through additional investments that contribute to cost reductions and growth.



Group Business Base

Promote ERM

Nippon Life will address Enterprise Risk Management (ERM) on a group-wide basis. We will strengthen our expanded group business base to enhance earnings capabilities and financial soundness.

Promotion of Group ERM

- Enhance the initiatives of group companies
 - Enhance risk, capital and return strategies at each company
- Strengthen the management system
 - Strengthen the business management system of Nippon Life, the group's core company

Risk

- **Both secure investment returns and reduce risk amid low interest rates**
 - Extend asset duration to reduce yen interest rate risk
 - Increase credit assets, centered on foreign credit
 - Promote diversified investment and finance globally for risk assets
- **Control risk tolerance**
 - Control risk tolerance utilizing scenario analysis covering events such as major natural disasters, outbreak of a-pandemic, and stock market crashes

Capital

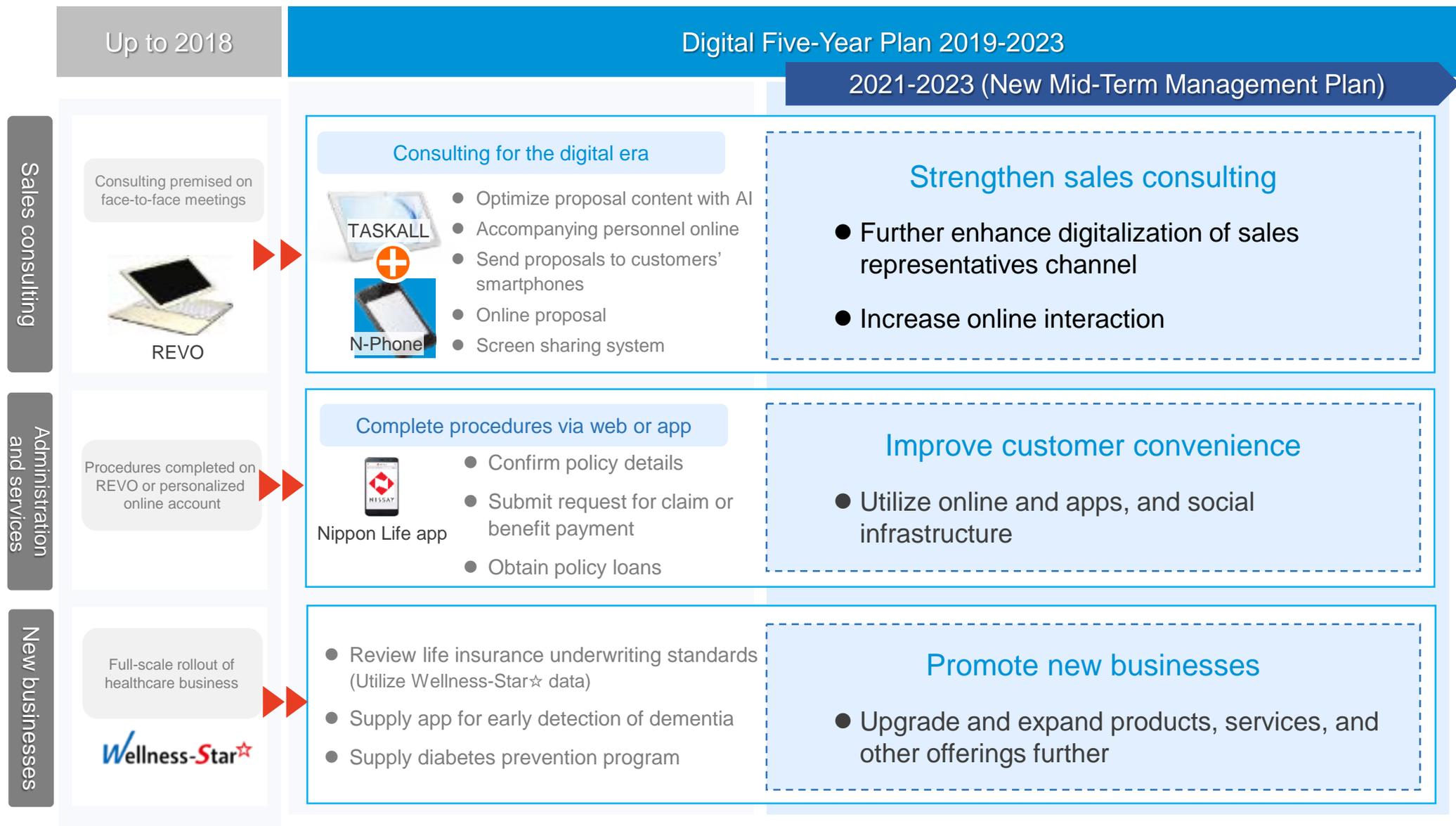
- **Raise the capital target**
 - Secure the world's top-class financial soundness in anticipation of international capital regulation (ICS)
 - Enhance policyholder interests through investments to achieve further growth and fulfill social roles as an institutional investor

Returns

- **Strengthen earnings capabilities through increase in productivity**
 - Increase productivity through growth strategies
 - Enhance investment returns by building an asset management portfolio that strengthen risk and return efficiency
 - Improve business cost efficiency through cost reductions and additional investments

Utilize Digital Technologies – Digital Five-Year Plan 2019-2023 –

The Digital Five-Year Plan 2019-2023 started to accelerate digital transformation (DX) in all areas. Under the New Mid-Term Management Plan, Nippon Life will work intensively to strengthen sales consulting skills, improve customer convenience and promote new businesses.



Human Resource Development – Human Value Improvement Project –

Nippon Life will strive to improve staff engagement by developing human resources and fostering a broad-minded culture, thereby encouraging diverse human resources to thrive in many ways.

Human Value Improvement Project

Human resources
development
【Strengthen individualism】

- **Strengthen the development of specialists**
 - Introduce a talent management system to manage the specialized knowledge and skills that each individual possesses (In fields such as IT, global business, and asset management)
 - Unified Group-wide personnel recruitment and rotations
- **Provide opportunities for supporting self-initiated learning of specialized skills and knowledge**
 - Global internships (Send personnel to overseas subsidiaries)
 - Establish the “Skill-up Challenge”, a self development support program based on an open call for applicants
- **Promote the empowerment of women and senior employees**
 - Strengthen program to develop female leaders for the next generation
<Ratio of women in management>
Beginning of FY2020: 21.2% → 2020s: 30%
<Ratio of women in positions equivalent to department manager>
Beginning of FY2020: 5.5% ⇒ Beginning of FY2030: 10%
 - Upgrade and expand training and career development support for senior employees
- **Enhance onboarding training of new recruits (In areas such as IT and English skills)**
 - Mandate programming and data analysis training within five years of joining the company



Diversity and inclusion

- **Support the balancing of work with childcare and nursing care responsibilities**
 - Further encourage the childcare leave
(Achieved a childcare leave ratio of 100% for the past 8 consecutive years)

Improve job satisfaction

- **Foster empathy with corporate principles**
 - Enhance awareness of the Fundamental Management Principles, customer-oriented and sustainability management
- **Provide opportunities for self-development**
 - Enhance support for online skills development
(FY2020 result (As of February 28): Approx 250 courses / 36,000 users in total)
- **Foster a sense of solidarity in the workplace**
 - Improve the management capabilities of all managers through online courses

Work style transformation

- **Encourage remote working**
 - Enhance telework infrastructure, set up satellite offices

Health promotion (Health management)

- **Prevention of lifestyle disease, early detection and treatment of illness**
 - Improve lifestyles and provide support for quitting smoking
 - Encourage employees to receive cancer screening (Promoting the use of mobile screening vehicles for uterine cancer screenings) and other measures)
- **Mental health measures**
 - Improve work environment using stress checks
- **Improve health literacy**
 - Deepen health-related knowledge through online seminars and other

Fostering a broad-minded culture
【Strengthen the organization】

Customer-Oriented Business Operations / Sustainability Management

Customer-Oriented Business Operations

Nippon Life will put customer-oriented business operations as the foundation of all its activities. In the process, we will emphasize digitalization and tackling social issues in the New Mid-Term Management Plan. By reflecting the voices of customers and employees in daily business operations, we will implement a customer-oriented approach that captures the needs of the times in each field.

Customer-oriented business operations are positioned as the foundation of all Nippon Life's management activities. We will earn the trust of customers through the supply of products and services that customers truly want and the steady fulfillment of coverage obligations over the long term.

Specific initiatives

Implement a customer-oriented approach that captures the needs of the times, with an emphasis on digitalization and social issues such as the aging of society

Customer support in the digital era

- Supply information and services that address customer needs in the digital era
- Staff training to support the above mentioned initiative

Strengthen support for seniors and other customers

- Provide firsthand services and sincere support to customers
- Take measures to reduce complaints received regarding sales of foreign-currency denominated products

Raise awareness of corporate principles

- Facilitate understanding of action guidelines
- Rigorously implement staff guidance and training through various meetings, seminars and other activities

Enhance compliance awareness / Foster an awareness of respect for others and seeing things from the perspectives of others

Formulate activity plans and conduct PDCA cycles in all areas

Sensitively identify changes in voices and put what is realized to good use in each field

Initiatives that harness the voices of customers and employees
(Nissay Konwakai Meetings, and sharing issues through on-site visits of executives)

Sustainability Management – Initiatives to achieve the SDGs –

Nippon Life has established the Company Vision for Achieving SDGs and has promoted various initiatives under this vision. To realize a sustainable global environment, we will promote initiatives aimed at net zero CO₂ emissions and contribute to the realization of a decarbonized society.

Company Vision for Achieving SDGs

Realize a society that does not create poverty and inequality

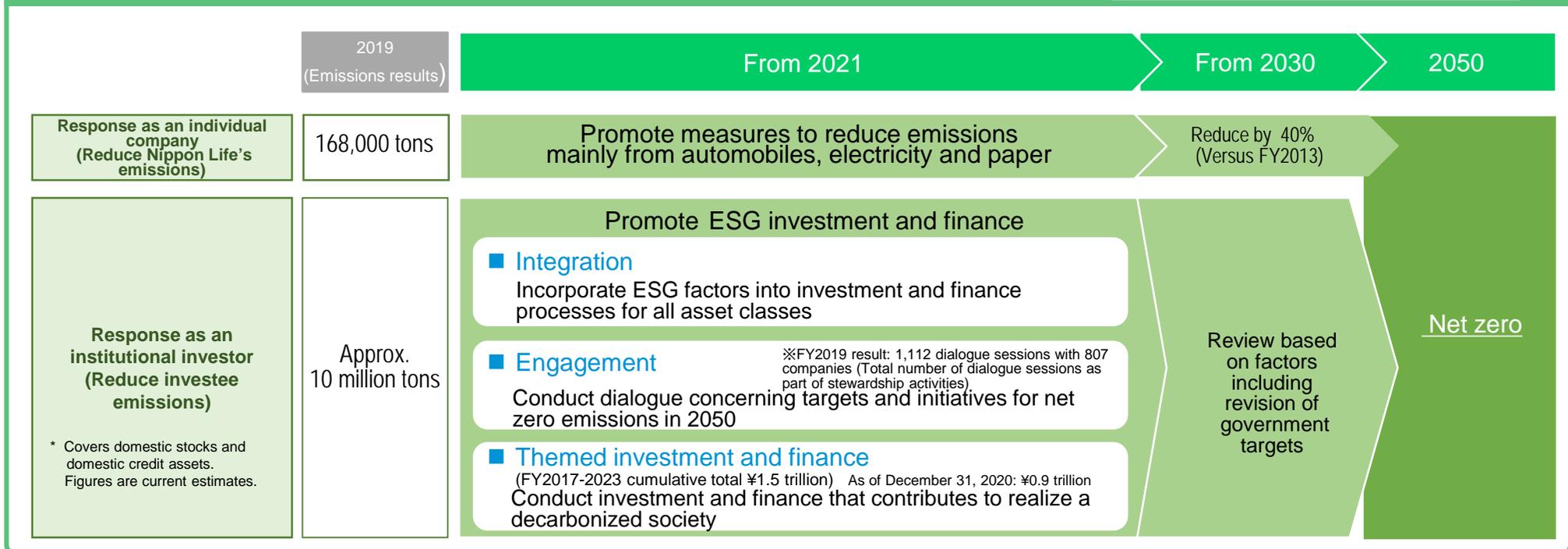
Build a society that can boast to the world of good health and long lives

Realize a sustainable global environment

ESG investment and finance that encourages achievement of SDGs

Contribute to the creation of a sustainable society

Carbon neutral initiatives





Staying by the side of customers and society “today”,
so that we can continuously deliver a secure “future”.

Enhance today for your future.
Nippon Life Insurance Company