

Sumitomo Life Group Vision 2030

Sumitomo Life Medium-Term Business Plan 2025

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1 . Reflections on “Sumitomo Life Medium-Term Business Plan 2022” and Understanding of Circumstances

Reflections on “Sumitomo Life Medium-Term Business Plan 2022” : Achievement of Numerical Goals

Despite challenging circumstances under which we reset the goals of “Sumitomo Life Medium-Term Business Plan 2022” immediately after its formulation because of the impact of the COVID-19 pandemic, thanks to steady efforts for the post-pandemic world—specifically, fusing “unique human value” and “digital technology”—**we expect to achieve the goals for all indicators we have set as KGIs.**

Key goal indicator (KGI)	Medium-term goal (2020–2022)	Result (2020–2022, projected)
Number of customers (insurance policies) (Sumitomo Life + Medicare Life + business alliance partners)	14 million policies	14.65 million policies
Annualized premiums (Sumitomo Life + Medicare Life)	¥2,310.0 billion	¥2,344.1 billion
Living benefit, medical coverage, others (Sumitomo Life + Medicare Life)	¥610.0 billion	¥637.8 billion
Core business profit from domestic business* (Sumitomo Life + Medicare Life)	3-year total ¥901.0 billion	3-year total ¥907.2 billion
Core business profit from overseas business (Symetra + 4 companies in Asia)	3-year total ¥103.0 billion	3-year total ¥134.9 billion

* Core business profit based on definitions prior to FY2021. Excludes foreign exchange hedging costs, etc.

Reflections on “Sumitomo Life Medium-Term Business Plan 2022” : Execution Status of Initiatives

In the three years from 2020, we have steadily implemented the initiatives set out in “Sumitomo Life Medium-Term Business Plan 2022” and advanced all of our businesses from the perspective of our customers, with the aim of being an “indispensable” insurance company.

Plan

Reflections

Formulated Sustainability Management Policy

For the future

Contribute to society

~Contribution to achieving the SDGs~

Disseminating value distinct to Sumitomo Life centered on “SUMITOMO LIFE Vitality” with the aim of establishing a brand image of “health, security, and familiarity”

Provided Vitality plan options, provided more health promotion options, updated rewards, established the Vitality Club community site and Vitality Plaza outlets, and more

Formulated Brand Strategy 2.0

Introduced new products to the market (e.g. Cancer PLUS ALIVE, Plus Savings-Type Whole Life Insurance, Sumisei Dementia Insurance)

Through AIARU Small Amount & Short Term Insurance, introduced new Heatstroke Insurance and Influenza Insurance exclusively through the PayPay app and began providing Medicare Life Insurance to Sony Life Insurance

Further advance SUMITOMO LIFE Vitality and expand offering of optional products

Inculcate management policy to foster the desired corporate culture

Further expand touch points with customers to continuously address their needs

Be trusted by society

~“Customer” is the subject word~

Reforming the work styles and behavior of employees with the aim of becoming a more trustworthy company

Instituted Sumitomo Life Group Human Rights Policy, Group Management Basic Policy, and Sumitomo Life Group Tax Policy

Promoted various initiatives to improve productivity and maximize performance, launched Human Capital Development Headquarters

Promote management that creates a sense of unity and synergy within the Group

Further promote DE&I by developing flexible, diverse human capital

Adapt to social change

~Transformation for continual evolution~

Taking a long-term perspective and promoting initiatives to transform our corporate character (transforming services, developing human capital, establishing infrastructure, creating innovation) with the aim of becoming a company that can respond to any and all changes

Began outsourcing all aspects of foreign corporate bond investment to Symetra Investment Management

Promoted work styles for all locations and times, drastically revised existing operations

Promoted the establishment of next-generation system infrastructure (e.g. apps for customers, data platforms)

Introduced Zoom, LINE WORKS, and other digital tools, digitized new policies and conservation procedures

Invested in startups through the “SUMISEI INNOVATION FUND,” a CVC fund^{*1}

Improve earning power and enhance risk control

Create further innovation and maximize performance

Accelerate system collaboration with partner companies and others

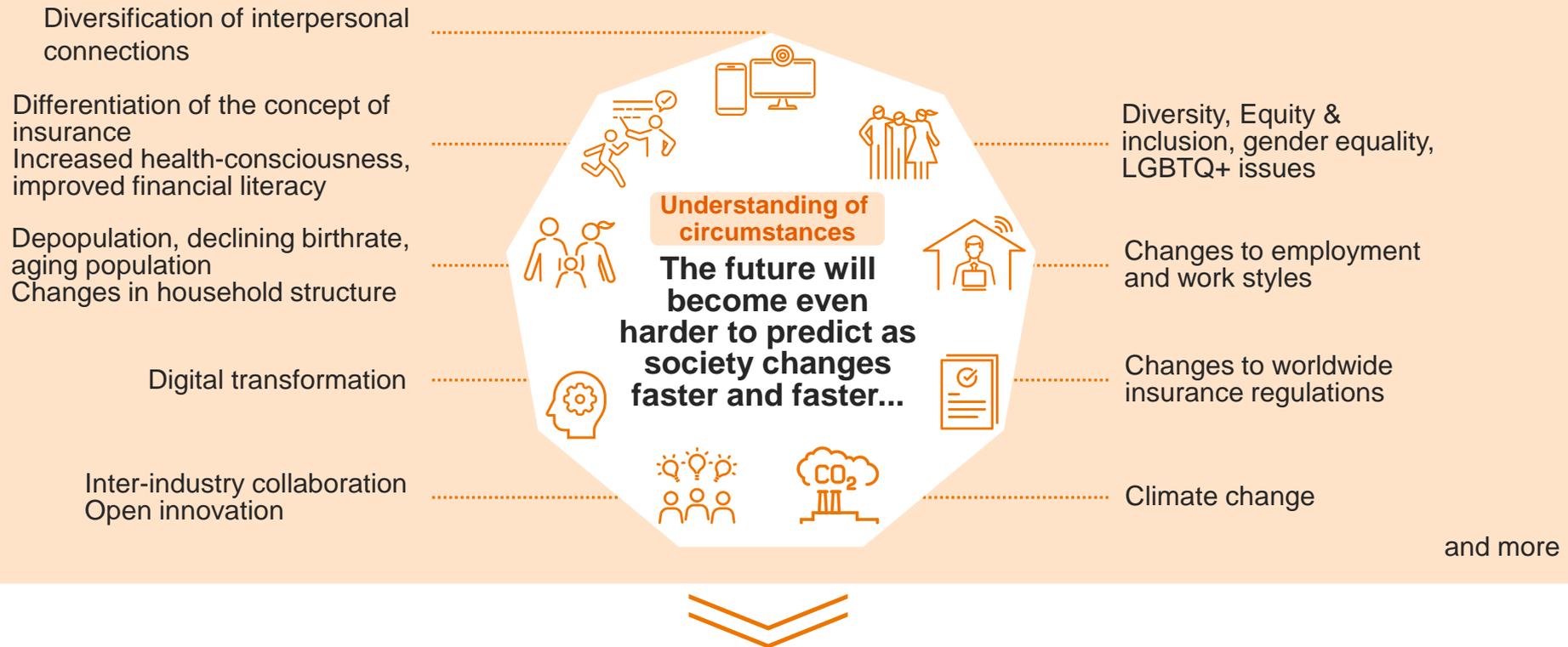
Cooperate with other companies to enhance WaaS^{*2} options and improve the quality and efficiency of services

*1 CVC funds (Corporate Venture Capital fund): a structure to promote business co-creation efficiently and effectively through investments in promising start-ups

*2 WaaS (Well-being as a Service) is an ecosystem of services that support “well-being for all,” centered on “SUMITOMO LIFE Vitality”

Understanding of Circumstances

Given the uncertainty and difficulty of predicting the future during these times, the environment surrounding the Sumitomo Life Group is expected to continue to change at an accelerating pace. Because of the foreseeable future of declining birthrate, aging population, and other issues, the insurance business in 2030 and beyond is likely to be even more challenging than now.



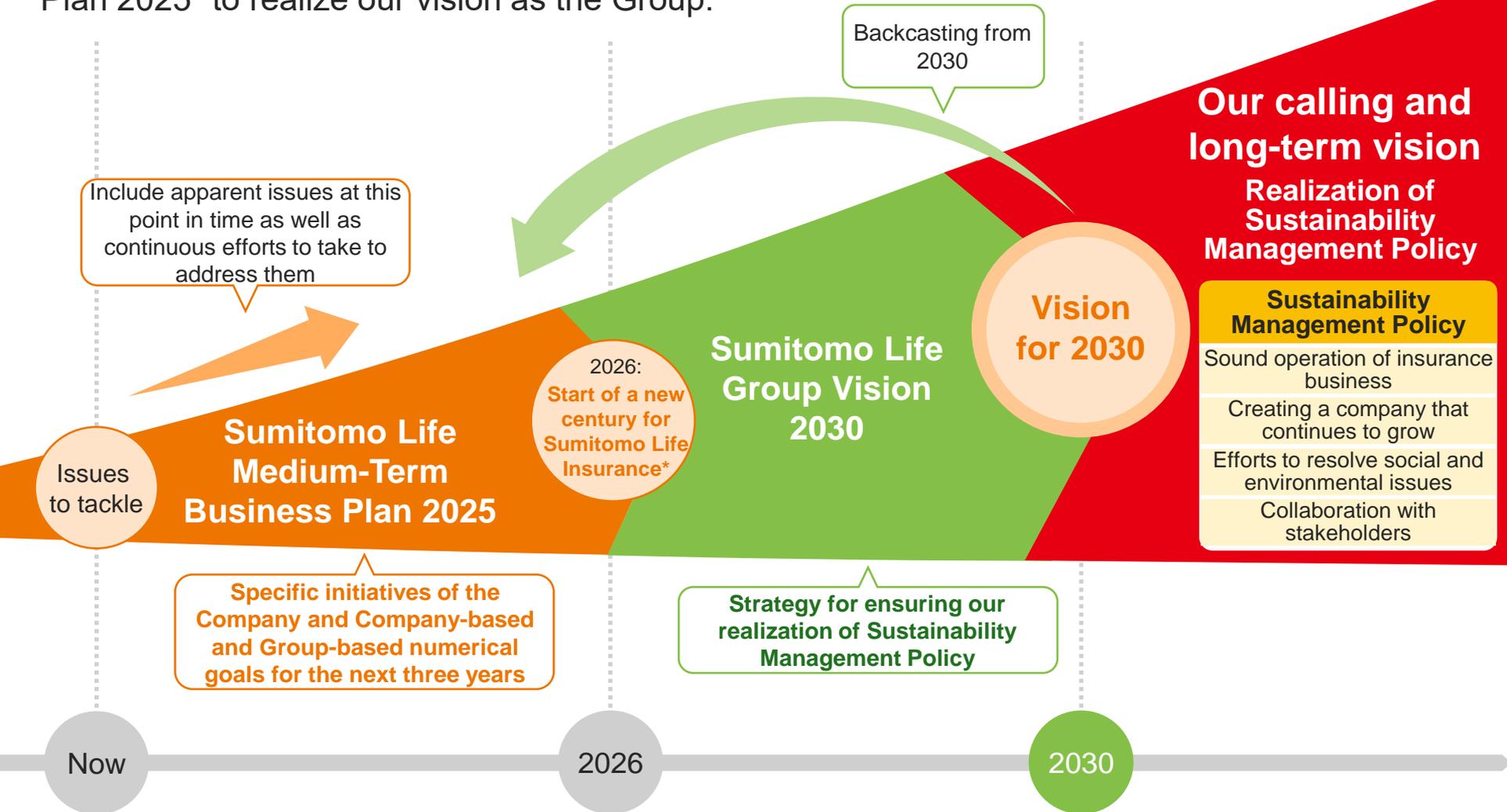
When considering the new medium-term business plan...

- We should consider initiatives not only for the Company, but also for the Group in order to respond to changes in society and the Group's external and internal circumstances.
- We must base considerations on responses to the issues at hand in addition to plotting our course for the medium term and promoting coherent initiatives to realize our long-term goals.

Once we have clearly stated our vision, we will plot the medium-term course for the Group and use it to guide considerations of our new medium-term business plan.

To Realize Our Calling and Long-term Vision

To realize our “Sustainability Management Policy,” we will set out “Sumitomo Life Group Vision 2030”—which includes both our vision for 2030 and the strategy for achieving it—and use it to define the steps we will take over the next three years in “Sumitomo Life Medium-Term Business Plan 2025” to realize our vision as the Group.



* Company name changed from Hinode Life Insurance to Sumitomo Life Insurance in 1926

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2. **“Sumitomo Life Group Vision 2030”**

The main purpose of "Sumitomo Life Group Vision 2030"

In order to realize the long-term vision of the Sumitomo Life Group, we have set out the "Sumitomo Life Group Vision 2030" as the "vision for 2030" of the Group.

➤ The long-term vision of the Sumitomo Life Group is an "insurance group that continuously contributes to the future well-being of Japan, the world, and the planet" ; we have defined our vision for 2030—**an "indispensable insurance group" that contributes to well-being**—to guide us toward realizing our long-term vision.

➤ To realize our vision for 2030, we will strive to satisfy the needs of our customers in areas such as insurance and health promotion by providing advanced value centered on SUMITOMO LIFE Vitality, and solve social issues such as regional development and global environmental sustainability.

We aim to develop strategies and programs that **promote the well-being of all business partners, employees, and other stakeholders** and ensure a sustainable future is realized for all.

~For the future well-being of Japan, the world, and the planet~

An “indispensable insurance group” that contributes to well-being

Stakeholder well-being envisioned in Sumitomo Life Group Vision 2030

Customers



Customers have access to the assurances and services they need and can live enthusiastically and free of anxiety over risks.

Providing the value of well-being for as many people as possible

Target number

20 million customers receiving the value of well-being and 5 million SUMITOMO LIFE Vitality members among them

Society



Many people can live in good health and prosperity even as the birthrate declines and the population ages. Also, even as they age, and even if they fall ill, people can live happy lives with their loved ones.

Business partners



Our business partners have a shared understanding of the Group philosophy and work with us to create and deliver value, increasing sustainability for themselves and their stakeholders.

Global environment



Efforts to achieve carbon neutrality substantially reduce the risks of climate change. We can create a sustainable environment that is habitable to everyone and everything.

Employees



All employees can demonstrate their value as they grow independently and autonomously. They also earn the trust of those around them and continue working with pride and confidence.

The Company



The Group achieves sustained, consistent growth by supporting stakeholders and earning their trust and support in return.

Domains of Contribution to Well-Being

In order to help all stakeholders attain well-being, we aim to realize a sustainable future by continuing our efforts in the following seven areas.



Customers

Contributing to health promotion

Health support centered on SUMITOMO LIFE Vitality

~Physical prosperities~

Providing a sense of security through insurance

Continuing to be on the same page as customers to provide them with optimal assurances and services tailored to their individual needs

~Economic preparedness~

Supporting fulfilling lifestyles and all generations

Providing comprehensive services that address generational needs

~Social connections~



Society

We provide well-being services rooted in various **countries and regions**.

We provide support for **local government** initiatives and **local corporations'** health and well-being management.



Business partners

Working together to create future-oriented innovation that leads to **growth for our business partners**.



Global environment

Striving to **improve the global environment** through unceasing efforts to achieve carbon neutrality.



Employees

Working to **stimulate and improve the engagement** of the Group's **human capital**.

The Company



We will join others in the continuous pursuit of growth to steadily promote initiatives in these domains.

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3. **“Sumitomo Life Medium-Term Business Plan 2025”**

Given that “Sumitomo Life Medium-Term Business Plan 2025” is the first three years of the “Sumitomo Life Group Vision 2030,” we will steadily implement measures to realize the plan, including investments for the future, even in the midst of an expected severe business environment, and establish a path to success in 2030.

To achieve the KGIs, we will promote initiatives to resolve Key Items of Sustainability (Materiality) and expand the well-being domain in the context of four initiatives: “advancing to well-being design,” “realizing innovation in new domains*,” “earnings structure reform,” and “Group strategies.”

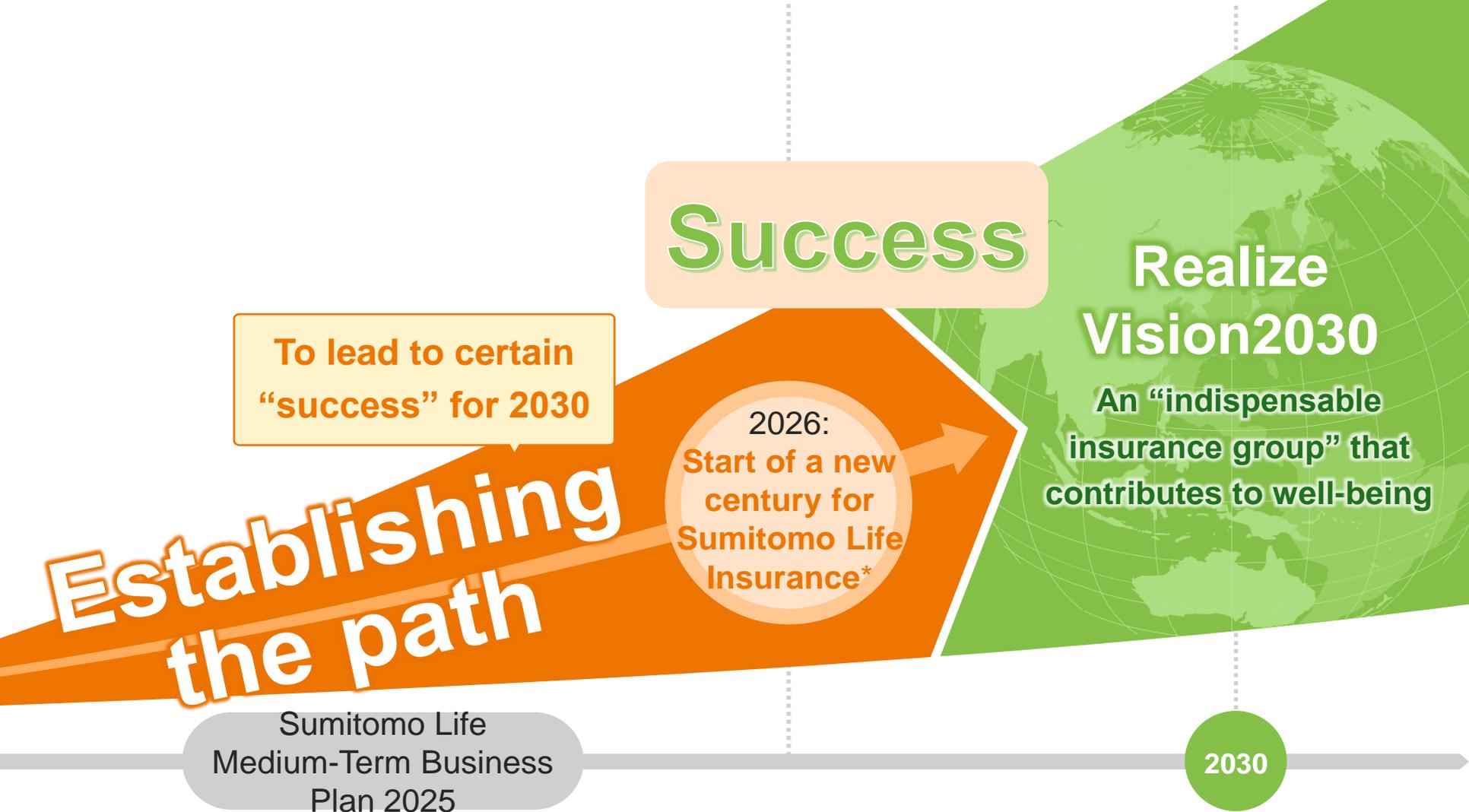
*New domains: WaaS, small amount & short term insurance or “mini” insurance

As the engine for ensuring our realization of these initiatives, we will also increase productivity by enhancing “human value,” digitize insurance administration procedures, create and supply content that maximizes the value of data, and more to enhance our provision of services that “fuse human value and digital technology.”

We will inculcate purpose management—the foundation of these initiatives—inside and outside the Company, work to eliminate scandals and compliance violations and otherwise foster the desired corporate culture, and consider measures to counter projected business risks, all in an effort to enhance the sustainability of our businesses.

Steps toward Realizing “Sumitomo Life Group Vision 2030”

Given that “Sumitomo Life Medium-Term Business Plan 2025” is the first three years of the “Sumitomo Life Group Vision 2030,” we will steadily implement measures to realize the plan, including investments for the future, and establish a path to success in 2030.



* Company name changed from Hinode Life Insurance to Sumitomo Life Insurance in 1926

Key Goal Indicators (KGIs)

We set the following key goal indicators (KGI) in the “Sumitomo Life Medium-Term Business Plan 2025” and aims to achieve them.

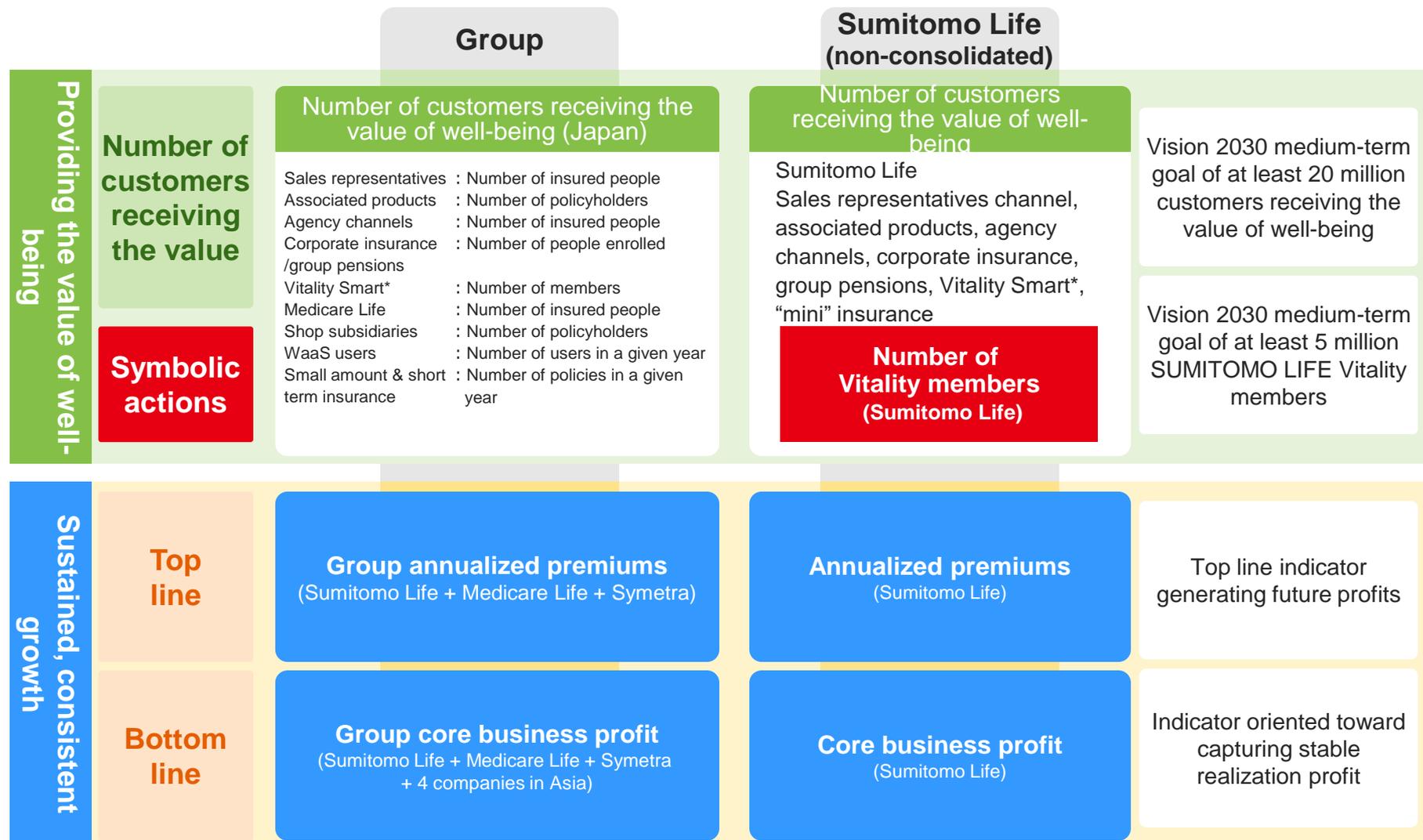
		2020 actual	2021 actual	2022 projected	“Sumitomo Life Medium-Term Business Plan 2025” (2023-2025) 2025 medium-term plan goal
Number of customers receiving the value of well-being (Japan)		12.25 million	12.55 million	12.88 million	14.60 million
Group annualized premiums		¥2,804.4 billion	¥2,884.5 billion	¥3,063.1 billion	¥3,340.0 billion
Group core business profit		¥275.7 billion	¥337.5 billion	¥232.9 billion (3-year total: ¥846.2 billion)	3-year total: ¥730.0 billion
Sumitomo Life (non-consolidated)	Number of customers receiving the value of well-being	11.13 million	11.14 million	11.15 million	11.90 million
	Number of SUMITOMO LIFE Vitality members	0.56 million	0.82 million	1.07 million	2.40 million
	Annualized premiums	¥2,286.6 billion	¥2,269.3 billion	¥2,259.1 billion	¥2,260.0 billion
	Core business profit*	¥266.3 billion	¥333.3 billion	¥207.6 billion (3-year total: ¥807.4 billion)	3-year total: ¥600.0 billion

*After applying the amendment of "Inclusion of hedging costs related to foreign exchange in core business profit" etc. (new definition). Figures for the current medium-term business plan period (2020-2022) are also based on the new definition.

For Reference: Approach to KGIs

The implications of KGIs are as follows.

Key goal indicators (KGIs)



* The name of a product that offers a portion of the Vitality Wellness Program as a stand-alone product, separate from the insurance policy.

Initiatives of “Sumitomo Life Medium-Term Business Plan 2025”

~ Becoming an “indispensable insurance group” that contributes to well-being ~

Establishing the path toward achieving Vision 2030

Contributing to health promotion

Growth for our business partners

Providing a sense of security through insurance
Countries and regions, local governments and companies

Improving the global environment

Supporting fulfilling lifestyles and all generations

Stimulating and improving the engagement of human capital

Expanding the well-being domain through four initiatives and two engines

Advancing to well-being design

We will move beyond simply providing products and services centered on insurance consulting to provide comprehensive (include non-insurance service domains) services regardless of the channels to maintain and increase our customer base. We will establish a sales structure that allows us to remain rooted in communities and on the same page as customers.

Earnings structure reform

We will strengthen asset management and overseas business, implement cost controls, and promote other comprehensive efforts that contribute to sustained, consistent growth with the aim of improving the sustainability of the Company.

Realizing innovation in new domains

In order to contribute to well-being for all, we will develop and implement WaaS, enhance services in new domains, and expand the number of customers who can receive our group's services.

New domains: WaaS, small amount & short term insurance or “mini” insurance

Engine

Human capital development

Group strategies

We will formulate strategies to realize “Sumitomo Life Group Vision 2030” as a Group and promote management with a sense of unity and synergy while promoting Groupwide initiatives to resolve environmental and human rights issues.

Engine

Digital & data

Strengthening and building out past initiatives: Promoting initiatives for Materiality

Fostering a better corporate culture

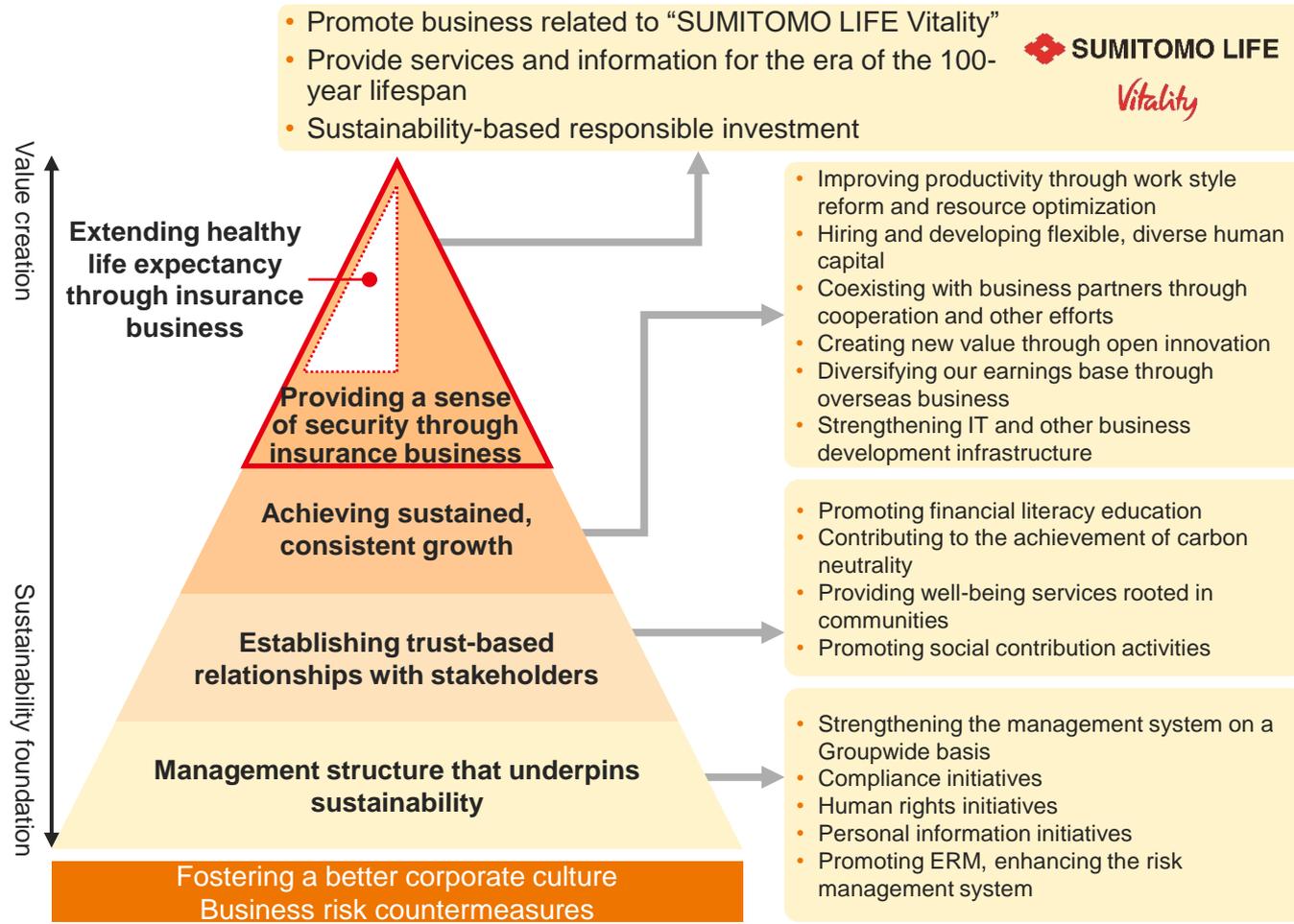
Business risk countermeasures

We will inculcate purpose management inside and outside the Company, work to eliminate scandals and compliance violations and otherwise foster the desired corporate culture, and consider measures to counter projected business risks.

Promoting Initiatives for Materiality

To realize the “Sumitomo Life Medium-Term Business Plan 2025,” we will clarify the items to be addressed for each important item defined under the Sustainability Management Policy and implement the PDCA cycle.

Main issues (Main initiatives) for Materiality



We will expand the well-being domain through four initiatives and two engines while promoting initiatives for Materiality.

We will achieve sustained, consistent growth by supporting our stakeholders and earning their trust and support in return.

Assured payments of insurance benefits and the like, further enhancement of benefits and dividends

We will inculcate operating policy inside and outside the Company, work to eliminate scandals and compliance violations and otherwise foster the desired corporate culture, and consider measures to counter projected business risks.

Four Initiatives: Advancing to Well-Being Design

We will move beyond simply providing products and services centered on insurance consulting to provide comprehensive (include non-insurance service domains) services regardless of the channels to maintain and increase our customer base.

We will establish a sales structure that allows us to remain rooted in communities and on the same page as customers.

Providing a sense of security through insurance and contributing to health promotion

- We will increase the value of the customer experience by fusing “unique human value” and “digital technology” (e.g. developing AI- and other technology-based activities and consulting support) to provide products and services optimized to the customer’s circumstances and situations.
- We will make efforts to develop advanced products and expand optional products to expand SUMITOMO LIFE Vitality.
- We will develop attractive savings-type products and products for competitive agencies. As for corporate insurance, we will promote the enhancement of Hospita A and V and the development of new products.
- We will strengthen the system to provide comprehensive services that transcend channels in customer support.
- We will continue to promote the establishment of an integrated customer follow-up system for branch offices and the main office and the digitization of insurance procedures and follow-up services.

Creating a group of highly competitive human capital who provide well-being

- We will make efforts to develop sales representatives (well-being designers) who help provide services attuned to customers and strengthen our sales system.
- We will strengthen our management and instructor training to improve retention rate of sales representatives.
- We will promote revisions to evaluations of sales representatives and products to with the aim of providing well-being to our customers.

Supporting fulfilling lifestyles and all generations and providing well-being services rooted in communities

- We will provide support for local corporations’ health and well-being management and local government initiatives with all of our executives and employees.

Four Initiatives: Realizing Innovation in New Domains

We will develop and implement WaaS^{*1}, enhance services in new domains, and expand the number of customers who can receive our group's services in order to contribute to well-being for all.

Health promotion and other aspects of helping everyone live better

- In addition to health promotion initiatives, we will make efforts to develop well-being services based on the concept of happiness in spite of illness and age.
- We will establish a provision system to increase the number of Vitality Smart^{*2} members.
- We will promote the enhancement of programs and the development of SUMITOMO LIFE Vitality.

Developing small amount & short term insurance or “mini” insurance, implementing WaaS

- We will develop multiple versions of small amount & short term insurance or “mini” insurance.
- We will develop and implement new services that help “customers well-being.”
- We will build a system that can provide services to a large number of customers through alliances with companies, local governments, etc. (including consideration of more effective service providers).

Creating innovation and frameworks for connecting with customers

- We will build a system to deliver well-being to customers as the Sumitomo Life Group with a full lineup of insurance and WaaS services.
- We will create innovation through CVC funds. To further improve services, we will maintain data for data utilization.

^{*1} WaaS (Well-being as a Service) is an ecosystem of services that support “well-being for all,” centered on “SUMITOMO LIFE Vitality”

^{*2} The name of a product that offers a portion of the Vitality Wellness Program as a stand-alone product, separate from the insurance policy

Four Initiatives: Earnings Structure Reform

We will strengthen asset management and overseas business, implement cost controls, and promote other comprehensive efforts that contribute to sustained, consistent growth with the aim of improving the sustainability of the Sumitomo Life Group.

Strengthening asset management

- We will increase investments in highly profitable assets and otherwise expand risk-taking within acceptable bounds in an effort to increase our earning power while making efforts to resolve societal and environmental issues.
- We will take steps to stabilize earnings by limiting their sensitivity to exchange hedging costs in addition to making efforts to strengthen risk management, for example by visualizing the risks of profit and loss fluctuation in financial accounting.
- We will strengthen our systems (including strengthening collaboration with investment advisory companies in the Group) and develop expert human capital to improve the profitability of our asset management.

Expanding overseas business

- In our North American business, we will consider opportunities for new M&As while providing support for the growth of Symetra.
- We will establish a base for managing business in Asia and achieve more meticulous monitoring, business management, and synergy. We will also strengthen relationships with existing investees and consider new M&As.
- We will promote various initiatives to develop the human capital we need for global business.

Improving productivity through resource optimization and cost controls

- We will continue to drastically revise existing operations, strive to optimize resources, and promote a shift to highly creative operations.
- We will implement cost controls through more selective investments and cost reduction in an effort to improve productivity.
- For new businesses that require time to become profitable, we will set out final destinations and an explicit priority before promoting initiatives with a long-term outlook.

Four Initiatives: Group Strategies

We will formulate strategies as a Group to realize “Sumitomo Life Group Vision 2030” and promote management with a sense of unity and synergy while promoting Groupwide initiatives to resolve environmental and human rights issues.

Group strategies

- We will strive to strengthen Group strategies—for example by formulating operating policy and business plans for the Group—and work together with subsidiaries to promote initiatives to enhance the sustainability of the entire Group.
- We will explore systems that the use of alliances and administrative systems that integrate the Company with our subsidiaries. We will also consider further advancing the Group’s business management system to accommodate expansion of well-being services and new mergers and acquisitions.

Groupwide initiatives to resolve environmental and human rights issues

2030 GHG
reduction target
(within the Group)

-50%
(from 2019 levels)

- We will rally the entire Group behind initiatives to contribute to the achievement of carbon neutrality.
- We will foster a corporate culture of respect for human rights and promote due diligence in line with the Group Human Rights Policy.
- We will also contribute to the realization of a diverse, inclusive, and sustainable society by addressing societal and environmental issues through our business so that future generations can live better.

Two Engines: Advancement by Fusing Human Value and Digital Technology

We have positioned “Human capital development” and “Digital & data” as the engines, and will accelerate each initiative across the entire company as a driving force to powerfully.

Human capital development

We will substantially increase “human value” on the belief that people (executives and employees) form the core of our aim to contribute to well-being and realize a sustainable future.



- We will make efforts to increase “human value”—regardless of job type—to realize our management philosophy and strategies.
- We will promote the systematization of career planning and reskilling to enable employees to pursue their personal “visions.”
- Increased productivity is among the potential advantages of improving engagement and enhancing employee well-being.
- We will inculcate and institutionalize this approach to human capital development throughout the Group.
- We will revise our use of personnel and systems, consider enlisting external human capital, and promote DE&I.

Digital & data

We will use digital technology and data to do what humans cannot do. We will contribute to well-being by providing services that “fuse human value and digital technology.”



- We will create a variety of opportunities to provide services using digital technology.
- We will provide more personalized and optimal coverage to customers by utilizing various data.
- We will combine “health promotion services” and “WaaS” centered on “SUMITOMO LIFE Vitality” to increase the “distinct value of the Group.”
- We will determine a priority across the entire Company to increase the speed of individual initiatives. We will also put in the resources needed to make this happen.