

Thinking People First

DAI-ICHI LIFE

2014 

Dai-ichi Life DSR Report

By your side, for life

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Message from the President



I would like to take this opportunity to express my gratitude to our stakeholders for their support of The Dai-ichi Life Insurance Company, Limited ("Dai-ichi Life," the "Company" or the "Group").

In 2013, the Group established the management philosophy "By your side, for life" as the group mission to increase its corporate value. We have rediscovered that our mission, our raison d'être, is for each company in the Group to contribute to the comfort and peace of mind of our customers and the development of local communities in their respective region by standing by the side of our customers and those they love, for life.

Taking into account the establishment of this Group mission, we have decided to issue the Dai-ichi Life Annual Report as an integrated version with the Dai-ichi Life DSR Report from the fiscal year under review. Although we issued the Annual Report, which mainly covered financial information, and the Dai-ichi Life DSR Report that centered on non-financial information and summarized our efforts to fulfill our social responsibilities in the past, we have decided to combine them into an integrated report^{*1}. By presenting both financial and non-financial information together, we will report our initiatives to continuously create corporate value for our stakeholders, including our customers and shareholders as well as people in local communities, in an easier-to-understand manner.

^{*1}: An integrated report is a report prepared by the company in order to communicate to investors and other stakeholders financial information such as revenues of Dai-ichi Life and non-financial information including a wide variety of issues ranging from consideration of the environment and society, intellectual assets, corporate governance and medium- and long-term management strategies.

Continuous Creation of Corporate Value: DSR Management

To practice our Group mission of "By your side, for life," we undertake DSR Management by sharing the Dai-ichi Life Group's corporate action principles (DSR Charter)^{*2}, values held in high esteem by our officers and employees, and setting a goal of contributing to the development of a sustainable society. DSR stands for Dai-ichi's Social Responsibility, with D in Dai-ichi Life as the initial letter to express Dai-ichi Life's own efforts that extend far beyond the framework of corporate social responsibility (CSR) in general terms.

Our recent efforts in DSR Management include: a social action program on themes such as the invitation of nursery centers to use real estate owned by Dai-ichi Life to reduce the number of children on the waiting list, promotion of diversity and inclusion to increase the share of women among those employees being promoted to management level to 30%, efforts in corporate governance in accordance with the Principles for Responsible Institutional Investors or "Japan's Stewardship Code" and participation in the United Nations Global Compact, which is the global framework for realizing sustainable growth of society. We will continue to provide our stakeholders with value, continually aiming for higher value, by complying with a plan-do-check-action (PDCA) cycle in all of our activities, including those to increase customer satisfaction, improve compliance, improve health and promote environmental protection, in addition to the initiatives above.

^{*2}: For details on the Dai-ichi Life Group's corporate action principles (DSR Charter), please refer to Principles of Dai-ichi Life Group .

Looking back on the first year of our medium-term management plan: Action D

In fiscal 2013, the Group started its medium-term management plan: Action D, setting up collective challenges to achieve further growth as a Group-wide initiative.

Consolidated business results for fiscal 2013, the first year of the three-year medium-term management plan: Action D, enjoyed higher revenues and income for the third consecutive year after two upward forecast revisions. Consolidated ordinary revenues reached ¥6 trillion, on par with a record high level for the first time in the 14 years since fiscal 1999, with premium and other income hitting a record high of ¥4.35 trillion and net income also reaching the highest level since our public listing in 2010 on a consolidated Basis.

The increase in revenues was attributable to positive factors such as the continued strong performance of insurance sales in growth areas of medical insurance, savings-type products and overseas business, sales of products by Dai-ichi Life in the third sector, such as medical and nursing care insurance, sales of savings-type products by The Dai-ichi Frontier Life Insurance Co., Ltd. ("Dai-ichi Frontier Life") through financial institutions, and increased sales at TAL in Australia. As a result, new policy amount reached a record high at Dai-ichi Frontier Life, and the annualized premium of policies in force at TAL was ranked first in the industry in the Australian life insurance market at the end of December 2013.

Income increased significantly primarily due to improvement in the net investment income of Dai-ichi Life on a non-consolidated basis, thanks to the continued weakening trend of the yen and the solid stock market. The negative spread, which had been a financial challenge, turned to a positive spread of ¥32.3 billion^{*3}, reflecting the effect of additional policy reserves that Dai-ichi Life has been putting aside, in addition to an increase in interest and dividends.

These results led to an increase in the Group's embedded value, which represents the corporate value of a life insurance company, to ¥4.2 trillion; also hitting a new high since the listing.

Taking the above into account, Dai-ichi Life updated the medium-term management plan in May 2014 and has decided to upwardly revise the top-line target from the initially planned value. In fiscal 2013, we believe that we were able to show solid improvement in the Group's income structure.

*3: The sum of Dai-ichi Life and Dai-ichi Frontier Life.

By your side, for life – With You Project, a growth strategy in Japan, launched

In the domestic business, we launched a growth strategy, By your side, for life – With You Project, in December 2013. Its purpose is to provide our customers with security and peace of mind and quality health support through life insurance products and services with the heartfelt purpose to stand by our customers' side for life, with strong teamwork of all officers and employees of the Group, who possess a high level of expertise. To provide security and peace of mind under the By your side, for life – With You Project, we released a comprehensive insurance product, Bright Way, and nursing- and medical-care-focused insurance called Crest Way in December 2013 to raise the level of main products in the sales representatives' channel. To provide rewarding health support, we also in May 2014 entered into a comprehensive collaborative agreement with the National Cerebral and Cardiovascular Center (NCVC) on the provision of information about cardiovascular diseases. With the conclusion of this agreement, Dai-ichi Life created an information network on cancer and cardiovascular diseases across the board, including three major illnesses for the first time in the industry. Utilizing this network, we will provide our customers with high-quality services. With respect to our initiatives to develop new markets through a new subsidiary that we announced in February 2014, we are advancing preparations for provision of products and services adapting to changes in society by introducing easy-to-understand product features and simplified procedures and plans to begin offering new products and services in the second half of fiscal 2015.

Given that the role of life insurance companies in the industry (the second largest in the world), which complements the social security system of the government, is becoming increasingly more important due to the aging population and declining birth rate in the Japanese market, we will meet diversified customer needs at a high level.

Aiming to become a global insurance group

In our overseas businesses, we made PT Panin Life (now PT Panin Dai-ichi Life) ("Panin Dai-ichi Life") our associate company in October 2013 and reached an agreement with Protective Life Corporation ("Protective Life") in the United States in June 2014 on the commencement of procedures to welcome Protective Life to the Dai-ichi Life Group as a wholly owned subsidiary. As a result of acquiring the business in the U.S., the world's largest life insurance market, a tripolar system consisting of Japan, the U.S. and Asia-Pacific (Vietnam, Australia, Indonesia, India and Thailand) has been constructed, and we have taken a big step forward toward becoming a global insurance group.

In light of progress made in multiple business lines associated with the increase in the Group companies, we will further strengthen the Group's business management framework by establishing a controlling function in North America and Asia-Pacific to achieve appropriate capital allocation inside the Group and quick decision-making in the Group companies.

In April 2015, Dai-ichi Life will celebrate the fifth anniversary of its new founding through demutualization. Even at the moment of this milestone, we will vigorously push forward with our goal of achieving continuous growth in order to show steady progress toward a global insurance group by continually challenging ourselves to take a greater leap forward with concerted efforts as the Group and providing all our stakeholders with value.

As we pursue these initiatives, we hope we can continue to count on our stakeholders' support and patronage.

| About DSR Management

○ From Management Quality to DSR Management

The basis for our management framework has been to aspire to reach a higher level of management quality while implementing the Plan-Do-Check-Action (PDCA) cycle in order to realize our management philosophy and basic management policy in a consistent manner. Our management focuses on what we refer to as DSR, or Dai-ichi's Social Responsibility, because our unique initiatives do not completely fit into the conventional framework of corporate social responsibility. We utilize the PDCA cycle for all of our activities as a means to taking our initiatives to the next level. These activities include our various customer-centric responses, human resource development, visualization of business risks (internal control self-assessments), compliance promotion, administrative process improvements, and initiatives aimed at improving customer and employee satisfaction.

Promoting Initiatives to Enhance Management Quality

Our Business Quality Improve Activities initiated in 1998 have evolved from CSR activities to DSR activities and today they continue to be used as a persistent means of improving initiatives.



About DSR Management

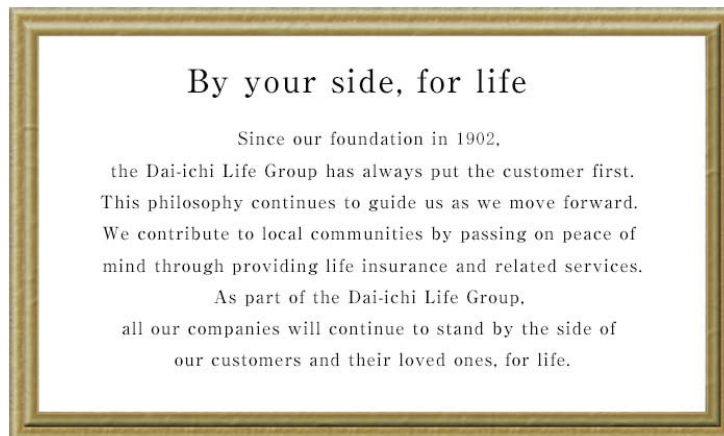
Principles of Dai-ichi Life Group

The Dai-ichi Life Group will contribute to lives of comfort with peace of mind of people and the development of local communities in their respective regions through providing life insurance and related services by sharing the Group principles (Mission, Vision and Values) we established in August 2013. We will strive to maximize Group value by sharing the Group's strategies with each company to align our efforts.



■ Group Mission: By your side, for life

As a part of the Dai-ichi Life Group, all our companies will contribute to lives of comfort with peace of mind of people and development of local communities in respective regions by standing by the side of our customers and their loved ones, for life.



■ **Group Vision:Thinking People First**

We will aim to become a company that thinks of people first, more than anyone else, from the following four perspectives, in order to become an insurance group that is the leader in trust and support of its customers.

- First in Quality
- First in Productivity
- First in Vital and Energetic Employees
- First in Growth Potential

Thinking People First

People's lifestyles will continue to vary and change, so we provide easy to understand products and services tailored to these many different ways of life. At Dai-ichi Life Group, we will always be Thinking People First.

Thinking People:

We take action, considering sincerely people and their lives. It means listening to people and working together with them to build human capital that contributes to happiness.

It means a global perspective, constantly taking on new challenges for the future.

Thinking People means sincerely thinking about people, considering their needs, demands, and lifestyles.

Our philosophy has been Customer First since 1902. Dai-ichi Life Group will continue to reform and renew itself to meet the challenges of the times, delivering new value and achieving consistent and sustainable growth.

DAI-ICHI LIFE

■ Group Values: Dai-ichi Life Group's Corporate Action Principles (DSR Charter)

The Dai-ichi Life Group will help build a sustainable society by adopting its corporate action principles, Dai-ichi's Social Responsibility Charter (DSR Charter), so it can continue to meet the expectations of customers, society, shareholders, investors, and employees.

Dai-ichi Life Group's Corporate Action Principles (DSR Charter)	
Customer satisfaction	We provide high-quality products and services with the intention of standing by the side of our customers for life. Everything we do is designed to exceed our customer's needs and deliver customer satisfaction.
Communication	We hold ourselves accountable to our stakeholders and sincerely accept their opinions, reflecting them in our corporate management.
Compliance	We set the bar high for ethical standards and maintain full compliance in all our business activities. We respect privacy and fully enforce the protection and management of personal information.
Respect to human rights	We respect the culture and customs of every country and region, always operating in a way that contributes to local development. We also respect human rights and proactively operate in a way that reflects this.
Diversity	We actively cultivate human resources by ensuring a rewarding work environment in which diversified human resources can play an active role.
Environmental protection	We actively engage in environmental protection on a daily basis, recognizing that preserving the global environment is our social responsibility.
Social contribution	We head social action programs, growing together with communities as an active corporate citizen.
Promoting health	We manage the Company to help improve the health of the people in our local communities. We also promote the mental and physical health of our employees.
Creating sustainable corporate value	Based on the eight principles above, we are working to create sustainable corporate value by effectively using our management resources, improving the productivity of our business, and maintaining and strengthening our financial base.

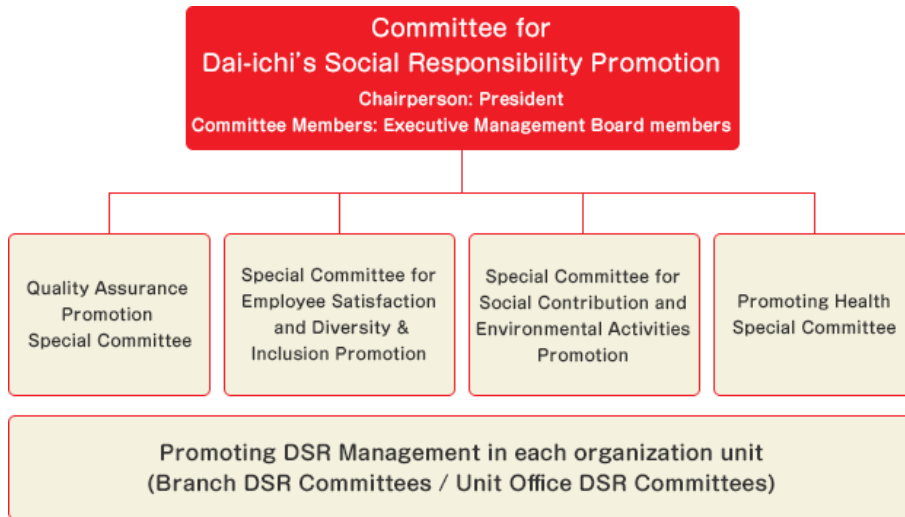
What is DSR?

DSR stands for Dai-ichi's Social Responsibility (the social responsibility of the Dai-ichi Life Group). It is part of our management framework to fulfill our social responsibility to each stakeholder and increase the corporate value of the Dai-ichi Life Group through continual improvement of our management quality across the group by complying with a Plan-Do-Check-Action (PDCA) cycle.

About DSR Management

DSR Management Promotion System

Our DSR management initiatives are promoted by the “Committee for Dai-ichi’s Social Responsibility Promotion,” chaired by the president. Under the committee’s umbrella, four special committees have been established to address core challenges in DSR Management to increase the effectiveness of each initiative. Furthermore, as part of efforts to improve management quality through the PDCA cycle, we have set up “Branch DSR Committees” at each of our branch offices, and “Unit Office DSR Committees” at each of our unit offices.



About DSR Management

Status of DSR Management Promotion

Quality Assurance

DSR Management Promotion Index		Fiscal 2011	Fiscal 2012	Fiscal 2013	Target
Result of total satisfaction in the nationwide customer satisfaction survey (individual customers)	Percentages of responses "satisfied" and "somewhat satisfied" in the questionnaire given to individual customers	86.0%	86.1%	91.1%	—*1
	Percentage of response "very satisfied" in the questionnaire given to individual customers	—	—	—*1	Fiscal 2014 14.3%
Customer feedback Number of customer complaints	The number of complaints among the customer opinions reported	78,803	68,174	44,691	Improvement in fiscal 2014 from fiscal 2013

*1: Due to change of assessment index in fiscal 2014.

Corporate Citizenship and Environmental Activities

DSR Management Promotion Index	Explanation of the Index	Fiscal 2011	Fiscal 2012	Fiscal 2013	Target
Percentage of volunteer activity involvement	Percentage of community contribution involvement (head office and branches)	76.0%	94.0%	100%	100%
CO ₂ emissions	Total CO ₂ emissions*2 from investment property, business-use property, and welfare property*2	153,000 t-CO ₂	146,500 t-CO ₂	144,000 t-CO ₂	Fiscal 2015 158,000 t-CO₂*3
Total paper usage	Total amount of paper used at Group companies (photocopy paper, pamphlets, insurance design documents, etc.)	9,922t	9,849t	8,116t	Fiscal 2015 8,851t*3

*2: Calculated based on the provisions of Article 7, paragraph 3 of the Act on the Rational Use of Energy ("Energy-saving Act"). Total emissions in each fiscal year have been recalculated by applying the fiscal 2009 coefficient.

*3: Targets in the 2013-2015 Medium-term Environmental Effort Plan. The targets were exceeded, and the Company continues to promote the activities for further reduction.

Promoting Health

DSR Management Promotion Index	Explanation of the Index	Fiscal 2011	Fiscal 2012	Fiscal 2013	Target
Percentage of employees maintaining a desirable body weight	Percentage of employees with a BMI* score of less than 25 *BMI (Body Mass Index) is a measure of a person's body shaped based on their height and weight (BMI 25 and above are categorized as obese)	Men: 68.2% Women: 78.7%	Men: 69.7% Women: 78.2%	Men: 69.8% Women: 77.9%	Fiscal 2015*4 Men: 69.1% Women: 79.2%
Percentage of employees doing regular exercise	Percentage of employees continuing more than 30-minute exercise twice or more per week for one year or more	Men: 24.4% Women: 13.6%	Men: 24.6% Women: 13.9%	Men: 25.8% Women: 14.4%	Fiscal 2015*4 Men: 27.3% Women: 18.4%

*4: The targets were calculated back from the goals for year 2022 in the Health Japan 21 (2nd) project promoted by the Ministry of Health, Labour and Welfare (MHLW) and determined proportionally for the period.

Employee Satisfaction and Diversity & Inclusion

DSR Management Promotion Index	Explanation of the Index	Fiscal 2011	Fiscal 2012	Fiscal 2013	Target
Results of employee satisfaction survey	Percentages of responses "satisfied" and "somewhat satisfied" in the questionnaire survey given to the Company's employees	69.4%	69.9%	66.6%	—*5
Percentage of female managers	Percentage of women in managerial positions (department head or equivalent, section chief or equivalent, and office chief)	17.6%	18.2%	18.4%	Fiscal 2016: 20.0% or higher
Percentage of employees with disabilities	Percentage of employment as of June 1 of each fiscal year	2.03%	2.06%	2.13%	—*6

*5: The employee satisfaction survey is positioned as a tool to help quantitatively understand the current situation and effect of activities and facilitate problem solving.

*6: The percentage of employees with disabilities is in compliance with the statutory rate of disability employment.

Fiscal 2013: Assessment of the Dai-ichi Life Group by Society and Major Awards Received

Organizer	Assessment / Award	Month and year of Assessment / Award
Quality Assurance		
Toyo Keizai, Inc.	Ranked 2nd financial institution in CSR Corporate Ranking	Mar. 2014
HDI (Help Desk Institute) –Japan	3-star certified and awarded “FY2013 HDI help desk ranking” (Contact Center Control Dept.)	Nov. 2013
Morningstar	Awarded Best Fund in Alternative & Balanced Fund Division of Morningstar Award “Fund of the Year 2013” (DIAM)	Jan. 2014
Lipper	Awarded best of Japanese Mid and Small Caps Equity Fund (5-year assessment period) in Lipper Fund Awards Japan 2014 (DIAM) Lipper Fund Awards 2014 Awarded best of Global Healthcare/Biotechnology Funds in Lipper Fund Awards 2014 (Janus Capital Group Inc.)	Mar. 2014
Asia Insurance Review	Received “Corporate Social Responsibility Award” (Dai-ichi Life Vietnam)	Nov. 2013
Vietnamese Government	Received Vietnamese “Prime Minister Award Certificate” (Dai-ichi Life Vietnam)	Jan. 2014
Rice Warner	Awarded the “Life Company of the Year” (TAL)	Aug. 2013
Australian Banking & Finance	Awarded the “2013 Life Insurance Company of the Year” (TAL)	Oct. 2013
Core Data	Awarded the “Risk Provider of the Year Award” (TAL)	Dec. 2013
Fintelekt	Received Indian Insurance Award (Technology Maturity) (Star Union Dai-ichi Life)	Jun. 2013
Indian Accounting Associations	Received “Excellence in Financial Reporting” (Star Union Dai-ichi Life)	Feb. 2014
Thailand Office of Insurance Commission	Received “The Prime Minister’s Insurance Award 2012” (Ocean Life)	Sep. 2013 (3 consecutive years)

Corporate Citizenship and Environmental Activities		
National Institute on Consumer Education	Awarded the Best in the “8th Excellent Material Awards concerning Consumer Education for Companies and Organizations” (Life Cycle Game II—Recommending a Total Life Plan)	May 2013
Principles for Financial Action for the 21st Century	Selected as Good Practice in insurance category (measures against declining birthrate)	Mar. 2014
Nikkei Inc.	Corporate ranking in Nikkei Environmental Management Survey 15th financial institution (1st in life insurance industry)	Jan. 2014
Japan Federation of Construction Contractors	Received 54th BCS Award (Dai-ichi Life Shin-Oi Office)	Jul. 2013
Institute for Building Environment and Energy Conservation	Received Judge’s Choice Award in the “5th Sustainable Architecture Award” (office architecture category) (Toyosu Cubic Garden and Dai-ichi Life Shin-Oi Office)	Feb. 2014
Promoting health		
Ministry of Health, Labour and Welfare (MHLW)	Fiscal 2013 Minister of Health, Labour and Welfare Award for distinguished service related to nutrition (excellent specified catering facility category)	Sep. 2013
MHLW	2nd “Let’s Extend Healthy Life Expectancies!” Award Awarded for excellence by the Director of Health Service Bureau, MHLW	Nov. 2013
Employee satisfaction and Diversity & Inclusion		
MHLW	Received Special Jury Prize in Ikumen Company Award 2013	Oct. 2013
Gender Equality Bureau, Cabinet Office	Certified for 2nd Frog Star (Employee Contribution Pension Center of Group Pension Service Dept.)	Feb. 2014

Inclusion in the SRI Indices

Dai-ichi Life is included in domestic and overseas socially responsible investment (SRI) indices (stock price indices) such as the FTSE4Good Index Series (UK) and the Morningstar Socially Responsible Investment Index (MS-SRI) (Japan) (as of September 30, 2014).



About DSR Management

Participation in External Initiatives

Dai-ichi Life promotes activities aiming to achieve a sustainable society through participation in domestic and overseas initiatives.

The United Nations Global Compact (UNGC)

The UNGC is a set of principles on human rights, labour, the environment, and anti-corruption, proposed by the former UN Secretary-General Kofi Annan. It encourages participating companies to behave as good members of society, aiming to achieve sustainable growth. Dai-ichi Life joined the initiative in May 2014.



UN Global Compact's 10 Principles		
Human Rights	Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and
	Principle 2	make sure that they are not complicit in human rights abuses.
Labour	Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
	Principle 4	the elimination of all forms of forced and compulsory labour;
	Principle 5	the effective abolition of child labour; and
	Principle 6	the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7	Businesses should support a precautionary approach to environmental challenges;
	Principle 8	undertake initiatives to promote greater environmental responsibility; and
	Principle 9	encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.

<http://www.unglobalcompact.org/>

Women's Empowerment Principles (WEPs)

The WEPs are a set of principles of corporate behavior created jointly by UN Women, a UN organization working for gender equality and women's empowerment, and the UNGC. The WEPs specify the development of a labour and social environment in which women are able to fulfill their potential and improve their abilities, with their efforts fairly appraised. Dai-ichi Life signed a Statement of Support for the Women's Empowerment Principles in December 2012.



■ <http://www.weprinciples.org/Site/>

Principles for Financial Action Towards a Sustainable Society (Principles for Financial Action for the 21st Century)

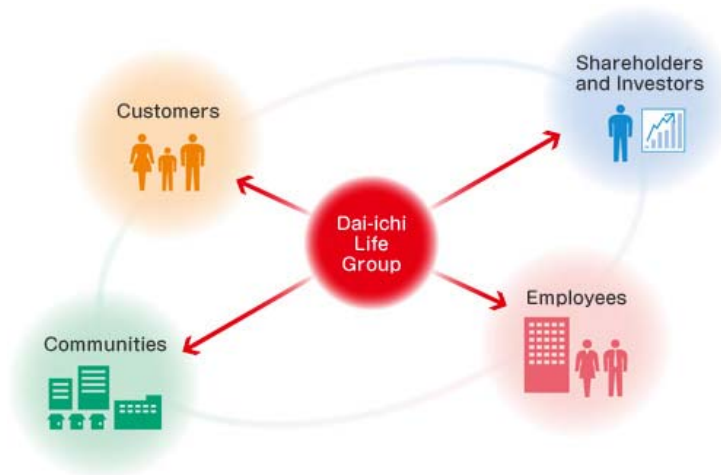
The Principles for Financial Action for the 21st Century provide action guidelines for the overall CSR of financial institutions wishing to play a role and take responsibilities necessary for the formation of a sustainable society. Dai-ichi Life participated in the development of the principles as a member of the draft committee and signed up in November 2011.

■ http://www.env.go.jp/policy/keiei_portal/index-en.html

The Dai-ichi Life Group's Stakeholders

The Dai-ichi Life Group's Stakeholders

We understand our customers, communities, shareholders, investors, and employees as stakeholders who are deeply involved in our organization. In our basic management policies we aim to maximize customer satisfaction, secure social trust, create sustainable corporate value and foster employee's potential. We work to improve the quality of our management by reviewing our business activities through communication with all of our stakeholders and the application of the plan-do-check-action (PDCA) cycle.



Maximize customer satisfaction

We work to improve our products and services through opinions and requests obtained through various contact points with customers including sales representatives (Total Life Plan Designers), contact centers, contact counters at head office and branch offices, and our website. Furthermore we hold roundtable conferences with customers at branch offices on a regular basis so that we can listen to the opinions and requests of our customers directly.



Customer roundtable

Create sustainable corporate value

We work to communicate with shareholders and investors through measures such as holding financial results briefings and management briefings, holding meetings with institutional investors in Japan and overseas, participating in Investor Relations events, and holding Q&A sessions at shareholders' meetings.



Shareholders' Meetings

Secure social trust

We work to communicate with local communities through measures such as volunteer activities by employees, the provision of internships for teaching staff and high school students, and the provision of open courses. In addition, we have continually held a Consumer Issues Study Group in which opinions are exchanged with specialists on matters such as corporate consumer support and the ideal form of customer-oriented management.



Consumer Issues Study Group

Foster employee's potential

To achieve mutual communication between executives and employees, we have established a Network President's Office that utilizes our intranet and conduct a Talking Session with Executives at departments and branches across Japan.



Talks with Executives

Stakeholder Dialogue

Stakeholder Dialogue



Overview of Stakeholder Dialogue

The Dai-ichi Life Group invited Ms. Yukiko Furuya, an executive advisor to the Nippon Association of Consumer Specialists, and held a Stakeholder Dialogue on the theme of the Group Vision “Thinking People First.” The participants were 10 employees selected from Dai-ichi Life Group companies. The members held a spirited debate on what they should work on to achieve the vision. They were split into two teams and discussed who the “customers” of the Dai-ichi Life Group are, what kind of value the Group can provide customers with, and how it could be possible. This was an important opportunity for the members, with widely ranging duties and areas of work, to take notice of the views of others that may be normally overlooked.

Keynote Speech by Ms. Furuya



At the beginning of the dialogue, Ms. Furuya gave a keynote speech titled “Thinking of the future based on your company and social trends surrounding the company.”

Ms. Furuya suggested the need for each employee of the Dai-ichi Life Group to understand the essence of the “Customer First” philosophy and the vision of “Thinking People First,” and apply more specific ways to put them into practice. She emphasized that it was important, after ensuring such understanding and practice, to examine the past cases of non-payment or failure to pay insurance proceeds and other companies’ or industries’ cases, such as fraudulent food labeling, in view of the relationship between consumers and sellers, and to think of the causes of such incidents and reasons for failure in preventing them.

She also mentioned the importance of paying attention to the latest trends and social changes such as accidents that have recently occurred in the area of consumer affairs and enacted laws, and asked the members to consider these aspects in their discussions.

The important thing is Communication with Customers and Information-Sharing in the Company and Group



Shun Mitsuogi (DIAM)
 Yumiko Seo (Contact Center Control Dept.)
 Ikuyo Kitaoku (Dai-ichi Frontier Life)
 Koji Arioka (Group Pension Service Dept.)
 Makiko Nakamura (Metropolitan Consulting Sales Center)

Those we consider customers of the Dai-ichi Life Group include agents, shareholders, the media, and employees of Group companies, in addition to direct policyholders and their families. A participant who is in charge of sales emphasized the importance of potential customers by arguing that all people to whom insurance products could be offered should already be treated as customers. Meeting varying demands of customers requires the pursuit of simplicity in aspects such as products, product procedures, and explanations, and the unity of the Group and cooperation in its responses to customers.

The members unanimously agreed that active communication was an essential factor in increasing the value provided to customers. Information-sharing among employees and building a unified customer information management system within the Company and Group are also necessary, and equally important is the creation of a work environment that allows employees to work in a lively and energetic manner.



Each individual Must be Capable of Creating Value, which in turn Will Enhance the Value of the Entire Group.



Sei Sugita (Dai-ichi Life Information Systems)
 Noriko Sato (IT Business Process Planning Dept.)
 Keitaro Inoue (International Business Management Dept.)
 Ayako Kawaguchi (Toshin Sogo Branch Office)
 Rei Yamamoto (Separate Account Management Dept.)

We held discussions from many different perspectives. Prospective customers included business partners and employees, in addition to direct policyholders, and even overseas Group companies. A participant engaging in system development also mentioned system users.

Opinions about issues of the entire Group included, “we should recognize that we need to provide not only insurance, but total consultation services including asset management and healthcare” and “overseas Group companies need to make use of one another’s strengths.”

In the final summary, there was an ambitious opinion that “each individual must offer a valuable presence and become capable of creating new value,” and we strongly felt the significance of working for both customers and ourselves in our daily life. We consider that we need to think of what value we can provide our customers with and act accordingly in our individual departments and positions.



Ms. Furuya's Comments

We all had a very active discussion and the wide-ranging views regarding customers were highly positive. One more factor you should pay attention to, however, is the relationship between customer and seller. For product information, for example, the customer must depend on what the seller provides, which makes for an unbalanced relationship between customer and seller. I suggest that you strongly recognize the gap in the information provided to consumers and put the range of ideas raised today into practice from the perspective of creating a better society together with your customers.



Summary of the Dialogue

What do we need to work on to become a company that “thinks people first”? Of course this question cannot be answered easily but it is important to listen to third-party opinions and share a common understanding across the Group in order to create value for the Dai-ichi Life Group as a whole. Implementing the Plan-Do-Check-Action (PDCA) cycle while conducting repeated trial and error will surely lead us to the achievement of the Group Mission “By your side, for life.” We will resolutely share the issues brought by the participants in each department, think how to achieve our ideals, and continue to take action.

Customer Feedback

Customer Feedback	Initiatives for Utilizing Customer Feedback	Understanding Customer Satisfaction	Disclosure of Customer Feedback	Feedback from Consumers
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Customer Feedback

Roundtable conferences with customers

We routinely hold roundtable conferences with customers at our branch offices around the country and listen directly to opinions and requests from customers in order to improve our products and services. Roundtable conferences held in fiscal 2013 focused on gathering feedback with regard to the activities of Total Life Plan Designers and product development.



Customer roundtable

Continual improvements to business processes

Examples of improvements realized from customer feedback

	Causes of customer dissatisfaction and inconvenience	Examples and results of improvements
At the time of contract	<ul style="list-style-type: none"> I want an insurance product that can cover a broad range of risks. 	<ul style="list-style-type: none"> Launch of Assist Seven and Assist Seven Plus We launched Assist Seven, a medical rider that provides coverage against seven major risks, including cancer, heart attack, stroke, disability, nursing care, and death. At the same time, we also released Assist Seven Plus, which in addition to the payment requirements of Assist Seven provides broader coverage for more risks, such as when a policyholder is recognized as having a physical disability between level one and four or when recognized as requiring level one nursing care under the public nursing care insurance system. (January 2014)
	<ul style="list-style-type: none"> I want to be able to pay less for medical insurance but have lifelong nursing care coverage. 	<ul style="list-style-type: none"> Launch of Crest Way We launched Crest Way, a nursing care annuity that provides ample lifetime nursing care coverage for an affordable premium, with the goal of significantly reducing the cost of premiums by eliminating policy cancellation fees. Additionally, insurance payments are made based not only on our own requirements, but also those of public nursing care insurance as well, providing a broad range of benefits that are easy to understand. (January 2014)

During the contract period	<ul style="list-style-type: none"> Name change procedures require various documents, making the process very tedious. 	<ul style="list-style-type: none"> Previously we had required submission of the insurance policy to make a name change, but this is no longer the case, as we reissue the policy with the new name or we send out a statement of changes to the contract. (January 2014).
	<ul style="list-style-type: none"> It takes a great deal of time to process withdrawals of policyholder loans, accumulated dividends, or insurance benefits held on deposit after payout without having my Dai-ichi Life insurance card or Dai-ichi service passport. It's really inconvenient when you have to fill out all sorts of paperwork when you want to withdraw funds quickly but forget your insurance card password. 	<ul style="list-style-type: none"> We started a quick telephone withdrawal service where customers can make a single call to the Dai-ichi Life call center to complete procedures instantly following voice guidance. (September 2013)
At the time of payment	<ul style="list-style-type: none"> I want to receive my insurance benefits or claims faster. 	<ul style="list-style-type: none"> Conventionally, we needed between one and three business days after the payment amount was finalized to process the payment and remit the funds to the customer's designated bank account, but we made changes to our remittance operations and now can remit funds as early as the same day. This makes it possible for us to respond to the needs of customers who want to receive their insurance benefits or claims even faster than before. (June 2014)
	<ul style="list-style-type: none"> I want to use a death benefit to pay for funeral expenses or medical costs incurred prior to death, but it takes a lot of time to prepare the documentation. 	<ul style="list-style-type: none"> We launched the Insurance Proceeds Quick Reception Service which remits funds to the designated bank account on the same day the customer completes the application process for requesting a death benefit that meets certain requirements. Additionally, we created a new service, the Simplified Death Benefit Receiving Service, where up to five million yen of a death benefit is delivered first simply by providing the prescribed claim form, death certificate and copy of the applicant's personal identification documents. Using these services makes it possible to receive money even faster than before to meet urgent needs after the loss of a loved one. (June 2014)

Appreciative feedback shared by customers

Examples
<p>A customer whose condition worsens suddenly and passes away during the process of applying for hospitalization benefits. After the procedures were completed the family sent a letter that stated, "Thanks to you taking notice of our father during his hospital stay, the claim process went smoothly and we were able to receive the insurance benefit. You are the first person to show appreciation to us for taking care of our father during his long fight against illness. We are very thankful for your honest and warm-hearted services."</p>
<p>Received a call during the death benefit claim process. The customer said, "When my husband passed away and I started the claim process, two of your staff members helped, providing prompt, considerate and easy-to-understand explanations. Therefore, I wanted to call to convey my appreciation. They were very mindful of me and my daughter's somber mood and dealt with the situation in a very gentle and caring manner. I feel like they helped save us from sadness. I'm very glad that my husband chose Dai-ichi Life. Thank you very much."</p>
<p>One day during a regular visit the customer opened up and said "I have cancer and don't think I will live much longer." As a result we met with her daughter, who was the beneficiary, to explain the insurance policy. We visited the daughter again one month later after she called to notify us that her mother had passed away. After the claim process was completed, the daughter said, "Thank you very much for taking the time to explain the process that one time. I will be sure to use the insurance money my mother left me wisely."</p>

During one of my regular visits, when going over the details of their policy, I found that the family had thought their insurance had already expired since they enrolled such a long time ago. The beneficiary had also passed away, so we changed the name on the policy and carried out the procedures for an assignee claim agreement. I received a letter from not only the policyholder, but the entire family that said, "Thank you very much for coming by to explain the details of the life plan report that was sent out, since we don't normally look over its contents when it is sent out."

This experience happened during one of my regular visits. The customer was working, so we had communicated mainly by postal mail because it was hard to find time to meet. As a result of my continual visits, the customer made time for me and we had the chance to meet. During my explanation of the policy, the customer informed me that they had eye surgery about six months earlier, so I immediately initiated a claim. The customer never filed a claim because they were too busy and they thought no benefits would be paid. This time, however, they were able to receive a benefit and they were very appreciative.

There was a call from the head office because of a question about the documents submitted for a hospitalization benefits claim. As a result, I called to apologize because there were no additional benefits available under their policy. However, the customer said, "Dai-ichi Life is the only one to actually call us and explain the situation, instead of just sending out a letter in the mail. Thank you very much for your kind and helpful explanation. I am very happy that you took notice of my wife's situation."

Customer Feedback

Customer Feedback	Initiatives for Utilizing Customer Feedback	Understanding Customer Satisfaction	Disclosure of Customer Feedback	Feedback from Consumers
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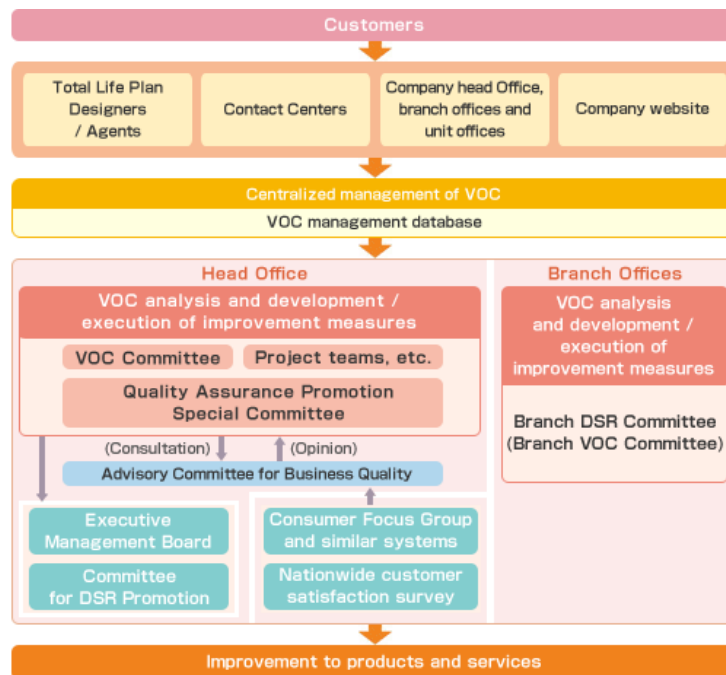
○ Initiatives for Utilizing Customer Feedback

We respond to complaints promptly after they are received, giving priority to confirmation of the facts in each individual case. We also respond to customer feedback provided during each phase of the insurance value chain, from the time of contract initiation, throughout the duration of the policy and the payout of actual insurance claims and benefits. Our aim is to become the most highly regarded life insurance company by customers.

In 1992, we built a system to incorporate the customer feedback received from all over Japan into the way we manage our company and have been continually improving the system ever since. The system collects and analyzes customer opinions received through customer contact points, using them to improve corporate management and operational processes. We analyze the feedback from customers at monthly meetings of the VOC* Committee, and identify and organize problem areas. Project teams then develop and execute specific improvement measures, and their initiatives are reported to the Executive Management Board, etc. When considering improvement measures, we employ a Consumer Focus Group and other similar systems to collect consumer perspectives, opinions, and advice to further respond to customers' needs.

In this system we are improving our products and services to further increase customer satisfaction.

* VOC: Voice of Customers



Customer Feedback

Customer Feedback	Initiatives for Utilizing Customer Feedback	Understanding Customer Satisfaction	Disclosure of Customer Feedback	Feedback from Consumers
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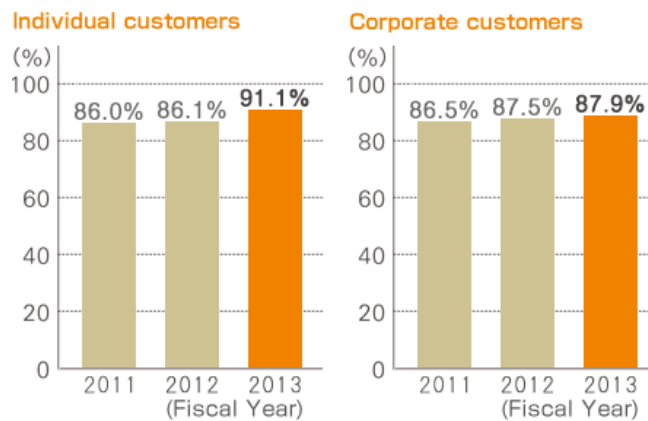
Understanding Customer Satisfaction

Each year, we calculate customer satisfaction as an indicator to measure the degree to which we are attaining our goal of Maximize Customer Satisfaction, as set forth in our basic management policy. We objectively determine customer satisfaction through a survey, performed by an outside agency, covering individual and corporate customers including current policyholders as well as customers who have surrendered their insurance policies.

We include the overall satisfaction level of customers uncovered in the survey as one of the targets in our medium-term management plan. We reflect survey results in initiatives conducted by departments at the headquarters and use them for initiatives of the Quality Assurance Promotion Special Committee and other organizations to improve customer satisfaction.

Evaluations from the nationwide survey of customer satisfaction

Total satisfaction: The number of customers responding 'Satisfied' or 'Somewhat satisfied'.



Number of surveys distributed and the number of responses received

	Number distributed	Number of responses received
Individual customers	50,401 customers	12,721 customers
Corporate customers	1,941 companies	706 companies

Customer Feedback

Customer Feedback	Initiatives for Utilizing Customer Feedback	Understanding Customer Satisfaction	Disclosure of Customer Feedback	Feedback from Consumers
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Disclosure of Customer Feedback

Since October 2006 we have posted the number of customer feedback instances and the number of complaints that were resolved on our corporate website. The status and number of customer inquiries we receive is published for each month, while cumulative totals are also published for the full fiscal year. Beginning in May 2007, we started highlighting our specific initiatives by publishing the actual examples of improvements achieved through the use of customer feedback.

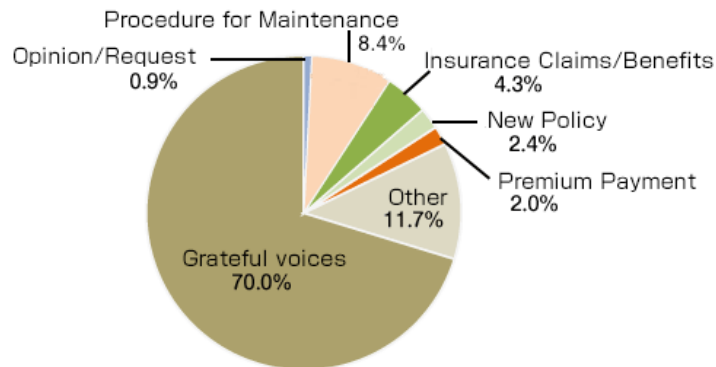
※ Certain changes have been made to published data effective April 21, 2014.

▶ Number of customer inquiries (complaints, grateful voices, opinions and requests)

Number and Breakdown of Customer Inquiries

	Fiscal 2013
Complaints	44,691
Grateful voices	107,817
Opinions and requests	1,459
Total	153,967

Breakdown of Customer Inquiries (Fiscal 2013)



Main Details

- Procedure Maintenance :
Related to contract procedures
- Insurance Claims and Benefits :
Related to the payment of claims and benefits
- New Policy :
Related to filling out the insurance documents
- Premium Payment :
Related to the payment of premiums

Customer Feedback

Customer
Feedback

Initiatives for
Utilizing
Customer
Feedback

Understanding
Customer
Satisfaction

Disclosure of
Customer
Feedback

Feedback from
Consumers

Feedback from Consumers

Advisory Committee for Business Quality

We have established the Advisory Committee for Business Quality as an advisory board to the Quality Assurance Promotion Special Committee for receiving opinions from a consumer-based perspective. More specifically, we consult with the Advisory Committee for Business Quality on issues discussed at the Quality Assurance Promotion Special Committee, with the opinions of its members reflected in improvements to our business operations.

The Benefits and Claims Payments Screening Committee was merged with the Advisory Committee for Business Quality in fiscal 2012 and now the committee also addresses matters concerning the management of insurance payouts.

Consumer Focus Group

To listen to opinions from consumers, we have been operating the Consumer Focus Group since 1984 and have experts in consumer issues, advisers at consumer centers and advisory specialists for consumers' affairs assist us as consumer monitors. We receive opinions and advice from various perspectives on our products and services through roundtable conferences in major cities around the country and reflect them in the improvement of our business operations.

※Advisory Specialists for Consumers' Affairs: Persons accredited by the Prime Minister of Japan and Minister of Economy, Trade and Industry to develop human resources that can serve as a pipeline between companies and consumers. We have been an active proponent of this accreditation program, with 332 employees currently holding the designation (As of April 2014).



Consumer Focus Group roundtable session

Primary themes of Consumer Focus Group roundtable sessions held during fiscal 2013

- Leaflets, pamphlets and contract summaries prepared for newly offered insurance products
- Documentation needed for seniors to receive payments from an annuity insurance product
- Pamphlets, enrollment application and administrative procedural documents for group insurance
- Procedures carried out with the "DL Pad", a mobile tool used by Total Life Plan Designers
- Policy guide and disclosure statement
- The Dai-ichi Life corporate website
- Life insurance policies

Obtaining Consumer Opinions from Visits to the National Consumer Affairs Center of Japan

General Managers and CS Promotion General Managers of our branch offices regularly visit some 180 locations of the National Consumer Affairs Center of Japan to provide information on life insurance and Dai-ichi Life as well as obtain information on inquiries and complaints related to life insurance brought up locally, and to receive feedback from consultants.

Relations with shareholders and investors

Relations with shareholders and investors

Investor Relations Policy

The Company, through its IR activities, strives to provide information, including information about its management strategies, financial condition, and financial results, to shareholders, investors, and securities analysts (collectively, "Investors") in a fair and timely manner. By making efforts to accurately deliver information, the Company strives to earn the trust and an appropriate evaluation from the financial markets.

The Company is committed to fair disclosure in accordance with (1) laws and ordinances including the Financial Instruments and Exchange Act (the "Act") and (2) Securities Listing Regulations (the "Regulations") of the Tokyo Stock Exchange.

The Company will also make fair and timely disclosure of information that is not required to be disclosed by such laws and regulations, ordinances, and the Regulations, but which it believes helps the Investors achieve a better understanding of the Company. Requests and opinions obtained from Investors will be reported to the Company's management to be considered and shared within the Company to improve its corporate value.

Communication with Shareholders and Investors, and Corporate Dividend Policy

Communication with shareholders and investors

We place great value on our communications with shareholders and investors. The Company provides an opportunity for its senior management to communicate directly with these stakeholders at its results briefings held four times a year, at its management meetings held twice a year, and in meetings with institutional investors (more than 300 were held in the most recent year, of which more than 100 were overseas).

To offer more insight into the Company, senior management also participates in IR events for individual investors, such as the Nikkei IR Fair 2013, as well as company information sessions.

The Company has set up a page for shareholders and investors on its website and posts useful information for shareholders, investors, and security analysts, such as news releases, briefing documents, videos, and voice clips. We also provide clear explanations about our market share, management strategies, and embedded value, so that individual investors can develop a better understanding of the Company.

Shareholders' Meeting

We held our Annual General Meeting of Shareholders for the Fourth Fiscal Year on June 24, 2014 (Number of shareholders attending: 1,702. Duration: 2 hours and 27 minutes). At the meeting we reported our business results and passed a resolution on three proposals.

In reporting our business results, in particular we improved the presentation to help our shareholders better understand the explanations of our business operations in fiscal 2013 and the progress of the Medium-term Management Plan and Future Growth Strategy. We held a question-and-answer session on our proposals and business operation of the Group to further improve our communications with shareholders. We also displayed panels describing our efforts to solve social issues in our DSR management and Salaried Workers' Senryu at the venue and distributed a questionnaire to shareholders in attendance.

We sent a notice of convocation to shareholders well in advance (three weeks ahead) of the meeting and posted it on our website a week before the mailing in an effort to give enough time to our shareholders to consider the proposals.

As part of our efforts for active information disclosure, after the meeting we posted a video reporting our business operations, progress of our Medium-Term Management Plan, and future growth strategy, as well as a summary of questions received from shareholders and results of voting.

■ Corporate Dividend Policy

We regard providing stable dividends to shareholders as the basis of our shareholder returns. Specifically, we aim to increase our returns to shareholders in tandem with growth in our profits by setting as a medium-term target a total payout ratio of around 30% based on our consolidated adjusted net income.



※ [Consolidated adjusted net income]

Consolidated adjusted net income is the indicator showing our effective real profitability, which is calculated by adding back to our consolidated net income items such as a provision for a contingency reserve in excess of the statutory amount (after-tax).

※ [Total payout ratio]

Total payout ratio = (Total dividends to shareholders + Total amount of the Company's own stock repurchases) / Consolidated adjusted net income

Corporate Governance

Basic Stance of
Corporate
Governance

Corporate
Governance
System

Information
Disclosure

Other Related
Information

Basic Stance of Corporate Governance

Based on its management policy of always putting the customer first, Dai-ichi Life views customers, communities, shareholders and employees as stakeholders, and as our basic management policy we aim to maximize customer satisfaction, secure social trust, create sustainable corporate value, and foster employees' potential. We work to improve its corporate value by increasing the satisfaction of these various stakeholders.

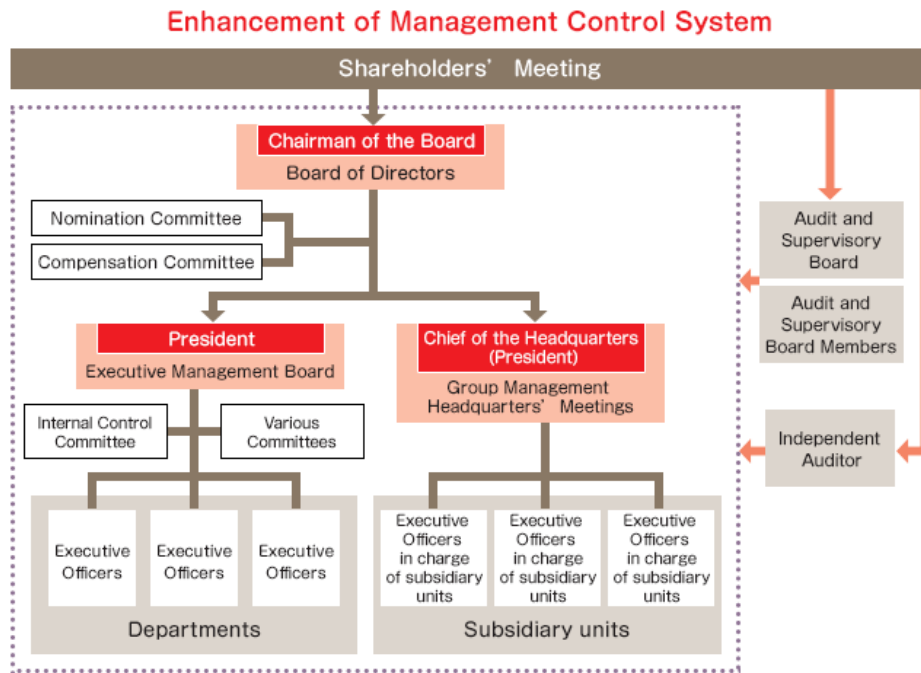
In addition, Dai-ichi Life's Basic Policy on Internal Control stipulates its basic stance and initiatives concerning internal control. This basic policy is intended to develop an internal control system and stipulate basic matters concerning operations to ensure the appropriateness of business in an effort to put basic management policies into practice and contribute to the fulfillment of social responsibilities as a life insurance company.

[PDF Corporate Governance Report \(283KB\)](#)

Corporate Governance

Basic Stance of Corporate Governance	Corporate Governance System	Information Disclosure	Other Related Information
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Corporate Governance System



Operational execution

Board of Directors

The Board of Directors makes major management decisions and supervises operational execution. To further strengthen management functions, Dai-ichi Life has assigned Outside Directors with a position that is independent from operational execution. As a general rule, the Board of Directors is held every month and may also be held on an ad-hoc basis as required.

Furthermore, to even further improve the transparency of management, Nomination Committee and Compensation Committee composed of the Chairman, President, and outside committee members have been established as discretionary consultative committees for the Board of Directors. The Nomination Committee confirms the adequacy of candidates for directors and the independence of candidates for outside officers based on the Company's independence standards, while the Compensation Committee deliberates the executive compensation system for directors and executive officers.

Furthermore, the Advisory Board composed of corporate managers and experts has been established as an optional organization for the purpose of advancing the Group even further through strengthened and enhanced governance and improvement of the Group's corporate value by gaining direct advice on a wide variety of viewpoints and themes concerning all aspects of management in consideration of changes in the external environment based on a medium to long-term perspective.

Number of Directors	13 (as of July 1, 2014)						
Number of Outside Directors	2 (as of July 1, 2014)						
Number of meetings of the Board of Directors	17 times (fiscal 2013)						
Activities of Outside Directors	<p>Outside directors comment on the issues being deliberated as necessary based on their knowledge and experience, principally concerning government agencies, corporate ethics and management ethics, and sociology.</p> <p>The reasons for the selection of outside directors are as follows.</p>						
	<table border="1"> <thead> <tr> <th>Name</th> <th>Reason for selection, expected role</th> </tr> </thead> <tbody> <tr> <td>Haruo Funabashi</td> <td>Mr. Funabashi has many years of experience at administrative agencies and expertise in corporate ethics and business morality. The Company anticipates that he will offer advice on management from an objective and neutral viewpoint. In addition, he attended 17 of the 17 meetings of the Board of Director held during fiscal 2013.</td> </tr> <tr> <td>Michiko Miyamoto</td> <td>Ms. Miyamoto has knowledge and experience as a sociological expert, and the Company anticipates that she will offer advice on management from an objective and neutral viewpoint. In addition, she attended 16 of the 17 meetings of the Board of Director held during fiscal 2013.</td> </tr> </tbody> </table>	Name	Reason for selection, expected role	Haruo Funabashi	Mr. Funabashi has many years of experience at administrative agencies and expertise in corporate ethics and business morality. The Company anticipates that he will offer advice on management from an objective and neutral viewpoint. In addition, he attended 17 of the 17 meetings of the Board of Director held during fiscal 2013.	Michiko Miyamoto	Ms. Miyamoto has knowledge and experience as a sociological expert, and the Company anticipates that she will offer advice on management from an objective and neutral viewpoint. In addition, she attended 16 of the 17 meetings of the Board of Director held during fiscal 2013.
	Name	Reason for selection, expected role					
Haruo Funabashi	Mr. Funabashi has many years of experience at administrative agencies and expertise in corporate ethics and business morality. The Company anticipates that he will offer advice on management from an objective and neutral viewpoint. In addition, he attended 17 of the 17 meetings of the Board of Director held during fiscal 2013.						
Michiko Miyamoto	Ms. Miyamoto has knowledge and experience as a sociological expert, and the Company anticipates that she will offer advice on management from an objective and neutral viewpoint. In addition, she attended 16 of the 17 meetings of the Board of Director held during fiscal 2013.						

■ Operational Execution

Dai-ichi Life has established an Executive Officer System to separate decision-making and auditing functions from operational execution and to strengthen these functions. Executive officers are assigned by the Board of Directors to execute operations based on the responsibilities stipulated by decisions by the Board of Directors. An Executive Management Board composed of the president and executive officers designated by the president is held twice a month as a general rule to deliberate important management and operational execution issues.

Corporate audits

Audits by the Audit and Supervisory Board

Dai-ichi Life maintains an Audit and Supervisory Board, which conducts audits on the work conducted by the directors and executive officers, audits on response to risk management involving compliance and management in general at the Group and its subsidiaries, and audits on the state of business and financial condition through participation in the meetings of the Board of Directors and the Executive Management Board and hearings held with directors, executive officers, and various departments. When selecting candidates for Audit and Supervisory Board Members, independence based on the Company's standards for the independence of outside officers is confirmed in addition to confirmation of the adequacy of the candidates.

The Audit and Supervisory Board discusses important matters concerning these audits. In addition, employees to assist the Audit and Supervisory Board have been assigned to the Audit and Supervisory Board Member's Center in order to secure independence from the directors through means such as holding discussions on the transfer and evaluation of such employees with the Audit and Supervisory Board.

Number of Audit and Supervisory Board Members	5 (as of July 1, 2014)								
Number of Outside Audit and Supervisory Board Members	3 (as of July 1, 2014)								
Number of meetings of the Audit and Supervisory Board	12 times (fiscal 2013)								
Activities of Outside Audit and Supervisory Board Members	<p>The three Outside Audit and Supervisory Board Members make statements based on, their respectively, professional knowledge and experience as an attorney-at-law, wealth of experience as a corporate manager, and research performed into ways to improve productivity and management quality.</p> <p>The reason for selection of outside Audit and Supervisory Board Members is as follows.</p>								
	<table border="1"> <thead> <tr> <th>Name</th> <th>Reason for selection, expected role</th> </tr> </thead> <tbody> <tr> <td>Masasuke Omori</td> <td>Mr. Omori has advanced and expert knowledge and experience as a judge, a prosecutor, Director-General of the Cabinet Legislation Bureau, a member of the National Public Safety Commission, and an attorney-at-law, and the Company anticipates that he will audit the performance of duties by directors from an objective and neutral viewpoint. In addition, he attended 17 of the 17 meetings of the Board of Directors and 12 of the 12 meetings of the Audit and Supervisory Board held during fiscal 2013.</td> </tr> <tr> <td>Takashi Wachi</td> <td>Mr. Wachi has extensive experience as a corporate manager and deep knowledge on corporate management, and the Company anticipates that he will audit the performance of duties by Directors from an objective and neutral viewpoint. In addition, he attended 16 of the 17 meetings of the Board of Directors and 12 of the 12 meetings of the Audit and Supervisory Board held during fiscal 2013.</td> </tr> <tr> <td>Tsuneaki Taniguchi</td> <td>Mr. Taniguchi has experience gained by conducting research studies and making recommendations on the improvement of productivity and management quality at Japan Productivity Center, and the Company anticipates that he will audit the performance of duties by Directors from an objective and neutral viewpoint. In addition, he attended 17 of the 17 meetings of the Board of Director and 12 of the 12 meetings of the Audit and Supervisory Board held during fiscal 2013.</td> </tr> </tbody> </table>	Name	Reason for selection, expected role	Masasuke Omori	Mr. Omori has advanced and expert knowledge and experience as a judge, a prosecutor, Director-General of the Cabinet Legislation Bureau, a member of the National Public Safety Commission, and an attorney-at-law, and the Company anticipates that he will audit the performance of duties by directors from an objective and neutral viewpoint. In addition, he attended 17 of the 17 meetings of the Board of Directors and 12 of the 12 meetings of the Audit and Supervisory Board held during fiscal 2013.	Takashi Wachi	Mr. Wachi has extensive experience as a corporate manager and deep knowledge on corporate management, and the Company anticipates that he will audit the performance of duties by Directors from an objective and neutral viewpoint. In addition, he attended 16 of the 17 meetings of the Board of Directors and 12 of the 12 meetings of the Audit and Supervisory Board held during fiscal 2013.	Tsuneaki Taniguchi	Mr. Taniguchi has experience gained by conducting research studies and making recommendations on the improvement of productivity and management quality at Japan Productivity Center, and the Company anticipates that he will audit the performance of duties by Directors from an objective and neutral viewpoint. In addition, he attended 17 of the 17 meetings of the Board of Director and 12 of the 12 meetings of the Audit and Supervisory Board held during fiscal 2013.
	Name	Reason for selection, expected role							
	Masasuke Omori	Mr. Omori has advanced and expert knowledge and experience as a judge, a prosecutor, Director-General of the Cabinet Legislation Bureau, a member of the National Public Safety Commission, and an attorney-at-law, and the Company anticipates that he will audit the performance of duties by directors from an objective and neutral viewpoint. In addition, he attended 17 of the 17 meetings of the Board of Directors and 12 of the 12 meetings of the Audit and Supervisory Board held during fiscal 2013.							
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Tsuneaki Taniguchi	Mr. Taniguchi has experience gained by conducting research studies and making recommendations on the improvement of productivity and management quality at Japan Productivity Center, and the Company anticipates that he will audit the performance of duties by Directors from an objective and neutral viewpoint. In addition, he attended 17 of the 17 meetings of the Board of Director and 12 of the 12 meetings of the Audit and Supervisory Board held during fiscal 2013.								

Director Remuneration

Remuneration for Directors (excluding Outside Directors) is comprised of basic remuneration, remuneration linked to company performance, remuneration linked to department performance, and stock options as stock-linked compensation (stock acquisition rights). Remuneration for Outside Directors is comprised of basic remuneration. Our policy is to use independent surveys of compensation of corporate management in Japan to set the level of this remuneration. This policy was determined by the Board of Directors upon consultation with the Compensation Committee.

Remuneration for Audit and Supervisory Board Members is comprised of basic remuneration. Our policy is to use independent surveys of compensation of corporate management in Japan to set the level of this remuneration. This policy was determined by deliberation among Audit and Supervisory Board Members.

Total compensation for each category of Director and Audit and Supervisory Board Member, breakdown of total compensation, and number of Directors and Audit and Supervisory Board Members (Unit: Millions of yen)

(1) Directors (excluding Outside Directors)

Total compensation: 636 (of which, basic remuneration: 507; stock options: 120; other: 8); 12 individuals

(2) Audit and Supervisory Board Members (excluding Outside Audit and Supervisory Board Members)

Total compensation: 70 (of which, basic remuneration: 69; Other: 0); 2 individuals

(3) Outside Directors and Audit and Supervisory Board Members

Total compensation: 54 (of which, basic remuneration: 54); 5 individuals

Notes:1. Neither directors, Audit and Supervisory Board Members, outside directors or outside Audit and Supervisory Board Members receive total consolidated compensation of more than 100 million yen. 2. Directors do not receive remuneration as employees or any other consideration for execution of their duties. 3. There is an annual remuneration limit of 840 million yen for directors and 168 million yen for Audit and Supervisory Board Members. 4. The above figures include one director who retired on June 20, 2013.

Operational Audits

We have established an Internal Audit Department to conduct operational audits on operational execution and sales agencies from the perspective of compliance and risk management. To serve a control function and ensure the effectiveness of operational audits, the Internal Audit Department has been established as a body that is independent from operational execution and sales agencies.

Independence Standards for Outside Officers

As part of its approach to strengthening corporate governance, Dai-ichi Life has established its own standards to determine the independence of its outside directors and outside Audit and Supervisory Board Members.

[PDF](#) Standards for the Independence of Outside Officers (52KB)

Corporate Governance

Basic Stance of
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Other Related
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Information Disclosure

Basic Information Disclosure Policy

Dai-ichi Life believes in measures to strengthen corporate governance (a key item which is recognized and by which we are judged), by disclosing information in a timely and appropriate manner, as well as increasing the transparency of management to society, customers, shareholders and investors. We have established a basic policy of information disclosure, in addition to the internal company regulations on publication disclosure when inappropriate events occur.

Basic Information Disclosure Policy

- 1 We disclose information in accordance with the provisions of the Securities Listing Regulations of the Tokyo Stock Exchange as well as the Financial Products and Exchange Laws, and other laws and regulations.
- 2 In addition to the above, we disclose information that is determined to be important for society, customers, shareholders and investors, in a timely and appropriate manner.
- 3 We are committed to fair information disclosure for society, customers, shareholders and investors.

Enhancing Information Disclosure

The Company will work to further enhance information disclosure in accordance with the Basic Information Disclosure Policy.

▶ [News Release](#)

Corporate Governance

Basic Stance of
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Other Related Information

Condition of Equity holding (As of March 31, 2014)

Equity holding excluding those held solely for the purpose of investment

Number of companies:11

Sum of carrying amount:202.7 billion yen

Equity holding for specified purpose

Company Name	Number of share holding (thousands of shares)	Carrying Amount (billions of yen)
Mizuho Financial Group, Inc.	255,691	52.1
Resona Holdings, Inc.	55,241	28.1
NKSJ Holdings, Inc.	5,734	14.5
IBJ Leasing Company, Limited	2,930	7.5

Equity holding contributed to the retirement benefit trust

Company Name	Number of share holding (thousands of shares)	Carrying Amount (billions of yen)
Mizuho Financial Group, Inc.	69,208	14.1
NKSJ Holdings, Inc.	4,492	11.9

(Note) The information is an extract from the Company's securities report (unofficial translation). For detail, please refer to the Company's securities report (Japanese only).

Internal Control

Internal Control Policy	Risk Management	Compliance Initiatives	Ensuring the Appropriate Operations at Subsidiaries	Handling of Antisocial Forces
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Internal Control over Financial Reporting	Verifying the Adequacy and Effectiveness of Internal Control through Internal Audits	Information Property Protection
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Internal Control Policy

Dai-ichi Life has established a Basic Internal Control Policy that stipulates its basic stance and initiatives concerning internal control. As part of efforts to develop an internal control system, Dai-ichi Life has established the Internal Control Committee.

The Internal Control Committee serves as a body that assists the Board of Directors and the Executive Management Board to develop and manage the internal control system in accordance with the Basic Internal Control Policy. It also serves as the supervising body for the Compliance Committee, Risk Management Committee, and Antisocial Forces Handling Committee to confirm and deliberate matters such as those concerning compliance, information asset protection, risk management, and response to antisocial forces.

Basic Internal Control Policy	
1	Conduct business activities in compliance with laws and regulations, the Articles of Incorporation, social standards, and rules in the market
2	Ensure insurance sales comply with laws and regulations and conduct appropriate insurance sales management
3	Protect and manage information appropriately, including customer information, shareholder information, material facts, and other unique information
4	Manage risks effectively in accordance with the characteristics of those risks
5	Block any relationships with antisocial forces to prevent any damage that might occur
6	Ensure appropriate operations at subsidiaries
7	Ensure the reliability of financial reporting and disclose reports appropriately in a timely manner
8	Check the appropriateness and effectiveness of internal control through operational audits

 [Click here for more about the Basic Internal Control Policy \(52KB\)](#)

Internal Control

Internal Control Policy	Risk Management	Compliance Initiatives	Ensuring the Appropriate Operations at Subsidiaries	Handling of Antisocial Forces
Internal Control over Financial Reporting	Verifying the Adequacy and Effectiveness of Internal Control through Internal Audits	Information Property Protection		

Risk Management

Basic Recognition

To ensure sound and proper business operations and to ensure that Dai-ichi Life fulfills the obligations arising from its insurance policies, we identify and evaluate potential risks, take appropriate action based on the specific characteristics of each risk and comprehensively manage those risks. We are committed, on a Company-wide basis, to improving soundness through the management and control of the financial base, including risk volume and capital.

We have also established a crisis management system and a risk management system to respond to catastrophes and large-scale disasters in addition to our everyday risk management system.

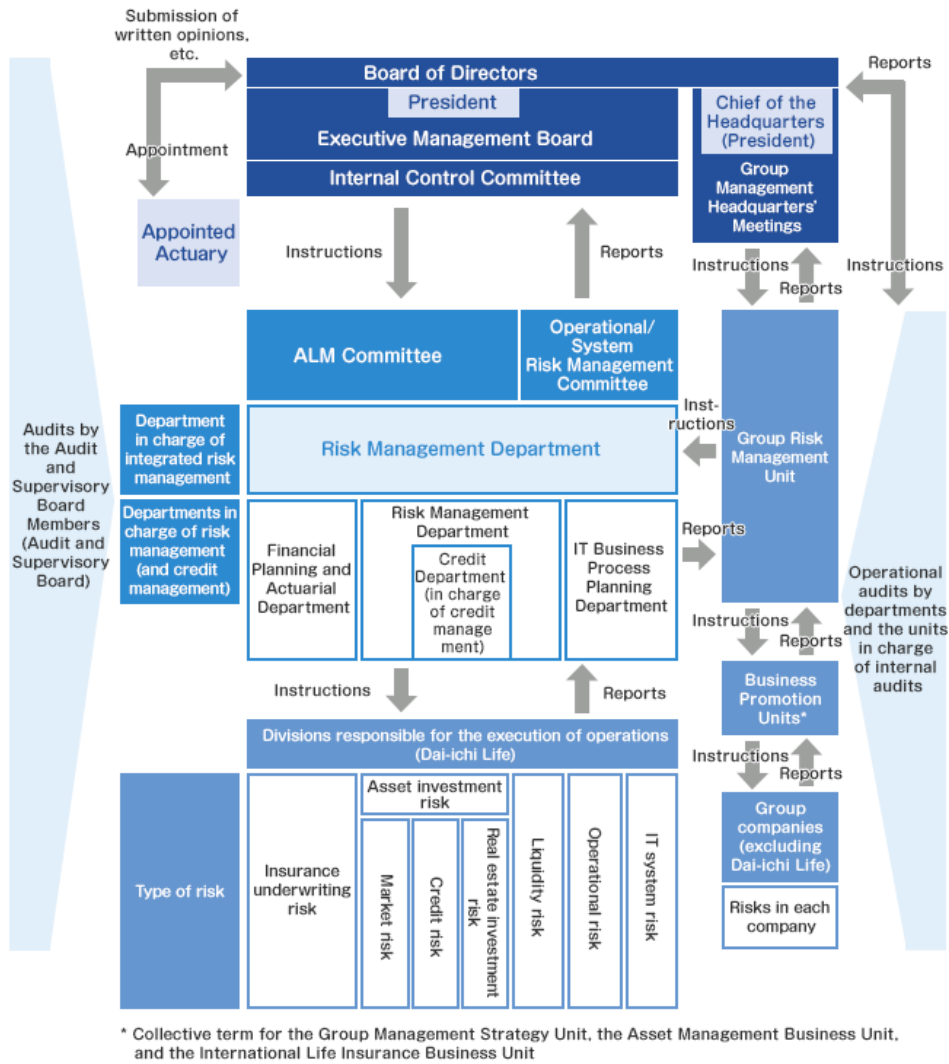
Risk Management Policies and Regulations

Our Internal Control Policy for Dai-ichi Life Group and Basic Internal Control Policy include our basic philosophy and policies regarding risk management. The approach used to manage each type of risk is developed in line with our series of Basic Risk Management Policies. In addition, each of the risk management regulations and standards is translated into practical rules, following our series of Basic Risk Management Policies.

Risk Management Structures

For risks arising from operations at the discretion of the departments responsible for executing the related operations, the departments responsible for risk management activities monitor the operations for each risk category, in accordance with our series of Basic Risk Management Policies. To strengthen our risk management structure, we have established a Risk Management Department, which manages risks comprehensively, on a Company-wide basis. The Group Risk Management Unit has taken a central role in strengthening the risk management system of the Group by monitoring the status and soundness of the Group's overall risk management and its financial soundness. Management shares information regarding individual risks at regular meetings of our ALM Committee, Operational Risk Management Committee and System Risk Management Committee, and uses the shared information to guide its decision making. Moreover, our Internal Audit Department examines the effectiveness and appropriateness of our risk management functions.

The status of risk management is reported to the Board of Directors, the Executive Management Board and the Group Management Headquarters' Meetings. Our Audit and Supervisory Board Members inspect overall risk management, including those taken by our management.



Integrated Risk Management Initiatives

Integrated risk management is an approach in which the Company controls the risks it is exposed to in its overall operations, including in the flow of business such as underwriting insurance and setting premium rates, by considering risks, including potentially significant ones, as a whole and comparing them against its capital. The Company ensures its financial stability by integrating various risks on an accounting and economic value basis and comparing them against its capital. The economic value basis is a valuation standard that is consistent with Embedded Value, one of the indicators that represent the corporate value of a life insurance company.

To ensure sound management and conduct Asset Liability Management (ALM) appropriately, the Company has established an ALM Committee, and encourages the refinement of its management system and the improvement of financial soundness.

The Company has also established an Operational Risk Management Committee and System Risk Management Committee to curb its operational and system risks and strengthen its management system.

In addition, when formulating the Company's investment policy taking liability characteristics into consideration, developing new products and setting appropriate assumed rates of return, the departments in charge of risk management check the various risks involved in insurance underwriting and investments and examine the adequacy of those operations.

Promotion of ERM

The Company promotes Enterprise Risk Management (ERM), a risk management approach to promote business activities, by formulating a management plan and capital strategies in accordance with its capital, risk, and profit situation. When formulating a management plan and capital strategies as a risk management measure related to ERM, the department in charge of enterprise risk management examines the adequacy of the plan and the strategies, properly controls capital, risks, and profits by setting and managing risk tolerance, taking into consideration the source, types, and characteristics of risks, and promotes the enhancement of the Group's risk management.

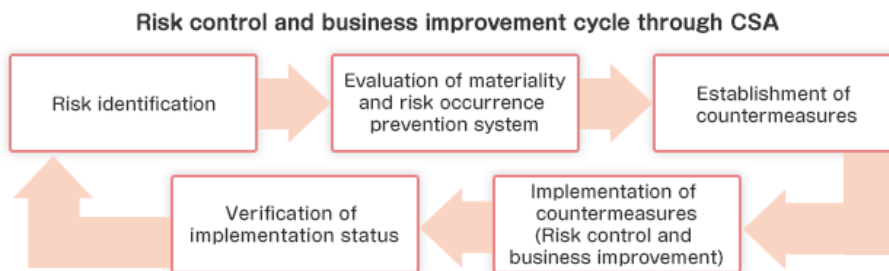


Implementation of Stress Tests

To recognize and determine events that cannot be captured by quantifying risks, Dai-ichi Life implements a stress test, assuming a worst-case scenario based on past events, such as disruptions in the financial market and large-scale disasters, as well as the Company's future outlook to analyze the effect on the Company's financial soundness. Stress test results are regularly reported to the Board of Directors and the Executive Management Board so that management can check market conditions, strengthen its monitoring, and consider and implement managerial and financial measures as necessary.

CSA (control self-assessment) initiatives

Dai-ichi Life has continued to work towards improving management quality in an aim to be a company that will continue to be trusted and selected by customers. As part of these efforts, a CSA (control self-assessment) is carried out by all head office departments and branches according to standardized and systemized risk identification and analysis methods, covering primarily administration risks, system risks and other operational risks.



CSA consists of activities that promote risk control and business improvement by implementing the cycle displayed above that starts with the identification of risks inherent in our business. A wide range of risks is covered, including administration risks, system risks, and compliance risks.

As part of our DSR management efforts, the entire Group implements activities to promote risk control and operational improvements as it works to gain further trust and support from customers.

■ Efforts at head office departments

The level of risks for each operation is assessed by identifying the risk for each operation, assessing the materiality of these risks by considering the impact on customers and the scale of losses in the event that the risks arise, and also assessing the systems for preventing such risks. After conducting this process, countermeasures are established and implemented to prepare for the occurrence of such risks and in consideration of the scale of risks as part of our risk control and business improvement efforts as we promote appropriate business operations.

■ Efforts at branch offices

Because the operations of each branch are fundamentally the same, the head office identifies and summarizes the risks to be targeted by CSA, while each branch focuses on the assessment of systems to prevent the occurrence of risks and the implementation of countermeasures.

Business Continuity Plan

Dai-ichi Life has established the Large Scale Disaster Risk Management Committee to constantly prepare for the future to ensure that risks are managed individually and that services provided to our customers can be continued even after a major earthquake or other large-scale disaster strikes or a pandemic caused by a new influenza virus.

Specifically, we have drawn up regulations and standards on crisis management including business continuity planning, and multiple redundancies have been used to backup system and customer data to ensure insurance administrative processes remain working and payouts can be made smoothly even if the head office or branch offices suffer damage. We also provide training and hold drills to achieve continual improvements in our business continuity management.

Following the Great East Japan Earthquake that struck on March 11, 2011, we immediately set up a Disaster Response Headquarters led by the President of Dai-ichi Life, in accordance with our business continuity plan created before the earthquake, and each organization of the took the time to confirm the safety of employees and assist damaged branches get back up and running in a prompt manner. At the same time, we mobilized Total Life Plan Designers, agents, as well as staff from our branches and head office to check the safety of customers using a company-wide effort and to open temporary contact points for customers in the disaster zone to respond to customer needs locally.

Additionally, in order to stably provide customers with services including payments of claims and benefits and maintain operations even during pandemics of influenza with high levels of pathogenicity, the Group has established the Pandemic Influenza Countermeasure Action Plan and the Pandemic Influenza Countermeasure Basic Manual to stipulate measures concerning business continuity, and efforts are also being made to accumulate mitigation materials such as masks and antiseptic solution.

We will continue to reinforce our security measures and preparations for large-scale disasters and further promote business continuity management.

Internal Control



Compliance Initiatives

Dai-ichi Life understands that complying with laws and regulations, its Articles of Incorporation, social standards, and rules in the market is the basis for conducting business activities. To fulfill its social responsibilities and public mission as a life insurance company, Dai-ichi Life is developing systems to promote compliance in all of its operations, including insurance sales and investment.

- ▶ Policies and Regulations Designed to Promote Compliance
- ▶ Organizational Systems Associated with Compliance

Policies and Regulations Designed to Promote Compliance

Dai-ichi Life has established basic policies and regulations, including Compliance Regulations that outline its basic approach to the compliance system and the details of that system, under the Internal Control Policy for Dai-ichi Life Group and the Basic Internal Control Policy. Under its Basic Management Policies, the Company has also established the DSR Charter, the Dai-ichi Life Group's corporate action principles, which outline the specific principles of its actions as a company, and the Code of Conduct, which outlines specific principles for the behavior of directors, executive officers and employees. The Company has created a Compliance Manual that includes explanations of laws and regulations and points to keep in mind when performing operations, in addition to the internal rules for promoting compliance. By distributing the manual to all directors, executive officers, and employees, and providing them with training programs, the Company seeks to keep them informed of the internal rules, laws, and regulations, as well as other important points. The Compliance Committee holds preliminary discussions regarding important regulations and manuals, the Executive Management Board discusses them, and the Board of Directors makes decisions.

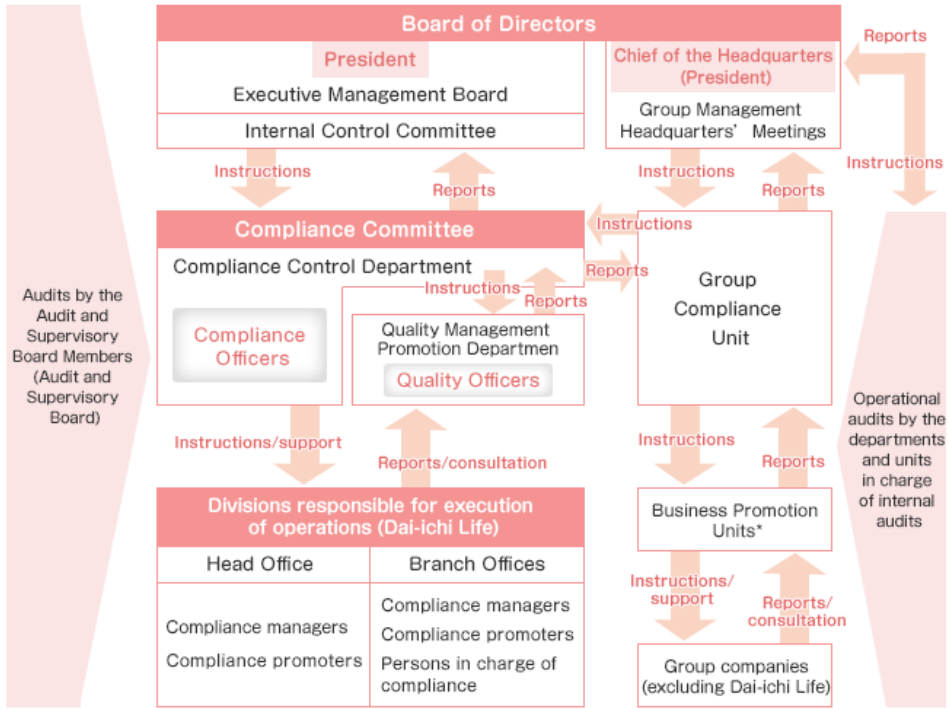
Organizational Systems Associated with Compliance

The Compliance Committee (consisting primarily of relevant directors and executive officers), under the Internal Control Committee, discusses important matters relating to compliance and consults with the Executive Management Board, the President, and the Board of Directors. The Compliance Control Department develops and promotes the company-wide compliance system. To ensure compliance, especially in the area of insurance sales management, Dai-ichi Life has established a cooperation system between the Compliance Control Department and the Quality Management Promotion Department, which provides branch offices that engage directly in insurance sales with instructions and support. The Company assigns Compliance Officers to the Compliance Control Department to provide direct compliance support at head office departments and branches, as well as Quality Officers to the Quality Management Promotion Department to give direct instructions and support for further advances in business quality, such as the promotion of compliance at branch offices, from a customer-based perspective. In doing so, the objective is to manage compliance and insurance sales in cooperation with the compliance managers as the head of each department or branch.

The Company establishes a system to handle and resolve important matters associated with compliance in the most appropriate manner. These matters that arise in departments and branches are reported through the compliance managers to the Compliance Control Department. The Company has also established an internal hotline (in the Compliance Control Department) and a consultation service (with outside lawyers) in accordance with the Whistleblower Protection Act to act as a channel through which employees can directly report and consult on compliance matters. The Company operates these systems with full respect for privacy so that those who duly blow the whistle or consult are not subject to unfavorable treatment resulting from their whistleblowing or consultation.

To check whether compliance is being promoted effectively and appropriately, the Internal Audit Department regularly conducts internal audits. The Company is endeavoring to develop and strengthen its compliance system as a Group, taking into account the attributes of each company, by establishing a Group Compliance Unit at the Group Management Headquarters.

Organizational Systems Associated with Compliance



* Collective term for the Group Management Strategy Unit, the Asset Management Business Unit, and the International Life Insurance Business Unit

Internal Control

Internal Control Policy	Risk Management	Compliance Initiatives	Ensuring the Appropriate Operations at Subsidiaries	Handling of Antisocial Forces
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Internal Control over Financial Reporting	Verifying the Adequacy and Effectiveness of Internal Control through Internal Audits	Information Property Protection
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○ Ensuring the Appropriate Operations at Subsidiaries

Dai-ichi Life focuses on monitoring the supervision of decision making by the Boards of Directors and operational execution at subsidiaries and confirms the status of operational execution. Furthermore, we develop the required internal regulations and rules in order to ensure appropriate business among subsidiaries, and the departments responsible for internal control at subsidiaries report on the status of business operations to bodies including the Board of Directors, Executive Management Board, and Internal Control Committee as necessary.

Internal Control

Internal Control Policy	Risk Management	Compliance Initiatives	Ensuring the Appropriate Operations at Subsidiaries	Handling of Antisocial Forces
Internal Control over Financial Reporting	Verifying the Adequacy and Effectiveness of Internal Control through Internal Audits	Information Property Protection		

○ Handling of Antisocial Forces

Basic Recognition

Under the basic management policy of Securing Social Trust, all Dai-ichi Life organizations are united in their resolve to reject any coercion from antisocial forces that threatens the order and security of civil society or that disrupts sound economic and social development or corporate activities. Dai-ichi Life is fully committed to halting the development of any relationships with these forces in all of its transactions, including insurance contracts, to prevent any damage from occurring.

Policies and Regulations. Associated with the Handling of Antisocial Forces

In accordance with the Basic Internal Control Policy, which establishes basic approaches and policies to halt the development of any relationships with antisocial forces in order to prevent any damage, Dai-ichi Life has established regulations regarding antisocial forces. Moreover, based on its Code of Conduct Guidelines, which establishes specific principles for the behavior of officers and employees, Dai-ichi Life thoroughly abides by the basic principles of “don’t be afraid, don’t provide money, and don’t use anti-social forces,” based on the recognition that supplying funds to such forces causes social ills. Furthermore, we have created a detailed standards sheet on handling anti-social forces, which clearly articulates rules for directors, executive officers, and employees, as well as specific steps to halt the development of any relationships with antisocial forces and prevent any damage.

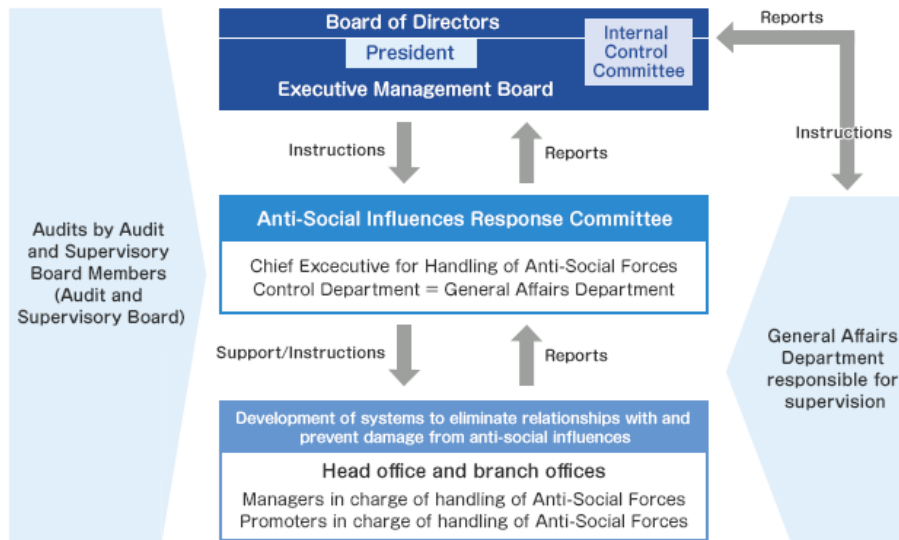
Systems for Handling Antisocial Forces

In an effort to hold company-wide deliberations with a wide range of participants about the handling of antisocial forces, Dai-ichi Life has established an Antisocial Forces Handling Committee. It has also designated the General Affairs Department as the department in charge of streamlining and strengthening systems to block the development of any relationships with antisocial groups in daily business operations or to prevent damage that may occur.

Dai-ichi Life also has developed a system in which each department and branch office appoints a manager in charge of the handling of antisocial forces and a person who promotes the appropriate handling of antisocial forces. Under this system, if a department or a branch office is contacted by antisocial forces, receiving undue claims and/or other demands, the manager and the designated person of that department or office play the leading role to take an appropriate response against such forces by cooperating with the General Affairs Department.

In addition, to ensure that we have no relations with and to prevent damage related to antisocial forces, Dai-ichi Life is permanently committed to developing close cooperative systems with external specialist organizations, such as local police offices, the National Center for the Elimination of Bōryokudan (Organized Crime Groups), and lawyers.

■ Organizational system for eliminating relationships with and preventing damage from anti-social influences



■ Insurance policies contain clauses against organized crime

We have incorporated a clause against organized crime* in our insurance policies since April 2012 in order to clarify conditions for the surrendering of insurance transactions with anti-social forces. This enables insurance policies to be surrendered in case the policyholder is found to be a member of organized crime or anti-social forces after the insurance agreement has been concluded.

* A contract clause that enables Dai-ichi Life to cancel the insurance policy if the policyholder is found after the conclusion of the contract to belong to an antisocial force (crime syndicate, member of a crime syndicate, a quasi-member of a crime syndicate, or companies affiliated with a crime syndicate) on the grounds that damage was caused to the relationship of trust making it impossible to fulfill the obligations of the policy.

Internal Control

Internal Control Policy	Risk Management	Compliance Initiatives	Ensuring the Appropriate Operations at Subsidiaries	Handling of Antisocial Forces
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Internal Control over Financial Reporting	Verifying the Adequacy and Effectiveness of Internal Control through Internal Audits	Information Property Protection
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Internal Control over Financial Reporting

An internal control system concerning financial reporting has been developed and implemented based on the Financial Instruments and Exchange Act. Dai-ichi Life prepare an Internal Control Report stating that based on the results of assessments of the effectiveness of key processes relating to financial reporting and internal control on the financial report preparation system it has been determined that internal control on our financial reporting is effective, and submit this report together with our financial statements. In addition, to confirm the effectiveness of the Internal Control Report, an internal control audit is conducted by an accounting auditor.

The Company will continue efforts to ensure reliability going forward through assessments on the effectiveness of internal control over financial reporting.

Internal Control

Internal Control Policy	Risk Management	Compliance Initiatives	Ensuring the Appropriate Operations at Subsidiaries	Handling of Antisocial Forces
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Internal Control over Financial Reporting	Verifying the Adequacy and Effectiveness of Internal Control through Internal Audits	Information Property Protection
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Verifying the Adequacy and Effectiveness of Internal Control through Internal Audits

Development of internal audit system

To ensure sound and appropriate business operations, internal audits are conducted to verify the adequacy and effectiveness of our internal control system. The following systems have been developed as required.

Development of policies and internal regulations concerning internal audits

The basic policy on internal audits is stipulated in the Internal Control Policy for Dai-ichi Life Group and Basic Internal Control Policy. In accordance on these polices, the Internal Audit Regulations that define the basic items covered in internal audits and the Internal Audit Operational Regulations that include the implementation guidelines have been stipulated.

Operational audit system

Dai-ichi Life has established the Internal Audit Department as an independent organ with a verification function for those departments receiving an operational audit. The Internal Audit Department examines the appropriateness and effectiveness of Dai-ichi Life and its Group companies' compliance, internal controls including risk management, and business operations in their overall management activities, discovers and points out problems, assesses their internal controls, makes proposals for improvements, and reports the results of operational audits to the Board of Directors and the Executive Management Board.

Internal Control

Internal Control Policy	Risk Management	Compliance Initiatives	Ensuring the Appropriate Operations at Subsidiaries	Handling of Antisocial Forces
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Internal Control over Financial Reporting	Verifying the Adequacy and Effectiveness of Internal Control through Internal Audits	Information Property Protection
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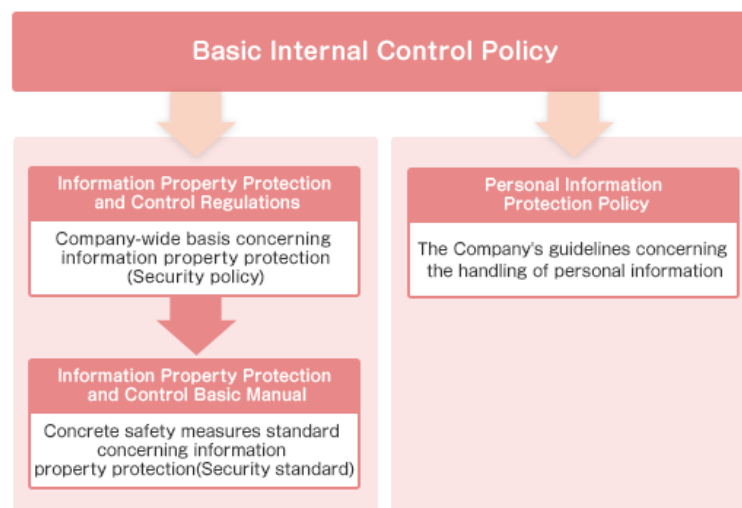
Basic Recognition

Information property refers to items such as information and information systems held by the Company. We aim to secure the confidence of customers and society through the preservation of information property. Information includes customer information and personal information. Customer information consists of information acquired through business operations including insurance transactions and financial transactions that can be used to identify individuals and corporations. Personal information consists of information that can be used to identify specific individuals such as names, birth dates, and other descriptions.

Information Property Protection and Control Policy and Regulation System

The Basic Internal Control Policy and Information Property Protection and Control Policy have been stipulated to adequately protect customer information and other information property. In addition, the Information Property Protection and Control Basic Manual has been stipulated as a standard for concrete safety measures based on basic policy and regulations. Furthermore, the Personal Information Protection Policy stipulates matters such as the purpose of use of personal information and protection and control measures, and is released on Dai-ichi Life's website.

Information Property Protection and Control Regulation System



Organizational Systems Associated with the Protection of Information Property

The Compliance Committee (composed of executives and general managers) has been established as a cross-organization body for promoting compliance and following up on the status of implementation in order to develop and strengthen management systems for information property protection. The Information Property Protective Measures Sectional Meeting that is a subcommittee of this committee conducts concrete deliberations on various issues concerning information property protection. In addition, exclusive jurisdiction organizations have been established to develop, strengthen, and implement information property protection and control systems.

Employees responsible for legal compliance and the implementation of legal compliance have been designated for each department and branch to implement adequate protection and control of information property for each organization. Furthermore, the Internal Audit Department conducts regular internal audits to confirm whether these systems are effectively functioning throughout the Company and reports the results of internal audits to the Board of Directors and the Executive Management Board.

Implementation of Information Property Protection and Control

In addition to developing information property protection and control systems in consideration of factors including the Act on the Protection of Personal Information and guidelines for the protection of personal information in the field of finance, the Company also conducts the following measures in an aim to further enhance these efforts.

- Ensuring that employees have a thorough understanding of the rules for handling information through regular employee training
- Implementation of regular checks concerning information property protection
- Enhancement of technical control safety measures during the use of the Internet, email, and external storage media
- Enhancement of control systems for contractors

Handling of Requests for Disclosure of Personal Information

If a customer makes a request for the disclosure of their own personal information, the Company will make a prompt and appropriate response after confirming that the person making the request is the individual involved or their authorized representative.

Note that information concerning requests for disclosures based on the Act on the Protection of Personal Information is also provided on Dai-ichi Life's website.

Handling of Comments

Dai-ichi Life responds promptly and appropriately to any comments. about the handling of customer information or personal information.

Products and Services

For Individual Customers

For Corporate Customers

For Individual Customers

Product Lineup

Each and every one of our customers has a different living environment and family composition, meaning the type of security they require also differs. As a result, the Company is working hard to develop products that can flexibly respond to the unique and varying needs of its customers.

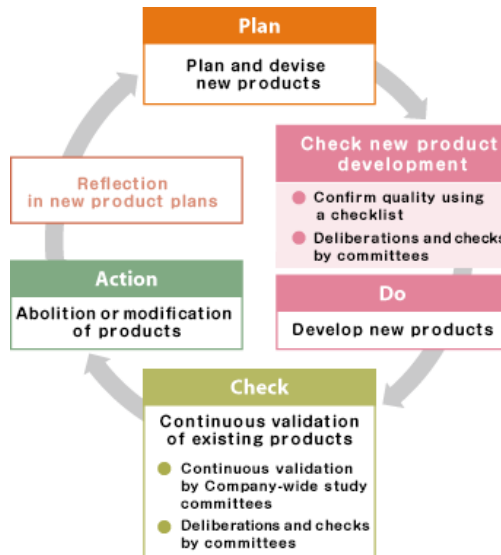
Sales of Bright Way and Crest Way were commenced in January 2014 as products that concentrate the product development know-how the Company has accumulated over the years with a focus on coverage for living. Bright Way is an insurance product that can provide broad coverage for seven risks that include the three deadly diseases, states requiring long-term care, physical disabilities, and death by combining riders such as Asset Seven, Asset Seven Plus, Income Support, and Premium Waiver Rider (2013). Crest Way is an insurance product with economic insurance premiums that provides comprehensive long-term care coverage throughout the life of the policyholder and pays a pension to the policyholder until the end of their life if grounds for payment apply.

Dai-ichi Life's Product Lineup (as of July 2014)

		Junior	Young	Household formation layer	Middle and senior	
Life insurance	Death benefits	ブライツWay	ブライツWay			
	Medical care insurance	メディカルエール		メディカルエール		
	Nursing coverage	クレストWay				
	Saving propensity	Mickey	養老保険			
		グランロードV				
		お金のついでに				
Business coverage	サクセスU サクセスU EX99 マジェスティU					
Nonlife insurance		● 損保ジャパン日本興業 <Under writing insurance company>				
Cancer insurance		Afiac <Under writing insurance company>				

Product Development Flow

In product development, the Company works to develop outstanding new products and continuously validates and reviews existing products through the PDCA cycle from three perspectives. In addition, the Company works to enhance and integrate application procedures and services when a policy is entered, during the policy period, and when payments are made and to enhance employee education so that employees can provide sufficient explanations. Furthermore, the Company aims to ensure and improve product quality through committees discussions by management levels consisting of Executives and General Managers.



The Three Perspectives of Product Development

Product development is conducted so that customers can feel reassured and satisfied at every stage, including when a policy is entered, during the policy period, and when payments are made with an awareness of the three perspectives.



Product Quality Control and Check System

New product development	<p>Quality confirmation using a checklist</p> <ul style="list-style-type: none"> ● Confirmation of the work flow when a policy is entered, during the policy period, and when payments are made; employee education; and the quality of explanations to customers during solicitation <p>Deliberations and checks by committees</p> <ul style="list-style-type: none"> ● Deliberation and checks of the policy management including underwriting, receipts, and preservation; the insurance payment work flow; and decisions on administration and system development by management ● Deliberation and checks of employee education and the quality of explanations to customers during solicitation by management
Existing products	<p>Continuous validation by Company-wide study committees</p> <ul style="list-style-type: none"> ● Follow-up and data collection/analysis by related organizations ● Understanding challenges and identifying products to consider abolishment or revision <p>Deliberations and checks by committees</p> <ul style="list-style-type: none"> ● Deliberation and checks of the stance towards product abolishment or revision by management

Perspectives towards Medical Yell and Medical Switch development

Customer needs	<ul style="list-style-type: none"> ● Customers want to subscribe to a product with economic insurance premiums that is specialized for medical coverage. <ul style="list-style-type: none"> ➔ Products without dividends or cancellation refunds ● Customers want to prepare medical coverage for their children. ● Customers want to secure medical coverage for the rest of their lives. <ul style="list-style-type: none"> ➔ Products that can be subscribed to from age 0 to 80 (term life products for customers age 0 to 49, and whole life products for customers age 50 to 80) ● Customers want the latest medical coverage, but cannot make revisions due to health reasons. <ul style="list-style-type: none"> ➔ System that allows medical riders that have been subscribed to be changed to Medical Yell (Whole Life) without a medical examination or health condition notice
Simplified products that are easy to understand	<ul style="list-style-type: none"> ● Coverage that is simple and easy to understand
Reliable benefit payments	<ul style="list-style-type: none"> ➔ Products that allow for reliable benefit requests and payment

■ Products following incorporation in April 2010

Name	Period	Contents
Products		
Medical Yell (Term Life) (Whole Life)	January 2011	A product without dividends that provides comprehensive medical coverage with economic insurance premiums
Medical Yell Group Plan	July 2011	Corporate product that can provide medical coverage to executives and employees
Grand Road	August 2011	A savings product that does not require medical examination or notice in response to the need for products that can be subscribed to with simplified procedures
Mickey (Plan Without Premium Waiver Benefits)	April 2013	Educational endowment insurance product that is easy to subscribe to for people with uncertainties towards their health and grandparents without premium waiver benefits for policyholders
Bright Way	January 2014	Comprehensive coverage insurance that can flexibly support a variety of risks for a wide range of ages
Crest Way	January 2014	Long-term care and medical treatment focused insurance that provides coverage including whole-life long-term care insurance at insurance premiums that are even more economic than in the past
Top Plan Success U EX99	May 2014	Product that provides long-term coverage up to the age of 99 with improved product appeal through means such as the introduction of dedicated coverage enhancement discount rank
Riders		
Ino Ichiban Neo	September 2010	Rider that reflects the latest medical treatment conditions and achieves benefits that are easy for customers to understand
8 Lifestyle Disease Hospitalization Rider D	September 2010	Rider that adds the three diseases of liver disease, pancreatic disease, and kidney disease to the lifestyle diseases the Company has covered in the past.
Shield Plus Rider	October 2012	Rider for insurance payments in the event of being diagnosed for conditions such as carcinoma in situ as an additional grounds for payments as a shield rider in preparation for the three deadly diseases
Non-Dividend Advanced Medical Treatment Rider	October 2012	Rider for benefit payments when advanced medical treatment is received Note: Because advanced medical treatment that is eligible for insurance payment is limited to treatment that fulfills the prescribed requirements when treatment is received in some cases it may not be possible to pay benefits depending on factors such as the medical practice, medical symptoms, and medical institutions.
Designated Substitute Claimant Rider	October 2012	Rider that allows customer to be more reassured in making claims for insurance payments and benefits by expanding the scope of substitute claims and substitute claimants compared to the past.
Assist Seven	January 2014	Rider providing coverage for seven risks that include the three deadly diseases, states requiring long-term care, physical disabilities, and death

Assist Seven Plus	January 2014	Rider for insurance payments in the event of being diagnosed for the condition of carcinoma in situ as a grounds for payments in addition to the seven risks covered by Assist Seven
Premium Waiver Rider (2013)	January 2014	Rider that allows for the exemption of insurance premium payments after the three deadly diseases, physical disabilities, or states requiring long-term care apply
Other		
Medical Switch	January 2011	System that allows medical riders that have been subscribed to be changed to Medical Yell (Whole Life) without a medical examination or notice
Coverage Enhancement Discount	March 2012	An easy-to-understand discount system in which discounts are conducted by policy unit with a uniform discount rank and discount amount regardless of the insurance type
Bone Marrow Donor Benefits	October 2012	Benefits that are paid when bone marrow stem cells are taken

Products and Services

For Individual
Customers

For Corporate
Customers

For Corporate Customers

We respond to the expectations of corporate customers by supplying consultations for benefits programs and retirement benefit systems with accurate support, products that respond to the needs of these customers, and a rich lineup of administrative services and seminars.

Group insurance

■ Launch of Group Credit Life Insurance Specific Condition Compensation Rider

We have developed a group credit life insurance specific condition compensation rider that significantly expands the coverage of group credit life insurance in order to meet the diverse needs of customers. Sales of this product were launched from October 2013.

Key Points Concerning the Group's Riders

Based on the concept of providing group credit insurance for living, in addition to death cover or prescribed advanced disability covered by the main policy, insurance payments are paid and the mortgage balance is reduced to zero yen in the event of a policyholder suffering from the three deadly diseases, suffering from 16 specified conditions, or requiring long-term care as prescribed (linked to public long term care insurance level 2 or above or the equivalent).

Note that product development for this rider was conducted with the cooperation of Resona Bank and Saitama Resona Bank. These banks have introduced the rider for sales as a set with mortgages.

Examples of cases in which an insurance payment is made

- If a policyholder is bothered by discomfort in their stomach and an inspection at the hospital reveals that they have stomach cancer as prescribed
- If kidney function has been permanently lost due to kidney disease and artificial dialysis is received
- If a policyholder is diagnosed with arrhythmia and receives a permanent cardiac pacemaker
- If a policyholder damages their spine while playing sports and requires long-term care (if a prescribed state requiring long-term care continues for 180 days)

Group Pension Plans

■ Expansion of lineup of performance-based products and service for defined benefit plan

Since April 2014, we have been selling a new product, Separate Account No. 2 General Fund, to meet customer needs for controlling the downside risk of investment performance and achieving stable income.

The No. 2 General Fund is a next-generation balanced fund with three major investment strategies: thorough diversification of risks, containment of losses when the market collapses, and focus on income gains.

In May 2014, we commenced agency and intermediation services for our corporate pension customers to enter into discretionary investment contracts with DIAM, our Group company.



Product features (image)

Provision of Health Support Menus

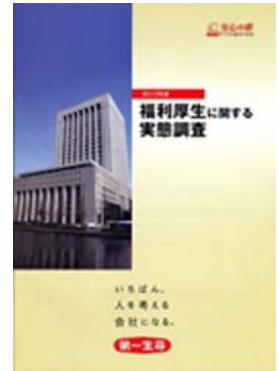
We provide corporate customers with information and services regarding their health support.

1. Field survey of welfare programs

We conducted a questionnaire on the status of welfare programs introduced by corporate customers (field survey on welfare programs) including countermeasures against so-called metabolic syndrome and measures for psychological health. We compiled the survey results received from 877 companies into a report (brochure) for distribution.

2. Dai-ichi Life Health Support Desk

The Dai-ichi Life Health Support Desk is an additional service provided with our products for corporate customers and sets up broad-ranging options for consultation from daily health to psychological health.



Connections with Customers

Connections with Customers
Expanding Information Provisions

○ Connections with Customers

■ Connections with Customers



■ Total Life Plan Designers

At Dai-ichi Life, we refer to our sales representatives who propose life plans to individual policyholders as Total Life Plan Designers. We employ more than 40,000 Total Life Plan Designers across Japan, and they deliver high quality face-to-face consultation services to individual customers using the DL Pad, a tablet computer for sales and business use.

Our Total Life Plan Designers foster a close bond with the policyholder and their families as a lifelong partner who works with them throughout every stage of their life.

■ Contact Centers

Dai-ichi Life Contact Centers work to improve our services to customers by handling administrative procedures and inquiries from customers across the country, checking the contents of their policies and providing the latest information on our products, services and promotional campaigns.

Dai-ichi Life has introduced the latest call center systems in an effort to more quickly and appropriately meet customer demands. We have also established contact centers in Sapporo, Tokyo, Osaka and Fukuoka in order to reliably handle calls even during large-scale disasters.

In fiscal 2013, with approximately 1.1 million cases handled at contact centers and approximately 1.3 million cases where calls were made to customers to inform them of details and the situation of their policies, a large number of customers use these centers. The centers receive customer feedback and requests, and this information is shared inside the Company to improve our services and business processes.


In fiscal 2013, we achieved a three-star rating in the HDI Customer Contact Center Ratings organized by the Japanese office of the Help Desk Institute (USA), the world's largest membership group in the support service industry.

We will continue to strive to further improve our services for customers.



0120-157-157

Hours: Monday thru Friday 9:00am to 6:00pm
Saturday and Sunday 9:00am to 5:00pm
(Closed on national holidays and the year-end and New Year holidays)



Consulting Counters

The Company's consulting counters are spread among 82 offices across the country under the name Dai-ichi Life Insurance Shops and are used by approximately 100,000 customers annually (as of April 2014).

The counters play an important role in providing total consulting in which we give advice complying with customers' wishes in all scenarios over the course of their contract cycles, including at the time of contract, throughout the duration of the policy, and when paying insurance proceeds, and delivering the concept of "Passing On Peace Of Mind."

These staffs handle each and every inquiry and provide consultations as many times as possible until the customer is satisfied. In addition, 34 of the 82 contact centers offer extended hours on weekends and at night on weekdays to provide even greater access and convenience to customers. Many customers that have visited a contact center have made positive comments about the convenient hours of operation and the extent of time that consultants spend with the customer going over not only insurance but also related matters and fields as well.

We aim to continue to improve our services at consulting counters so that customers can easily talk to us at the time and place most convenient for them (consultation appointments can also be booked online 24 hours a day).

Agents

From the standpoint of further improving customer convenience and responding to increasingly diversified customer needs, Dai-ichi Life embarked on a full-scale initiative for our agent channel in fiscal 2000. Since then, we have been bolstering our efforts by improving the organizations and staff involved in our agent channel.

Specifically, we began offering our insurance products through the agents of Sompo Japan Nipponkoa Insurance Inc. in fiscal 2001 (at the time Yasuda Fire and Marine Insurance Co., Ltd.), providing access to a full range of insurance services, from life insurance to non-life insurance. As for the financial institution channel, we established a subsidiary called The Dai-ichi Frontier Life Insurance Co., Ltd. to specialize in providing insurance products for banks and securities companies and commenced sales there in October 2007.

Total Life Plan Report

Every year we deliver a Total Life Plan Report to our policyholders that contains information about their coverage and the performance of the company.

The Total Life Plan Report contains the payment requirements and the payment status of claims or benefits for each individual policy to ensure that the policyholder is able to receive the correct and proper claims and benefits from their individual policies.

In addition, after the Total Life Plan Report is sent out a Total Life Plan Designer visits directly with the policyholder to review their insurance policies and coverage.

Total Life Plan Designers take advantage of this opportunity to review coverage based on daily changes in living environment and medical technologies and by providing information on health, medicine, nursing care and lifestyles, Total Life Plan Designers are continually working to benefit their customers as a lifelong partner.

Website

Through its corporate website, Dai-ichi Life provides information on its insurance products and services, allows customers to carry out various claim procedures, delivers consulting on insurance and annuities, and discloses information about its business activities and performance. We constantly strive to improve the convenience of our website for customers, shareholders and the investment community by delivering even more information.

ATMs

Dai-ichi Life customers can use partner ATMS at convenience stores or banks to withdraw policyholder loans, accumulated dividends, or insurance benefits on deposit, or to make a payment on a policyholder loan. With 85,000 ATMs nationwide as of April 2014, we offer the largest network of ATMs and functions of any firm in the insurance industry. We were also the first in the industry to introduce a cutting edge security system on our ATMs, delivering an added level of security to customers using our ATMs. We will continue to work toward enhancing both convenience and security going forward.

Connections with Customers

Connections with Customers

Expanding Information Provisions

Expanding Information Provisions

The development and introduction of the DL Pad, a tablet computer for sales and business use

In August 2012, the Company introduced the DL Pad, a tablet computer mainly for sales and business use, to approximately 40,000 Total Life Plan Designers (sales representatives) to enhance their consulting capabilities.

The DL Pad is a highly portable LCD tablet equipped with high-speed communications to allow users to quickly make proposals and handle procedures for customers. We have also installed an advanced security system to protect important customer information.

When consulting with customers, we can design the best insurance plan together with customers, and customers can confirm the content of their benefits in detail. In addition, the DL Pad allows us to explain a wide variety of information through illustrations and video comments, including information on health, medical services, and the social security system, as well as the process to ensure the receipt of services and insurance claims and benefits after enrollment. In this way, we are working to improve our consulting services through two-way communications with our customers.



DL Pad

The Medical Support Service offers information on health and medical services, child care, and nursing care With Partner provides a loyalty rewards point program

The Medical Support Service provides advice and information on health and medical services, child care, and nursing care, and is available for policyholders and insured people with individual insurance* and their family members via telephone and online 24 hours a day, 365 days a year (excluding when systems are undergoing maintenance).

Meanwhile, to meet the consulting needs and requests of customers, in March 2013 we began providing the comprehensive the Specialist Physician Exam – Second Opinion Support service, where dedicated consultants (nurse or public health nurse) assigned to individual customers set up telephone consultations with a specialist physician, notify customers of specialist hospitals and physicians, or inform customers about receiving a second opinion.

Additionally, in December 2013 we started the new service called Nursing Care Service Wide and Double, which adds existing brokerage and referral services to complement our existing nursing care telephone consultations.

As a result, the Medical Support Service provides consulting and information on health and medical, child care, and nursing care services available for policyholders, form referrals to specialist physicians, to educating consumers about receiving a second opinion. This service provides daily peace of mind to policyholders and their family members and an added level of peace of mind when policyholders require medical or nursing care treatment.

We offer the With Partner loyalty reward points program for all policyholders* enrolled in individual insurance. Policyholders are able to receive preferential treatment useful for their health, medical care and living, and use services celebrating their life events using points calculated by premiums paid and the number of years the policy has been held.

* Policyholders only enrolled in asset-accumulation insurance cannot use this service.



Medical Support Service screenshot

Dedicated Internet Service for Policyholders - Total Life Plan My Page

This is a website exclusively for policyholders and provides various information and services as well as confirmation of coverage and procedures, all online. The website can be accessed from the Total Life Plan Support CD or the official website.



Total Life Plan My Page screenshot

Insurances Benefit/Claim Payments

Correct and Fair Insurance Payouts

Procedural Support Systems

When Insurance Claims or Benefits are Not Paid Out

Disclosure of Payment Status

Correct and Fair Insurance Payouts

We make various efforts to contact the policyholder during various phases of the insurance process, from claim receipt to payment assessment and post-payment, in order to inform customers if their situation fulfills the payment requirements for other insurance benefits. Based on feedback from customer surveys and the views of outside experts, we will strive to continually reinforce our payment management system.

Providing Regular Information on Insurance Benefit Payouts

Every year we send a Total Life Plan Report to policyholders which provides a list of payment requirements for each customer, payout records for the previous 10-year period, and instances where special attention is required. Payment information is also provided to customers through brochures, our website, and various notifications that are sent out.

Proper Understanding of Claims and Correct Payment Procedures

We use our proprietary navigation system to inform policyholders about the claims documents required for the applicable payment requirements whenever they submit a claim for an insurance benefit. We have also established a dedicated inquiry desk at our head office for our Total Life Plan Designers who receive claims called the Insurance Proceeds Help Desk. Dedicated staff with expert knowledge of our insurance and claims processes also assist customers during the claims process.

During the payment process double checks are performed between persons in charge, while important information on medical certificates is input into the system by several workers to further improve correctness through a rigorous data entry and verification process.

Follow-up System for Customers after an Insurance Benefit is Paid

In principle, the details of all benefits paid out are rechecked on the next business day after the claims procedures have been completed. The Payment Information Integration System is used to digitize all medical certificates, check for the possibility that a claim may meet other payment requirements, and inform customers about the claim process.

At the time of contract / During the contract period

Sufficient notification of insurance contract and coverage

- Customers are provided with insurance design documents (contract summary)
- An overview of contract terms and conditions is published on the Dai-ichi Life website
- The contract guide and brochure “Insurance Claim Procedures and Payment Examples” have been integrated together
- Customers are given a CD-ROM with the terms and conditions of their policy
- A copy of “Submitting Insurance Claims without Omission” is enclosed with the insurance policy
- Terms and conditions have been simplified

Regular information provisions and reminders to policyholders

- Payment requirement for each of the policyholder’s contracts are explained using the Total Life Plan Report
- Total Life Plan Reports are provided online using the Dai-ichi Life website
- A policyholder’s claims and benefits history is included in their Total Life Plan Report
- Reminder messages are included with various notifications

Making the claims process easier for policyholders

- Dai-ichi Life covers the cost of medical certificates for which a claim or benefit was not eligible for payment (¥6,000)
- Our product lineup is continually revised and simplified

Informing customers upon receipt of a claims application and of claims documents

Correctly understanding details of claims

- Upgraded the claims application receipt process
- Customers provided with a manual that contains easy-to-understand commentary on payment requirements for disability benefits
- Total Life Plan Designers’ DL Pad mobile device comes equipped with a navigation system for insurance claims and benefits
- A dedicated contact center for the receipt of insurance claims and benefits applications has been set up
- The Insurance Proceeds Help Desk handles inquiries on claims from Total Life Plan Designers
- The medical treatment report contains a list of disease names that are eligible for payments in each policy

Informing customers of claims procedures

- Automatic name-based aggregation for policies when creating claims documents
- Requirement to confirm the disease name at the time claims documents are prepared
- The claims and benefits application confirmation sheet, which contains customer application information received by Dai-ichi Life at the start of a claim, is provided to customers
- The treatment report and supporting documents sheet, which contains clear explanations of the documents required to submit a claim, is provided to customers

In-house training and guidance for ensuring reliable notifications

- A dedicated group has been established for employee training and education within the Claims Department
- An administrative and underwriting academy has been established as a human resource development program for broadening expertise in payment operations and other work processes

At the time of payment assessment and post-payment

Correct payment assessments

- Implemented new payment assessment work flow system
- Medical certificate information is digitized and used during the payment assessment
- Implemented entry and verification system where multiple persons in charge enter medical certificate information into the system, which in turn checks the information for errors or omissions
- Reinforced system support functions for assisting the payment assessment process
- Upgraded the payment system for group insurance

Reconfirmation of payment details

- Payment details are checked the next business day after procedures have been completed to prevent payment omissions

Courtesy and reliable claims reminders

- The Payment Information Integration System is used to inform customers who may be entitled to additional benefits
- The payment statement contains a reminder message to check for any insurance benefits or claims that have not been filed
- After the payment of hospitalization benefits, a policyholder is informed of making a claim for hospital visit benefits

Improved explanations to customers regarding payment details

- Payment statements contain more details and a dedicated contact center has been established for customer inquiries about payment details
- Insurance claim and benefit statements contain the date the claim was received

Insurances Benefit/Claim Payments

Correct and Fair
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Procedural
Support Systems

When Insurance
Claims or
Benefits are Not
Paid Out

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Procedural Support Systems

Accurate and courteous guidance upon request

At the Dai-ichi Life Contact Center, officers with specialized knowledge directly respond to customer inquiries regarding insurance claims and benefits, providing accurate and courteous guidance concerning their inquiries.

Facilitating insurance requests

Instead of having to submit a medical certificate, we have created other ways for customers to request insurance claims and benefits, such as submitting reports that they can fill out themselves and copies of receipts.

Making requests more convenient

Requests for insurance claims, etc. are handled at the Dai-ichi Life Contact Center, as well as by Total Life Plan Designers and at Dai-ichi Life Insurance Shops.

For customers who are usually out during the day or who live far away, we can send claims documents directly from the head office at their request. Customers can then return the prepared documents in a dedicated envelope.

Support for payment procedures when the claim is difficult to submit

We have introduced the Proxy Request System in which a proxy who has met the predetermined requirements is able to make a claim for insurance on behalf of the claimant if there are exceptional circumstances in which the claimant is unable to request the payment of insurance claims and benefits.

In January 2014, we also introduced Adult Guardianship Support as a new service for introducing, as an intermediary, a judicial scrivener who can support legal procedures for a customer who needs the appointment of an adult guardian, so that the beneficiary will be able to assuredly receive insurance benefits even if the policyholder is unable to use the Proxy Request System for certain reasons.

Initiatives for customers to receive their insurance claims and benefits faster

The Company created the Insurance Proceeds Quick Reception Service so customers can more quickly receive death proceeds that meet certain requirements if they urgently need to pay funeral and other expenses when a loved one passes away.

Since June 2014, customers have been able to receive their insurance benefits on the day of performing request procedures if they use this service.

We also provide a Simplified Death Benefit Reception Service in which customers are able to receive a death benefit of up to five million yen by submitting a predetermined request form, death certificate and copy of an identification document, even if it takes time to prepare public documents such as a residence certificate, as well as the Death Benefit Delivery Service in which our staff delivers the customer's death benefit in cash.

Payment of insurance claims and benefits, using a life insurance trust

To meet customer needs for ensuring that insurance benefits can be left to those with an uncertain ability to manage property, the Company provides an intermediary service as a trust contract agent for Omoi no Teikibin (regular death benefit payment service), a trust product of Mizuho Trust & Banking.

In the life insurance trust, the policyholder customizes the use of his/her death benefit before his/her death, and a trust bank receives the death benefit when the policyholder passes away and pays it to a person predetermined by the customer (policyholder) with the decided-upon specifics, while safely managing the death benefit.

Improvement of information provision and consulting when customers receive a payment

When a death benefit is paid out, we provide information on the survivor pension system and inheritance tax system and give consulting on the inherited property including the death benefit.

When hospital expense benefits are paid out, we provide information on the high medical cost subsidy system and medical expenses deduction.

Insurances Benefit/Claim Payments

Correct and Fair Insurance Payouts

Procedural Support Systems

When Insurance Claims or Benefits are Not Paid Out

Disclosure of Payment Status

When Insurance Claims or Benefits are Not Paid Out

Head Office Payment Department

Customers denied the payment of a claim or benefit and who are unclear about the reason can consult with the Payment Inquiry Counter. These inquiries are handled directly by dedicated staff from the Payment Department who provide detailed explanations to the customer. Customers who are not satisfied with the explanation can go to the Dispute Counter (a different department from the Payment Department), use the Outside Lawyer Consultation System, or go before the Payment Examination Committee (a third-party organization).

Dispute Counter

Customers who are not satisfied with the explanation of the Payment Inquiry Counter can go to the Dispute Counter. All matters are handled by dedicated staff who belong to a different department than the Payment Department.

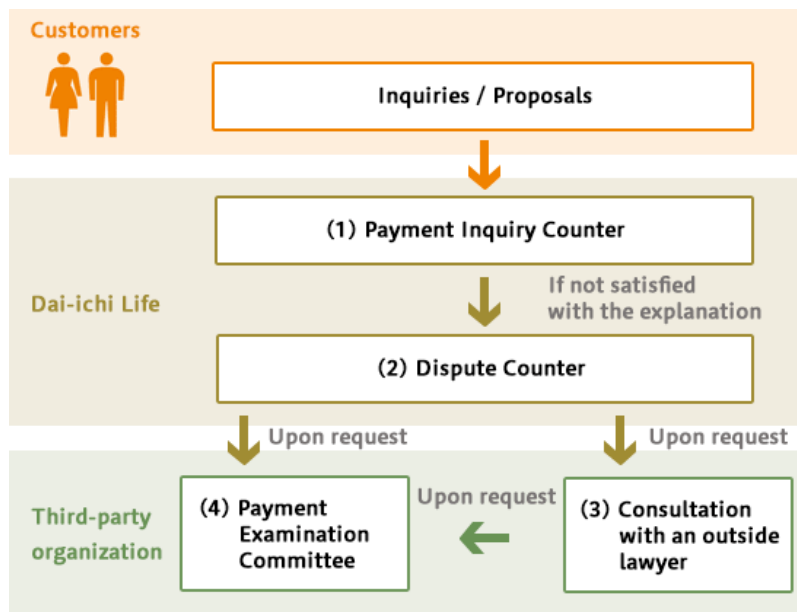
Outside Lawyer Consultation System

Customers who are not satisfied with the explanation can request to use the Outside Lawyer Consultation System to consult with a lawyer with no contractual ties to Dai-ichi Life free of charge.

Payment Examination Committee

In addition to consultations with an outside lawyer, customers can choose to appear in front of the Payment Examination Committee, which deliberates on the results of payment assessments from an objective and neutral perspective. The Payment Examination Committee comprises only outside professionals, such as lawyers, physicians, and experts in consumer issues, to ensure objectiveness.

Flow of Explanations and Consultations when Insurance Proceeds Cannot be Paid Out (individual insurance)



■ Status of Utilization of Each System

	Dispute Counter	Outside Lawyer Consultation System	Payment Examination Committee
Fiscal 2012	202 cases	6 cases	6 cases
Fiscal 2013	172 cases	11 cases	8 cases

Insurances Benefit/Claim Payments

Correct and Fair
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Claims or
Benefits are Not
Paid Out

Disclosure of
Payment Status

Disclosure of Payment Status

The disclosure of payment information closely relates to the customer-centric procedures in our quality assurance declaration and to the fair, correct and prompt payment of insurance claims and benefits. Therefore, we continually disclose information on insurance payouts using the uniform standards for payments and non-payments created by the Life Insurance Association of Japan in order to foster greater trust and support from our stakeholders.

Insurance Claims and Benefits Paid Out in Fiscal 2013

Number of Insurance Claim and Benefit Payments

	Total	Death / Disability / Specified Disease Insurance	Hospitalization Benefits and Surgical Insurance
Number of cases in which payments were made	1,062,668	82,066	980,602
Number of cases in which payments were not made	33,787	3,701	30,086
Cases that do not meet payment requirements	32,085	3,278	28,807
Cancellations due to violations of the duty to disclose	1,141	112	1,029
Cases that fall under immunity grounds	556	311	245
Other	5	0	5

* Does not include maturity proceeds or living benefits, etc.

Insurance Claims and Benefits Paid

	Amount
Total	¥1,743.6 billion
Death / Disability / Specified Disease Insurance	¥435.4 billion
Hospital Expenses and Surgical Insurance	¥126.6 billion
Maturity Proceeds / Living Benefits / Annuities, etc .	¥1,181.5 billion

Our Role as an Institutional Investor

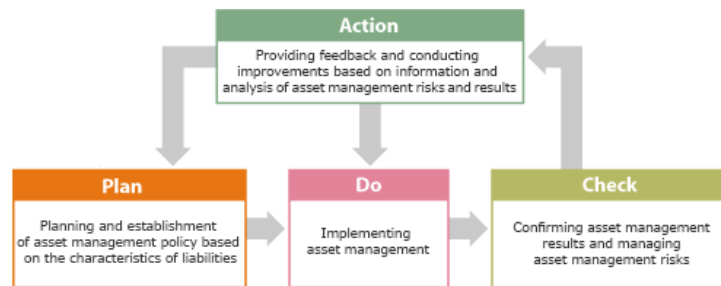
Basic Policy

Asset Management: Basic Policy and Process

With the primary objective of providing for stable pension, insurance claims, and insurance benefits payments over the long-term, and while taking into consideration the characteristics of life insurance policy liabilities, the Dai-ichi Life Group conducts asset management focused on fixed interest-bearing assets based on Asset Liability Management (ALM).

In addition, upon sufficiently establishing the soundness of management, we seek to manage assets effectively by holding equities and foreign securities with acceptable risks. Moreover, we use our finely tuned risk management system to monitor risks and improve the efficiency of asset management.

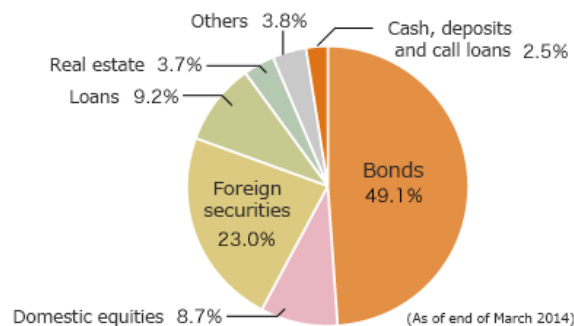
Our asset management process incorporates analysis and verification as appropriate, utilizing feedback on information relating to asset management risks and returns. In addition, we work together with the Product Development and Management Unit in a framework that ensures liability information is constantly reflected and ALM is thoroughly implemented.



Status of Assets

During the fiscal year ended March 31, 2013, Dai-ichi Life continued to position fixed income investments, including public and corporate bonds, as a core of its asset portfolio, following its medium to long-term investment policies. Meanwhile, Dai-ichi Life accumulated policy reserve-matching bonds, centered on super-long-term bonds, in an effort to promote ALM and enhance its profitability.

From fiscal 2012, Dai-ichi Life continues to appropriately manage the risk associated with its risk assets, such as domestic stocks and foreign securities, which it acquired primarily to diversify its investment portfolio and achieve higher profitability. In doing so, the Company takes market trends into account.



Our Role as an Institutional Investor

ESG Investment and Lending

As an institutional investor that controls approximately ¥30 trillion in capital, the Dai-ichi Life Group's approach to asset management focuses not only on stability and profitability, but also on the benefits for society and the public. With interest growing around the world in asset management that considers environmental (E), social (S) and governance (G) issues, the Dai-ichi Life Group has drawn up its own set of principles of behavior, known as the Three Arrows, by incorporating the ESG perspective and taking into account its contribution to the government's growth strategies.

Arrow 1 – E: Protecting the environment through asset management

We have set a goal of providing up to ¥200 billion in financing for growth sectors during the three-year period of our medium-term management plan for 2013-2015. As part of this initiative, we plan on expanding investments in the environmental and infrastructure sectors. Based on the idea that environmentally friendly asset management of Dai-ichi Life as an institutional investor leads to sustainable development of all of society, we plan to increase investment and lending in the environmental and infrastructure sectors, which are expected to have high demand for capital.

Financing development of infrastructure for utilizing renewable energy

Given society's need for a stable supply of electric power, there is strong funding demand in Japan for large-scale solar power plants and biomass power generation that utilize renewable energy. In response, we invested or loaned a total of ¥30 billion in fiscal 2013 (see table below). Investments and lending in the renewable energy projects are an asset class that is relatively resilient to market volatility and are expected to generate stable, long-term income. Therefore, life insurance companies, which are oriented toward medium- to long-term asset management recognize this asset class will form an important aspect of their portfolios going forward.

Examples of Dai-ichi Life's investments and loans (fiscal 2013)

Sector	Type	Total Amount
Biomass power plant project	Loan	¥3.0 billion
Mega solar power plant project	Loan	¥7.5 billion
	Equity investment	¥4.8 billion
	Securitization	¥3.7 billion
Thermal and renewable energy project (public-private partnership infrastructure fund)	Private equity fund	¥3.0 billion
Investment in overseas infrastructure fund	PE fund	¥5.0 billion
Green Loan	Loan	¥3.0 billion
Contribution to the Private Finance Initiative Promotion Corporation of Japan	Contribution	¥0.5 billion
Total		¥30.5 billion

Providing finance for large-scale solar power plant projects

We have provided financing to various large-scale solar power plant projects. This financing has taken on the form of loans, securitization and equity investments, among others, in the construction of mega solar power plants across Japan, from Aomori and Yamanashi to Hyogo, Kagawa and Yamaguchi prefectures.

Example mega solar power plant (computer generated conceptual image upon completion; Rokkasho Village, Aomori Prefecture)



Taka District



Chitose Daira Kita District

Courtesy of: Eurus Energy Holdings Corporation

Involved in Japan's first-ever Public-Private Infrastructure Fund

We made a ¥3 billion investment in Japan's first-ever public-private infrastructure fund targeting a wide range of power and energy sectors in Japan.

Contribution to the Private Finance Initiative Promotion Corporation of Japan

We made a contribution to the Private Finance Initiative Promotion Corporation of Japan, which was established in order to promote the development of public facilities using private funding and expertise. This corporation is responsible for a major component of the government's growth strategy and we are supporting this strategy through our investment.

■ Tokyo Square Garden (construction started March 2013)

Dai-ichi Life works to save energy in both the hardware and software aspects of buildings. In terms of hardware, we are improving environmental performance with the use of high efficiency equipment for new build, remodeling or reconstruction projects. We are also promoting the use of greenery on and around buildings. As for the software aspects, such as daily building management, we are working closely with property management companies to make continual improvements and achieve greater energy savings.

Environmentally friendly real estate investment

We are helping to roll out the latest technologies to protect the environment in various facets with an eye on the future and we created a green space of approximately 3,000 m² called Kyobashi no Oka to help reduce the urban heat island effect. The Kyobashi Environment Station was also placed in the building as an advanced initiative to promote energy conservation in the area as a whole. It presents information on area energy management and environmental technologies. This building construction project was selected by the Ministry of Land, Infrastructure Transport and Tourism as a leading housing/building project in CO₂ control, and also has been recognized by many organizations. (See table below.)



Tokyo Square Garden (Chuo-ku, Tokyo)

Main awards and recognition for environmental initiatives

Fiscal year	Building name	Award or commendation	Awarded by
2011	Harumi Triton Square	Quasi-top-level place of business (place of business recognized for outstanding countermeasures taken against global warming) as based on the Tokyo Metropolitan Ordinance on Environmental Preservation)	Tokyo Metropolitan Government
	Tokyo Square Garden	Selected as one of the top 30 low carbon buildings in Tokyo	Tokyo Metropolitan Government
	Toyosu Cubic Garden	Received New Office Promotion Award at the 24th Nikkei New Office Awards	Nikkei, Inc. New Office Promotion Association Others
	Shin-Oi Business Office	Received S-rank (highest ranking) under CASBEE	
2012	Art Village Osaki Central Tower	Top-level place of business (place of business recognized for outstanding countermeasures taken against global warming) as based on the Tokyo Metropolitan Ordinance on Environmental Preservation)	Tokyo Metropolitan Government
	Toyosu Cubic Garden	Received the 53rd BCS Award	Japan Federation of Construction Contractors
	Tokyo Square Garden	Received Platinum rank (highest ranking) under DBJ Green Building certification	The Development Bank of Japan
2013	Shin-Oi Business Office	Received the 54th BCS Award	Japan Federation of Construction Contractors
		Received First Prize in the General Architecture Category in the 56th Kanagawa Prefecture Architecture Competition	Kanagawa Prefecture
		Received the Executive Director's Award in the Rooftop Greenery Category in the 12th Rooftop, Wall and Special Greenery Technology Competition	Organization for Landscape and Urban Green Infrastructure
		Received Honorary Mention from the Judges Committee in the Office Architecture Category at the 5th Sustainable Architecture Awards	Institute for Building Environment and Energy Conservation
	Toyosu Cubic Garden	Received the Executive Director's Award in the Rooftop Greenery Category in the 12th Rooftop, Wall and Special Greenery Technology Competition	Organization for Landscape and Urban Green Infrastructure
		Received Honorary Mention from the Judges Committee in the Office Architecture Category at the 5th Sustainable Architecture Awards	Institute for Building Environment and Energy Conservation
	Lease condominiums "PATH"	Received First Prize in the Collective Housing Category of the 39th Tokyo Architecture Awards	Tokyo Association of Architectural Firms

Arrow 2 – S: Social contribution through asset management

Dai-ichi Life proactively supports the professional careers of women and efforts to resolve Japan's declining birthrate, even though its asset management operations following its Policy for Corporate Citizenship, by practicing Diversity & Inclusion, which encourages mutual acceptance.

■ ESG Fund – Investing in companies emphasizing the ESG perspective

For the first time in the life insurance industry, a Socially Responsible Investment (SRI^{*1}) fund was established^{*2} in October 2010 for asset management in Dai-ichi Life. This fund selects and invests in companies recognized for their diversity, governance, environmental protection, etc. (approximately 100 companies as of the end of June 2014). Investment in the fund was increased from an initial ¥1 billion to ¥3 billion yen in fiscal 2013, and it was renamed the ESG Fund. The Company is also raising the weight of diversity assessment such as the level of participation of female employees (percentage of females who are managerial level and percentage of female employees taking childcare leave) as one of the criteria for selecting companies in which to invest.

*1: SRI is generally a type of investment that concerns aspects such as legal compliance, information disclosure, consideration for employees, clients' labor conditions, contribution to local communities, and consideration for the environment, in addition to financial matters.

*2: This fund is managed in-house (not outsourced) and focuses on investments in domestically listed companies.

■ Initiatives to eliminate the issue of waitlisted children at nursery centers

Since 2011, we have been working to invite nursery centers to open in many of the real estate properties we own as an institutional investor through a partnership with daycare operators JP Holdings and Poppins Co., Ltd., which represents the first initiative of its kind in Japan (per research conducted by Dai-ichi Life) aimed at solving the increasing number of waitlisted children at nursery centers. This initiative requires more efforts than typical tenant invitation activities because of the need for discussions with the local government and daycare operator, ensuring legal requirements are met in terms of facilities, carrying out the necessary safety improvements, and giving consideration to existing tenants. Nevertheless, we have persisted with our efforts and as of July 31, 2014 we have invited a total of 10 nursery centers to open at our real estate properties (see the table below).

In March 2014, some 190 financial institutions that are party to the Principles for Financial Action towards a Sustainable Society (Principles for Financial Action for the 21st Century), established by voluntary efforts of financial institutions and led by the Ministry of the Environment, selected Dai-ichi Life for its good practices in the field two years running in fiscal 2012 and fiscal 2013. Our goal is to help open nursery centers that will accommodate up to 2,500 children, or about 10% of the waitlisted children in Japan.



Poppins Nursery School Tabata
(Tabata Asuka Tower)

Number of daycare/nursery centers invited (As of July 31, 2014)

Property Name	Location	Center's Name	Max. number of children accepted
Makuhari Techno Garden	Chiba City, Chiba Prefecture	ASK Kaihin Makuhari Daycare	59
Nakano Honcho Dai-ichi Life Bldg	Nakano-ku, Tokyo	Daycare Baby Salon Shin-Nakano	30
Omori Bellport Bldg E	Shinagawa-ku, Tokyo	ASK Minami Oi Daycare	70
Shin-Koenji Dai-ichi Life Bldg	Suginami-ku, Tokyo	Pinocchio Preschool Shin-Koenji	28
Tabata Asuka Tower	Kita-ku, Tokyo	Poppins Nursery School Tabata	40
Tokyo Square Garden	Chuo-ku, Tokyo	Kids Square Tokyo Square Garden	30
Sakuradai Nerima Branch	Nerima-ku, Tokyo	Poppins Nursing Mama Room Sakuradai	15
Kobe Tarumi Branch	Kobe City, Hyogo Prefecture	Sora Branch, Takeno Nursery School, Social Welfare Corporation Yokokai	20
Dai-ichi Life Mitaka Bldg	Mitaka City, Tokyo	Poppins Nursery School Mitaka-Minami	70
Dai-ichi Life Yurigaoka Bldg	Kawasaki City, Kanagawa Prefecture	Poppins Nursery School Yurigaoka	60
Total			422

Arrow 3 – G: Corporate governance through asset management

As an institutional investor, Dai-ichi Life promotes activities that improve the corporate governance of companies in which we have invested, and publicly accepts the Principles for Responsible Institutional Investors: Japan's Stewardship Code.

We have a team of more than 10 equity analysts, representing the largest among all major Japanese life insurers. This team researches and analyzes more than 2,000 investment targets from various perspectives, including growth and stance toward ESG, among others. We have already held regular dialogue with companies that have ample room for enhancing corporate value or providing greater returns to shareholders concerning management goals and the idea of returns to shareholders, and appropriately exercise our voting right for all proposals submitted to the general meetings of shareholders of those companies, based on our internal standards.*

There are increasing international expectations for institutional investors to play the role of promoting growth and improving corporate governance of companies in which they invest. To meet such expectations, Dai-ichi Life will continue to improve its dialogue with invested-in companies in which we invest and the standards for exercising our voting rights.

*The idea and process of exercising the Company's voting rights are found on our website.

 Exercising Voting Rights (322KB)

I Our Role as an Institutional Investor

O Our Initiatives under Japan's Stewardship Code

Dai-ichi Life agrees with and publicly accepts the Principles for Responsible Institutional Investors: Japan's Stewardship Code. We have established the following policies based on principles one through seven of the Code.

Principle 1 Institutional investors should have a clear policy on how they fulfill their stewardship responsibilities, and publicly disclose it.

- Dai-ichi Life has established the following Stewardship Policy based on its acceptance of Japan's Stewardship Code and we will fulfill our responsibilities as an institutional investor following this policy.

 [Stewardship Activities Policy \(146KB\)](#)

Principle 2 Institutional investors should have a clear policy on how they manage conflicts of interest in fulfilling their stewardship responsibilities and publicly disclose it.

- We have established the following policy to ensure that the interests of our shareholders and policyholders are not unreasonably damaged during stewardship activities, such as the exercise of voting rights.
 - Based on company rules, only the department in charge of investment can determine whether to agree with a proposal for enhancing the stock value or governance of an investee company when exercising voting rights.(*).
 - Only the department in charge of investment can create or revise this company rule.

*Excluding subsidiaries, affiliates and strategic tie-ups, etc.

Principle 3 Institutional investors should monitor investee companies so that they can appropriately fulfill their stewardship responsibilities with an orientation towards the sustainable growth of the companies.

- Dai-ichi Life periodically confirms the business conditions of companies that it invests in and makes efforts to conduct dialogs on a routine basis in order to accurately understand the situation of these companies and share information regarding issues.
- Periodic management checks and daily dialogue include not only short-term corporate performance, but also a broad range of non-financial information as well, such as the company's strategy, medium-term management plan, and policy on shareholder returns, which will enable us to assess medium- to long-term growth potential.

Principle 4 Institutional investors should seek to arrive at an understanding in common with investee companies and work to solve problems through constructive engagement with investee companies.

- To enhance the stock value of investee companies over medium- to long-term viewpoint, we strive to engage investee companies in constructive engagement with regards to business strategy, financial strategy, and policy on shareholder returns.
- We emphasize this constructive engagement and by continuing with this dialogue we are working to share common vantage points with our investee companies and striving to resolve issues.
- This dialogue is not intended to obtain material undisclosed facts. If in the unlikely event a material fact is disclosed, we manage this information appropriately in accordance with our company rules.

Principle 5 Institutional investors should have a clear policy on voting and disclosure of voting activity. The policy on voting should not be comprised only of a mechanical checklist; it should be designed to contribute to the sustainable growth of investee companies.

- We exercise voting rights in accordance with company rules. The results of voting rights are made public in a summary table. Reference: We do not engage in stock lending that overlaps with the rights base date related to the voting shares of investee companies.

 [Dai-ichi Life's Exercise of Voting Rights \(Summary of the Exercise of Voting Rights\) \(322 KB\)](#)


 [Results of Exercise of Voting Rights for General Meetings of Shareholders Held From April to June 2014 \(164KB\)](#)

Principle 6	Institutional investors in principle should report periodically on how they fulfill their stewardship responsibilities, including their voting responsibilities, to their clients and beneficiaries.
	<ul style="list-style-type: none"> • Our Stewardship Activities Policy, Summary of the Exercise of Voting Rights, and Results of Exercise of Voting Rights for General Meetings of Shareholders are regularly reported through our website.

Principle 7	To contribute positively to the sustainable growth of investee companies, institutional investors should have in-depth knowledge of the investee companies and their business environment and skills and resources needed to appropriately engage with the companies and make proper judgments in fulfilling their stewardship activities.
	<ul style="list-style-type: none"> • Dai-ichi Life works to develop highly specialized human resources so that it can conduct stewardship activities based on a deep understanding of matters such as the companies invested in and the business environment. • Furthermore, the Stewardship Activities Policy is regularly reviewed in consideration of factors including social trends in an aim to achieve stewardship activities of a consistently high level.

| Our Role as an Institutional Investor

○ Exercise of Voting Rights

 [Dai-ichi Life's Exercise of Voting Rights \(Summary of the Exercise of Voting Rights\) \(322KB\)](#)

Social Contributions

Basic Policy

Promoting Health

Creating an
Affluent
Next-Generation
Society

Environmental
Preservation

Volunteer
Activities

Arts, Culture,
Sports, etc.

Basic Policy

We strive to build a better society and more enriched, comforting lives through our life insurance business, which is important for both its societal and public aspects. Under our management philosophy of securing social trust, we are working to contribute to the continuous development of local communities as a good corporate citizen.

We support our employees' voluntary involvement in society and undertake corporate citizenship activities using a unified approach that involves both the company and employees.

Dai-ichi Life's corporate citizenship activities focus on the following themes.

- (1) Promoting Health
- (2) Creating an Affluent Next-Generation Society
- (3) Environmental Preservation*

We aspire to provide even more value-added activities by regularly reviewing and making changes in light of society's needs and Dai-ichi Life's unique capabilities.

*Our Basic Environmental Policy forms the foundation for our environmental preservation activities.

Social Contributions

Basic Policy

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SocietyEnvironmental
PreservationVolunteer
ActivitiesArts, Culture,
Sports, etc.

Promoting Health

With the sustainability of social security systems fast becoming a societal issue, the need has risen to promote the health of people and reduce the burden placed on society in order to maintain these important systems. As an insurance company, Dai-ichi Life plays a complementary role to social security and as a result, we carry out various initiatives to support health promotion and ensure customers have peace of mind and maintain good health.

Public Health Award

The Public Health Award was created in 1950, a time when health and hygiene were worsening after the war, to honor and express gratitude to those involved in improving public health and hygiene in Japan. We have presented the award each year, with additional support provided by the Ministry of Health, Labour and Welfare. In 2014, the award was presented for the 66th time, making the Public Health Award our social contribution activity with the longest history. An awards ceremony is held each autumn, and award winners receive an audience with the Emperor and Empress of Japan. The award recognizes measures that address a broad range of issues arising in conjunction with the changing times, including overseas healthcare activities, measures to address lifestyle-related illnesses, and welfare activities for the elderly and the disabled. To date, the award has been presented to 644 organizations and 331 individuals throughout Japan, for a grand total of 975 awardees.

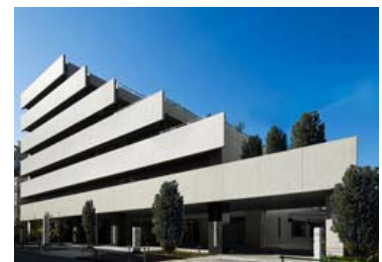


Presentation ceremony for the 65th Public Health Award

- ▣ [Learn more \(Japanese\)](#)
- ▶ [View the video \(Japanese\)](#)

The Cardiovascular Institute

Dai-ichi Life founded The Cardiovascular Institute (CVI) in 1959 for the purpose preventing, diagnosing and treating various cardiovascular diseases through medical research. CVI has continually announced countless clinical research outcomes that have contributed to the development of successful treatments, while at its attached hospital CVI employs a leading staff of medical professionals who perform cardiac catheterization procedures and cardiovascular surgeries, delivering advanced, cutting edge care. In February 2011 CVI relocated to Nishiazabu, Minato Ward in Tokyo, where it continues to deliver superior quality treatment and services thanks to the adoption of the latest, and most cutting edge medical equipment. We will continue to proactively contribute to the development of clinical medicine for cardiovascular diseases through our support of CVI.



Outside appearance of the Cardiovascular Institute

- ▣ [Link to the Cardiovascular Institute's website](#)

Efforts to promote our customers' health

Dai-ichi Life conducts a host of activities to respond to its customers, hoping to improve their health.

We provide individual customers with Medical Support Service including consultation and supply of information for health, medical, childcare and nursing care issues. Additionally, we concluded comprehensive information sharing agreements with the National Cancer Center in January 2012 and the Japanese Foundation for Cancer Research in February 2013. Furthermore, we concluded a comprehensive information dissemination agreement with the National Cerebral and Cardiovascular Center in May 2014. Through these agreements, we are able to receive the latest information on prevention with regards to the three major illnesses, or cancer, acute myocardial infarction, and stroke. We deliver educational information about various diseases, prevention methods and medical exams to our customers through seminars and the daily sales activities of Total Life Plan Designers.

For corporate customers, we have been providing healthcare information and services since 2013. This includes the Dai-ichi Life Health Support Desk service offering consultations on a wide range of topics from daily healthcare to psychological health and a Survey on Welfare Benefits reporting the results of a questionnaire on the introduction of welfare programs.

Going forward, we stand committed to providing a broad range of useful and easy-to-understand information on health promotion to our customers.



Notifications about the agreements concluded with specialized medical institutions



Health seminar for customers

Participation in the Table for Two Program

We have participated in the social contribution program run by NPO Table for Two International (TFT) since September 2013, through which we are providing a menu of healthy foods at our employee cafeteria located at the Hibiya head office in accordance with TFT guidelines. TFT is simultaneously working to improve the health of people in developing and developed countries and it makes a ¥20 donation (the cost of a school lunch in Africa) for every healthy TFT menu item eaten at the employee cafeteria.

A total of 11,617 qualifying meals have been served up to March 2014, resulting in a total of ¥232,340 being donated to purchase school lunches for African countries through TFT. We will continue our involvement in this program as part of our commitment to promoting the health of our employees and making social contributions.



Promoting Bone Marrow Bank Donor Registration and Blood Donations

As a life insurance provider, Dai-ichi Life is promoting bone marrow bank registration and blood donations under the spirit of mutual assistance embodied by the phrase, "one for all, all for one." We have promoted bone marrow bank registration since fiscal 2010 with the hope that more people in need of bone marrow transplants will be given this potentially life-saving opportunity. To encourage employees to donate, we have also established a Donor Leave Program that allocates special paid leave to cover the time needed to recover from making a bone marrow donation.

For our many years of contributions to blood donation drives, we received a letter of appreciation from the Governor of Tokyo in fiscal 2011 and the Minister of Health, Labour and Welfare in fiscal 2012.

Social Contributions

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Activities

Arts, Culture,
Sports, etc.

○ Creating an Affluent Next-Generation Society

Dai-ichi Life works to solve the problem of children being wait-listed for daycare/nursery centers as one of the issues in tackling the declining birthrate and to promote finance and insurance education among members of future generations, in an effort to create an affluent society for the next generation, in which everyone can enjoy a comfortable life.

Initiatives to eliminate the issue of waitlisted children at daycare/nursery centers

Since 2011, we have been working to attract daycare/nursery centers to open in many of the real estate properties we own as an institutional investor through a partnership with daycare operators JP Holdings and Poppins Co., Ltd., which represents the first of initiative of its kind in Japan (per research conducted by Dai-ichi Life) aimed at solving the increasing number of waitlisted children at daycare/nursery centers. This initiative requires more efforts than typical tenant attraction activities because of the need for discussions with the local government and daycare operator, ensuring legal requirements are met in terms of facilities, carrying out the necessary safety improvements, and giving consideration to existing tenants. Nevertheless, we have persisted with our efforts and as of July 31, 2014 we have attracted a total of 10 daycare/nursery centers to open at our real estate properties (see the table below).

In March 2014, some 190 financial institutions that are party to the Principles for Financial Action towards a Sustainable Society (Principles for Financial Action for the 21st Century), established by voluntary efforts of financial institutions and led by the Ministry of the Environment, selected Dai-ichi Life for its good practices in the field two years running in fiscal 2012 and fiscal 2013. Our goal is to help open daycare/nursery centers that will accommodate up to 2,500 children, or about 10% of the waitlisted children in Japan.

Number of daycare/nursery centers attracted (As of July 31, 2014)

Property Name	Location	Center's Name	Max. number of children accepted
Makuhari Techno Garden	Chiba City, Chiba Prefecture	ASK Kaihin Makuhari Daycare	59
Nakano Honcho Dai-ichi Life Bldg	Nakano-ku, Tokyo	Daycare Baby Salon Shin-Nakano	30
Omori Bellport Bldg E	Shinagawa-ku, Tokyo	ASK Minami Oi Daycare	70
Shin-Koenji Dai-ichi Life Bldg	Suginami-ku, Tokyo	Pinocchio Preschool Shin-Koenji	28
Tabata Asuka Tower	Kita-ku, Tokyo	Poppins Nursery School Tabata	40
Tokyo Square Garden	Chuo-ku, Tokyo	Kids Square Tokyo Square Garden	30
Nerima Sakuradai Branch	Nerima-ku, Tokyo	Poppins Nursing Mama Room Sakuradai	15
Kobe Tarumi Branch	Kobe City, Hyogo Prefecture	Sora Branch, Takeno Nursery School, Social Welfare Corporation Yokokai	20
Dai-ichi Life Mitaka Bldg	Mitaka City, Tokyo	Poppins Nursery School Mitaka-Minami	70
Dai-ichi Life Yurigaoka Bldg	Kawasaki City, Kanagawa Prefecture	Poppins Nursery School Yurigaoka	60
Total			422



Poppins Nursery School Yurigaoka
in Dai-ichi Life Yurigaoka Bldg

The Dai-ichi Life Foundation

The Dai-ichi Life Foundation was established in April 2013 through the merger of three general incorporated foundations—namely, Toshi No Shikumi To Kurashi Kenkyusho [The Research Institute of City and Life Structures], Chiiki Shakai Kenkyusho [The Research Institute of Local Communities], and Shisei Kenkyusho [The Japan Institute of Human Posture Research]. The foundation conducts survey research, makes proposals, and provides aid, and publishes a newsletter to realize a healthy and livable society in an aging society with a falling birth rate, for the purpose of helping to create an affluent next-generation society. Through these efforts the foundation contributes to the further advancement of public interests.

In April 2013, it began subsidizing newly established daycare/nursery centers and certified daycare/nursery centers as a measure to address the many children being waitlisted, which is a pressing social issue. In fiscal 2013, its first year of the program, the Dai-ichi Life Foundation provided ¥30 million in subsidies to 35 different daycare/nursery centers.

Going forward, the foundation not only hopes to reduce the number of waitlisted children through its subsidies to new daycare/nursery centers and certified daycare/nursery centers for the purchase of play and exercise equipment and musical instruments, among other items, but also will contribute to the improved quality of daycare through assistance to facilities that are working diligently and seriously toward developing a sound environment for children.

▶ [Link to the Dai-ichi Life Foundation's website \(Japanese\)](#)



Play equipment purchased with grant money




First Presentation Ceremony for projects as measures to reduce numbers of waiting children and support daycare/nursing centers

Support for consumer education and finance and insurance education through Life Cycle Game II: Recommending a Total Life Plan

In 2012, the Company created Life Cycle Game II: Recommending a Total Life Plan. This is a consumer education tool that helps players learn about life risks and informs them about necessary preparation and consumer contracts through the enjoyment of a sugoroku-style game (sugoroku is the Japanese version of Parcheesi). The game was awarded the 8th Educational Material Merit Award, sponsored by the National Institute on Consumer Education, making Dai-ichi Life the first winner among financial institutions.

This learning material is provided for free through our website, and through April 2014 applications for approximately 11,000 sets had been received from schools, consumer service centers, government offices and other facilities. Dai-ichi Life employees visit schools, consumer service centers, companies, among other locations, and provide classes and training using the learning material (47 times for 1,658 participants in fiscal 2013), and help promote consumer as well as finance and insurance education in schools, communities and companies.

▶ Receive an application for Life Cycle Game II: Recommending a Total Life Plan (Japanese)

 Information about Dai-ichi Life's outreach and training programs (967KB, Japanese)



An outreach class at a junior high school

Joint research through industry-academia partnerships

Dai-ichi Life has been working alongside Hitotsubashi University since 2007 on joint research projects involving industry-academia collaboration.

In addition, we have been providing a scholarship for mathematics to Rikkyo University's Department of Mathematics and Graduate School of Science – Field of Study: Mathematics since 2009.

The Foundation for the Advancement of Life & Insurance Around the world (FALIA)

This foundation was established in 1970 as The Foundation for the Advancement of Life Insurance in Asia, for the purpose of contributing to the development of life insurance business in the Asia region. The name was later changed to the current name given the rising number of people participating in research and seminars from outside the Asia region.

The foundation sponsors research and seminars involving insurance business officials from Japan and around the world, with a total of 3,420 taking part in domestic research and more than 5,000 participating in overseas seminars as of March 31, 2014. The foundation has also started a new essay prize for international students from developing countries who are studying in Japan as part of its efforts to develop and educate human resources involved in insurance administration and business operations. Moving forward, the foundation stands committed to furthering the development of the insurance business.

▶ [Link to the FALIA's website](#)



Domestic training

Internships for Teachers and High School Students

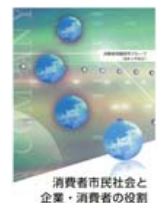
We accept high school student internships to foster the early development of a view toward career and work, and we are involved in a training program sponsored by the Japan Institute for Social and Economic Affairs. Through these initiatives, we are supporting the development and education of the youth that will be the leaders of Japan's tomorrow.



Konan High School in Kagoshima
Workplace experience and learning

Seminars on consumer issues

We have organized seminars on consumer issues since 1985 with the purpose of gathering experts in specialized fields to discuss ways in which companies work with consumers and approaches to customer-centric management. Details of discussions are published and provided to consumer centers and consumer groups throughout Japan. In March 2013, we published *Consumer Society and the Role of Companies and Consumers*, compiling discussions from the 12th seminar. This latest publication has received a very positive response.



Yellow Badge program

The program of giving so-called Yellow Badges along with traffic accident insurance to children entering elementary schools began in 1965 to help prevent such accidents. Dai-ichi Life joined the program in 2003, and it is currently being operated by Mizuho Financial Group, Sompo Japan Nipponkoa Insurance, Meiji Yasuda Life and Dai-ichi Life.

By 2014, the 50th time the program was held, around 1.12 million children were presented with Yellow Badges, bringing the cumulative total of recipients to 61.11 million.



50th Yellow Badge Presentation Ceremony
Traffic safety class

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Environmental Preservation

Dai-ichi Life supports development of urban greenery and sustainable communities to facilitate safe and healthy living by contributing to the environmental conservation of local communities and global environmental protection.

The Green Environmental Design Award

The Green Environmental Design Award was created in 1990 with the aims of supporting the creation of urban environments with abundant greenery, providing people who live in urban areas a chance to come in contact with nature, and encouraging community development. The award is presented to outstanding environmental designs submitted from around the country, and provides a grant to carry out the award-winning plan. In 2009, standards for evaluating plans that actively incorporate the green-belt functions necessary for harmony between urban and natural environments were adopted in order to enhance environmental support. Since the award was established, green spaces have been created at 144 locations in 39 prefectures nationwide, including schools, medical and welfare institutions, shopping districts, and areas in front of train stations.

[Learn more \(Japanese\)](#)



23rd Green Environmental Design Award
Minister of Land, Infrastructure Transport
and Tourism Prize
Houtoku Kindergarten

Green City Award

This award is presented to outstanding organizations including citizen groups and private- and public-sector groups who are actively involved in activities aimed at "greening" public spaces with trees, flowers, and water features, improving local scenery, revitalizing regional communities, and nurturing young people, and whose contributions to the improvement of the environment and society have yielded positive outcomes. It was established in 1981 with the aim of creating comfortable and earth-friendly living environments by promoting and conserving green spaces in broad urban areas. Four prizes are awarded: The Prime Minister Prize, The Minister of Land, Infrastructure, Transport and Tourism Prize, The Chairman of the Organization for Landscape and Urban Green Infrastructure Prize, and the Encouragement Prize. The winners of each prize are selected from all applicants.

[Learn more \(Japanese\)](#)



33rd Green City Award
The Minister of Land, Infrastructure
and Transport and Tourism Prize
Kofudai Flower and Greenery Association
Kofudai Garden

Ecocap Campaign

As part of its environmental education activities, we together with our customers are involved in the Ecocap Campaign at our business sites nationwide in Japan. This initiative, which was launched at certain business sites and branch offices in fiscal 2005, is now being spread nationwide. As of March 31, 2014, we had collected a total of 90 million bottle caps, which have been used to fund donations for vaccines for approximately 105,000 people through the Ecocap Movement.

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Volunteer Activities

As members of their local communities, Dai-ichi Life employees from Japan and abroad take part in various forms of social contribution activities.

Volunteer Activities in Japan

Employees of Dai-ichi Life across Japan voluntarily contribute to local communities through ways such as cleaning, charity bazaars and fund-raising.

To assist and promote the contribution of employees to their local communities, we have introduced the Matching Gift Program, in which the company adds a certain amount to the funds raised by its employees through donations or sales when they donate the funds to organizations. Dai-ichi Life also introduced the Action Gift Program in 2010, in which it contributes a certain amount to activities that do not directly result in donations, such as community cleanups, with the amount donated depending on the number of participants in each activity.

Example from the Agency Sales Promotion Department

The Agency Sales Promotion Department started a joint social contribution activity project with a business partner in fiscal 2013. So far both companies have planned and carried out a number of activities, including collection of ecocaps, neighborhood cleanups, CPR certification, and support for the disaster-affected areas from Japan's 2011 earthquake and tsunami. These volunteer activities have not only served to make a difference in the community, but also has brought the two companies closer together.



Creating corsages to give to elementary school students in disaster-affected areas

Example from the Ota Branch Office

The Ota Branch Office, which until now had continually carried out neighborhood cleanups and other volunteer activities closely rooted in the local community, created a project team for social contribution activities as part of initiatives to celebrate its 25th anniversary as a branch in fiscal 2013.

This team is helping to take initiatives to the next level.

Employees work together to focus on sustained activities that benefit the local community, such as regularly supporting welfare facilities for children and volunteering for traffic safety efforts.



Presenting gifts to welfare facilities for children

Example from the Tokyo Branch Office

The Tokyo Branch Office's activities involve not only employees but also customers and the local community, spanning from the collection of ecocaps and stamps to a charity bazaar, among others.

A charity bazaar was held after meeting with donation recipients in advance to set goals for the type of donations to make. Based on these specific goals, preparations and sales were made in a systematic fashion, which helped generate sales that exceeded the target.



A charity bazaar

Ongoing Support for Disaster-affected Areas

Dai-ichi Life continues to support those areas affected by the Great East Japan Earthquake. From 2011 to 2012 we provided support to aquaculture industries in the Karakuwa district of Sendai City in Miyagi Prefecture, with a total of 140 employees taking part during this time. In 2013, we were involved in the Fukushima Organic Cotton Project, which aims to create a new agricultural industry in Fukushima Prefecture, and 63 employees helped weed fields and harvest the cotton. In addition to activities locally, we held promotional events at our head office to promote sales of products made in the disaster-affected areas.



Fukushima Organic Cotton Project

Activities at Group companies

- ▶ Initiatives at Group companies

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Arts, Culture, Sports, etc.

VOCA Exhibition and Dai-ichi Life Gallery

Dai-ichi Life has been assisting the Vision of Contemporary Art (VOCA) Exhibition at the Ueno Royal Museum since its premiere in 1994 to help foster and support young artists under the age of 40 who have a bright international future in the field of two-dimensional arts.

Previous exhibitors have included Miran Fukuda, Miwa Yanagi, and Mika Ninagawa, making this initiative a gateway to success for up-and-coming young artists in recent years. The 21st VOCA Exhibition in 2014 featured the works of 33 young artists from across Japan and particularly excellent works were presented with an award.

Dai-ichi Life not only sponsors the exhibit each year, but it also stores the works of VOCA Award and VOCA Honorable Mention prizewinners and regularly exhibits them in the first floor lobby of its Hibiya Head Office and at the Dai-ichi Life Gallery (also at the Hibiya Head Office). In addition, the Dai-ichi Life Gallery provides continual assistance to prizewinners by exhibiting their individual works and providing a place for prizewinners to introduce their artistic activities after winning the award.

Such activities were recognized and in 2000 the Company received the Japan Mécénat Award from the Association for Corporate Support of the Arts, which honors companies and foundations that contribute significantly to the promotion of arts and culture.

Learn more (Japanese)



VOCA 2014 VOCA Award
Monookuri
By Nozomi Tanaka



Dai-ichi Life Gallery

Supporting NPO Triton Arts Network (TAN)

In 1952, Dai-ichi Seimei Hall, which was used as a meeting place within the Dai-ichi Life head office, was opened up to the public and began to host a variety of musical recitals, theatrical performances and Rakugo comedies as one of the first private-sector halls for rent in Japan. In this manner, the hall greatly contributed to cultural promotion and advancement in post-war Japan. In 1989, the hall was closed for restoration and remodeling work after 37 years of hosting audiences. In 2001, the hall reopened in Harumi, Tokyo.

Dai-ichi Life established the NPO Triton Arts Network (TAN) to restore the Dai-ichi Seimei Hall, aiming to promote community-oriented art activities by supporting TAN. In addition to performances held at the hall, TAN has been steadily expanding community-based music-oriented activities such as outreach for delivering quality music to people at schools and welfare institutions who have not had the opportunity to visit the hall frequently. The activities of TAN have been supported by individual and corporate members, civic supporters, and company volunteers from an early stage, helping to spread musical activities closely rooted in the local community. Such initiatives were recognized, and in 2009 Dai-ichi Life received the Japan Mécénat Award at the Mécénat Awards sponsored by the Association for Corporate Support of the Arts.

Link to the Triton Arts Network website

Link to the Dai-ichi Seimei Hall website (Japanese)



Dai-ichi Seimei Hall



Dai-ichi Seimei Hall (exterior)

Dai-ichi Life National Tennis Competition for Elementary School Students

Dai-ichi Life sponsored the very first competition held in 1983 and provided its clay tennis courts located in Sengawa, Tokyo as the event venue, based on its shared belief with the Japan Tennis Association in the importance of strengthening athletes from a young age in order to develop the international starts of tomorrow. The year 2014 marked the 32nd time this competition was held, and over the years it has produced some of Japan's most famous tennis stars, including Naoko Sawamatsu, Ai Sugiyama, Kei Nishikori, and Go Soeda. In recognition of this long-standing competition, in 2014 we received our third Special Corporation Prize from the Japan Tennis Association.



31st Dai-ichi Life National Tennis Competition for Elementary School Students

Public Policy Recommendations

Dai-ichi Life issues recommendations for various public policy challenges through economic and other organizations in order to contribute to the development of Japan's economy and an improved standard of living. Specifically, some of Dai-ichi Life's executive officers serve on the board of the Japan Business Federation and are also involved in many of its committees. Through this presence, we are helping find solutions to various policy issues, such as the sustainability of social security and measures against the declining birthrate.

The Tsuneta Yano Memorial Society

This foundation was established in 1953 to honor the achievements of Mr. Tsuneta Yano, the founder of Dai-ichi Life. The foundation carries out various public interest projects, including spreading and raising awareness about statistics through the publication of Japan Statistics and World Statistics, the promotion and subsidizing of academic research, a scholarship program, and administration of an award for agricultural promotion (the Yano Award).

Link to the Tsuneta Yano Memorial Society (Japanese)



Japan Statistics (cover)



World Statistics (cover)

The Environment

Basic Policy	Environmental Medium-Term Plan and Environmental Accounting	Prevention of Global Warming	Helping Create a Recycling-Conscious Society	Environmental Protection and Environmental Management
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Basic Policy

In order to promote our DSR management, Dai-ichi Life has established its Basic Environmental Policy, where all executives and employees are working together to protect the environment, aiming to help achieve social and economic development, harmony with the global environment, and the building of a sustainable society.

Basic Environmental Policy

Basic Policy

As a member of society, Dai-ichi Life considers protection of the local and global environment and building of a recycling-oriented society, based on its basic management policy of Securing Social Trust, to be part of the Company's social responsibility, and works to continually protect the environment on a daily basis in accordance with the following action guidelines.

Action Guidelines

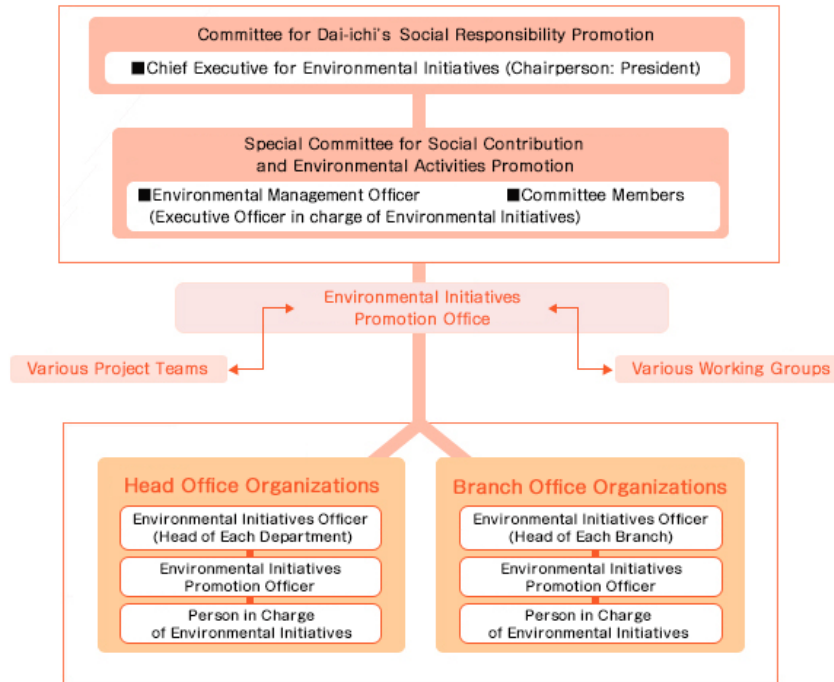
- 1** Implementation of environmentally conscious activities in life insurance businesses
We are committed to being environmentally conscious at all times, following charters, agreements, and guidelines that Dai-ichi Life has agreed to as well as laws and regulations related to environmental preservation in our business activities.
- 2** Reduction of environmental impact from business activities
We are committed to promoting resource conservation, energy conservation, resource recycling, and green procurement in reducing environmental impacts resulting from resources used, energy consumption, and waste generated in our business activities.
- 3** Promotion of activities that raise environmental awareness
We will help raise awareness of environmental issues among our officers and employees alike through comprehensive implementation of these action guidelines, as well as by making wide-ranging social contributions through our commitment to activities that raise environmental awareness, such as providing donations and support for environmental preservation activities.
- 4** Promotion of sustainable environmental improvement
We are committed to developing rationales and goals for all environmental initiatives, as well as examining and proactively disclosing results of these initiatives along with their approach and progress status in addressing environmental improvement on a continual basis.

These guidelines are disseminated internally as well as disclosed publically.

Promotion Framework

In order to promote our Basic Environmental Policy for continued environmental conservation and improvement, the President and Representative Director has been appointed as the chief executive of the company's environmental initiatives and the following promotion framework has been adopted:

This framework includes the Special Committee for Social Contribution and Environmental Activities Promotion chaired by the Environmental Management Officer appointed by the President and established as a subcommittee under the Committee for Dai-ichi's Social Responsibility Promotion, consisting of executive officers as members. This committee deliberates on important topics pertaining to the promotion of environmental initiatives for the company as a whole. Subsequently, in promoting the approved initiatives by the committee, various policies are implemented across offices by the Environmental Initiatives Promotion Office in collaboration with relevant project teams and working groups. In addition, environmental CSA (control self-assessment) has been adopted throughout the Group, and environmental audits are regularly conducted for each department in accordance with the Group's unique criteria.



The Environment

Basic Policy	Environmental Medium-Term Plan and Environmental Accounting	Prevention of Global Warming	Helping Create a Recycling-Conscious Society	Environmental Protection and Environmental Management
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Environmental Medium-Term Plan, Environmental Accounting

Implementation of the 2013-2015 Medium-Term Environmental Effort Plan

The Dai-ichi Life is implementing the 2013-2015 Medium-Term Environmental Effort Plan in an aim to become a global insurance group that contributes to the creation of a sustainable society over the medium to long-term.

The plan incorporates numerical targets and qualitative targets based on indicators including Efforts to Prevent Global Warming (Energy Saving) and Efforts to Build a Recyclable Society (Resource Saving), Corporate Efforts for Environmental Protection, and Establishment of Environment Management Promotion System.

Medium-Term Environmental Effort Plan

Targets			Target setting	Target value
Energy saving	CO ₂ emissions	tons-CO ₂	6% reduction compared to fiscal 2009	157,920
	Electricity use	1,000 kWh	6% reduction compared to fiscal 2009	309,166
Resource saving	Total paper usage	tons	30% reduction compared to fiscal 2009	8,851
	General waste output*	tons	10% reduction compared to fiscal 2012	189
	Green procurement		Maintain 80%	Over 80%

*For three business locations: Hibiya Head Office, Toyosu Head Office, and Fuchu Office

Targets		Specific initiatives
Environmental protection	Promoting environmental consideration in asset management	<ul style="list-style-type: none"> Actively studying environmental finance Continually reviewing the future vision for SRI funds Introducing high-efficiency equipment in accordance with the Medium to Long-Term Real Estate Conservation Plan
	Supporting the preservation of biodiversity	<ul style="list-style-type: none"> Fundamental review of the Green Environmental Design Award Contributing to forest conservation organizations using the matching gift system Promoting the activities of volunteer employees
	Promoting environmental initiatives through the supply chain	<ul style="list-style-type: none"> Establishing Group purchase standards for suppliers Requesting some of our suppliers to adopt the Group's Green procurement standard
Environmental management	Deployment to Group companies	<ul style="list-style-type: none"> Assessing and disclosing the environmental load of domestic Group companies Assessing and disclosing the environmental load of overseas Group companies
	Assessing and disclosing the quantity of indirect CO ₂ emissions	<ul style="list-style-type: none"> Assessing and disclosing the quantity of CO₂ emissions from commuting and business trips Considering the expanding the scope of items for assessment and disclosure
	Improving external evaluations	<ul style="list-style-type: none"> Deciding whether to sign international initiatives Strengthening initiatives to adopt environmental indices Expanding the scope of environmental disclosure items
	Employee awareness activities	<ul style="list-style-type: none"> Establishment of an Environmental Initiatives Month Improving employee awareness through training

Environmental accounting initiatives

In the promotion of environmental management at the Dai-ichi Life Group, we work to accurately understand and analyze the amount of investments relating to environmental protection and the related costs, and to implement the plan-do-check-action (PDCA) cycle on the return on investment and cost-effectiveness as we promote environmental accounting that is reflected in corporate management.

Status of environmental accounting

Classification ^{※1}		Environmental preservation costs (millions of yen)					
		fiscal 2013		fiscal 2012		fiscal 2011	
		Investment amount ^{※2,3}	Costs ^{※2,3}	Investment amount ^{※2,3}	Costs ^{※2,3}	Investment amount ^{※2,3}	Costs ^{※2,3}
1. Energy Saving	<ul style="list-style-type: none"> Updating and adopting inverters for air conditioning Purchasing green power certification Using a power consumption management system Updating servers (conserve energy by using fewer units)^{※3} 	686	12	1,530	8	909	8
2. Resource Saving	<ul style="list-style-type: none"> Promoting the recycling of sensitive documents and forms Properly disposing of general and industrial waste Promoting the recycling of IT equipment 	0	101	0	100	0	104
3. Environmental Protection	<ul style="list-style-type: none"> Supporting and contributing to the preservation of biodiversity 	0	55	0	44	0	40
4. Environmental management	<ul style="list-style-type: none"> Disclosing environmental information 	0	5	0	20	0	1
Total		686	173	1,530	172	909	153

※1 Classifications are based on "the Environmental Medium-Term Initiative Plan" of Dai-ichi Life Insurance.

※2 The target is in principle The Dai-ichi Life Insurance Company, Limited (entity). However, the amount of investment as well as waste disposal and recycling costs include only those from Hibiya Head Office, Toyosu Head office, Shin-oi Office, and Fuchu Office.

※3 The amount of investment for replacing servers (energy conservation through reduced number of servers) is proportionally distributed from the total investment amount based on factors such as the purpose of use and number of man hours.

The Environment

Basic Policy	Environmental Medium-Term Plan and Environmental Accounting	Prevention of Global Warming	Helping Create a Recycling-Conscious Society	Environmental Protection and Environmental Management
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Prevention of Global Warming

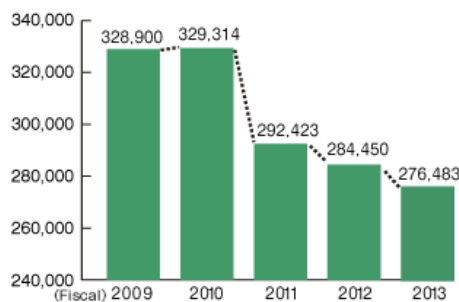
Dai-ichi Life is working to reduce its greenhouse gas emissions by cutting back on the energy it uses during its business activities in order to help prevent global warming. Following our Medium Term Environmental Effort Plan for fiscal 2013 to fiscal 2015, we are making steady progress toward our goal of further reducing greenhouse gas emissions.

Initiatives to Reduce Power Consumption and CO₂ Emissions

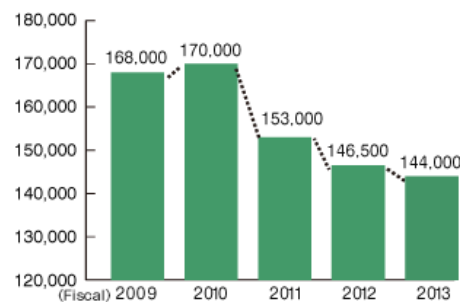
We have made facilities more energy efficient by switching to high efficiency air conditioners and lighting and promoting energy conservation efforts at the employee level through our Warm Biz and Cool Biz dress codes. As a result, in fiscal 2013 we were able to reduce power consumption by 2.8% year on year and our CO₂ emissions by 1.7% year on year.

Energy Usage and CO₂ Emissions

Energy Usage (thousands of kWh)



CO₂ Emissions (tons of CO₂)



* Calculated based on the Act on the Rational Use of Energy Article 7 Item 3. Numbers indicate total energy consumption by properties in which we have invested, properties which we operate, and public welfare properties. Emissions volumes for each fiscal year were recalculated using the fiscal2009 coefficient.

	Response by executives and employees	Facility improvements at offices
Measures	<ul style="list-style-type: none"> Conserve electricity of office equipment Use more moderate temperature settings for heating and cooling Make rules aware to all for managing work to avoid overtime Turn off lights in meeting rooms, bathrooms and staff kitchens when not in use Turn off all/most lights during lunch hour Turn off most lights between 12 to 1pm and after 7:30pm (Fuchu Office) 	【Hibiya Head Office】 <ul style="list-style-type: none"> Installed people detection sensors for bathroom lighting Installed inverter-driven turbo chillers Replaced parking lot lighting Replaced electric motor drive of air-conditioning units and fans Installed inverter-driven air-conditioning unit in underground computer room Installation of central monitoring equipment
		【Fuchu Office】 <ul style="list-style-type: none"> Changed power supply system facilities Installed energy efficient vending machines Moderated temperature settings in computer room Reduced number of servers and uninterruptible power-supply systems by replacing with different models

<Matters required for disclosure by businesses that are party to the Greenhouse Gas Measures Reporting System under the Tokyo Metropolitan Ordinance on Environmental Preservation>

■ Tokyo Metropolitan Government Bureau of Environment "List of Businesses and Published Data Search Results from Reports" (Japanese)

Real Estate Investment Considerate of the Environment

With some 272 investment properties located nationwide in Japan (as of March 31, 2014), Dai-ichi Life is working to conserve energy from both the hard and soft aspects of these buildings. In terms of hardware, we strive to improve environmental performance by installing high efficiency equipment whenever buildings are constructed, remodeled or rebuilt, and we are committed to building greenery efforts as well. Additionally, in terms of the soft aspects, or daily property management, we work side by side with The Dai-ichi Building Co., Ltd. and other property management firms to continually make improvements and increase energy conservation performance.

Energy Conservation Measures at Investment Properties

Performance data for the common use spaces of the 118 properties managed by The Dai-ichi Building Co., Ltd. are presented below.

	Energy Usage (kWh)	Gas Usage (m ³)	Cold and Hot Water Usage (MJ)	CO ₂ Emissions (tons of CO ₂)
Fiscal 2007	69,462,350	2,848,516	37,108,100	34,950
Fiscal 2008	65,487,758	2,271,968	36,075,800	32,066
Fiscal 2009	61,724,716	1,946,962	32,991,000	29,728
Fiscal 2010	61,142,743	2,020,680	31,623,194	29,602
Fiscal 2011	55,036,483	1,944,162	26,945,040	26,852
Fiscal 2012	51,351,722	1,925,106	25,129,778	25,307
Fiscal 2013	51,717,715	1,903,953	27,427,450	25,518
Fiscal 2007-2013 Ratio of reduction	25.5%	33.2%	26.1%	27.0%

Example of Tokyo Square Garden (completed March 2013)

We are helping to roll out the latest technologies to protect the environment in various facets with an eye on the future and we created a green space of approximately 3,000 m² called Kyobashi no Oka to help reduce the urban heat island effect. The Kyobashi Environment Station was also placed in the building as an advanced initiative to promote energy conservation in the area as a whole. It presents information on area energy management and environmental technologies.

This building construction project was selected by the Ministry of Land, Infrastructure Transport and Tourism as a leading housing/building project in CO₂ control, and also has been recognized by many organizations. (See table below)



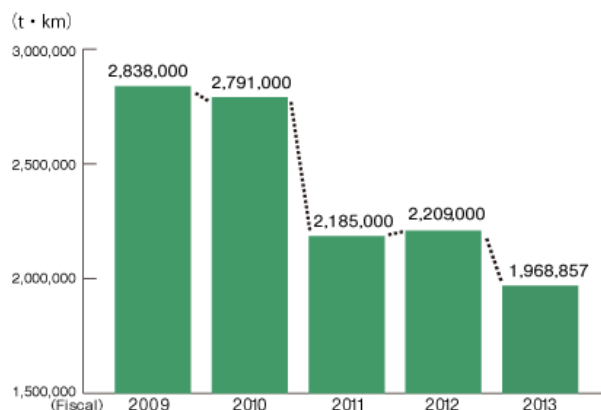
Tokyo Square Garden (Chuo-ku, Tokyo)

■ Main Awards Received for Environmental Measures

Fiscal Year	Building Name	Award or commendation	Awarded by
2011	Harumi Triton Square	Certified as Quasi-Top Level Facility by the Tokyo Metropolitan Government's Top Level Facilities for Global Warming Measures Program	Tokyo Metropolitan Government
	Tokyo Square Garden	Selected as one of the top 30 low carbon buildings in Tokyo	Tokyo Metropolitan Government
	Toyosu Cubic Garden	Received New Office Promotion Award at the 24th Nikkei New Office Awards	Nikkei, Inc. New Office Promotion Association Others
	Shin-Oi Office	Received S-rank(highest ranking) under CASBEE	
2012	Art Village Osaki Central Tower	Top-level place of business (place of business recognized for outstanding countermeasures taken against global warming) as based on the Tokyo Metropolitan Ordinance on Environmental Preservation)	Tokyo Metropolitan Government
	Toyosu Cubic Garden	Received the 53rd BCS Award	Japan Federation of Construction Contractors
	Tokyo Square Garden	Received Platinum rank (highest ranking) under DBJ Green Building certification	The Development Bank of Japan
2013	Shin-Oi Office	Received the 54th BCS Award	Japan Federation of Construction Contractors
		Received First Prize in the General Architecture Category in the 56th Kanagawa Prefecture Architecture Competition	Kanagawa Prefecture
		Received the Chairman's Award in the Rooftop Greenery Category in the 12th Rooftop, Wall and Special Greenery Technology Competition	Organization for Landscape and Urban Green Infrastructure
		Received Honorary Mention from the Judges Committee in the Office Architecture Category at the 5th Sustainable Architecture Awards	Institute for Building Environment and Energy Conservation
	Toyosu Cubic Garden	Received the Executive Director's Award in the Rooftop Greenery Category in the 12th Rooftop, Wall and Special Greenery Technology Competition	Organization for Landscape and Urban Green Infrastructure
		Received Honorary Mention from the Judges Committee in the Office Architecture Category at the 5th Sustainable Architecture Awards	Institute for Building Environment and Energy Conservation
	Lease condominiums 「PATH」	Received First Prize in the Collective Housing Category of the 39th Tokyo Architecture Awards	Tokyo Association of Architectural Firms

Reducing Distribution Energy

Dai-ichi Life not only uses energy at its real estate properties, but also consumes a large amount of energy from the daily shipment of contracts, manuals, applications, invoices and customer notifications between its nationwide network of offices. As part of our measures to prevent global warming, starting in fiscal 2010 we examined both energy usage and cost of distribution between our offices, changed our in-house distribution operations (changed the size of shipping boxes and reduced distribution volume) and decoupled our parcel depots.



Use of Renewable Energy

Dai-ichi Life has installed small photovoltaic power generation systems at certain business offices (Toyosu Head Office and Shin-Oi Office, etc.) and investment properties (Tokyo Square Garden, etc.) on a trial basis. Solar power generated from these systems is being used to power these offices.

Water Conservation Initiatives

We closely monitor water usage at our primary business offices, including the Hibiya Head Office, Toyosu Head Office and Shin-Oi Office. We are also working to continually reduce water usage at these business offices by installing water conservation equipment. At the same time, these business offices are also actively making use of reclaimed water.

(Tons)

	Fiscal 2011		Fiscal 2012		Fiscal 2013	
	Total usage	(Reclaimed water)	Total usage	(Reclaimed water)	Total usage	(Reclaimed water)
Hibiya	60,292	22,575	64,680	21,627	66,881	17,923
Toyosu	41,817	15,590	63,239	21,844	69,211	23,833
Shin-Oi	12,700	3,492	19,289	8,448	22,350	8,911

*1 Data indicates usage for the entire building in which our offices are a tenant.

*2 The Shin-Oi Office began full-scale operations in December 2011.

The Environment

Basic Policy	Environmental Medium-Term Plan and Environmental Accounting	Prevention of Global Warming	Helping Create a Recycling-Conscious Society	Environmental Protection and Environmental Management
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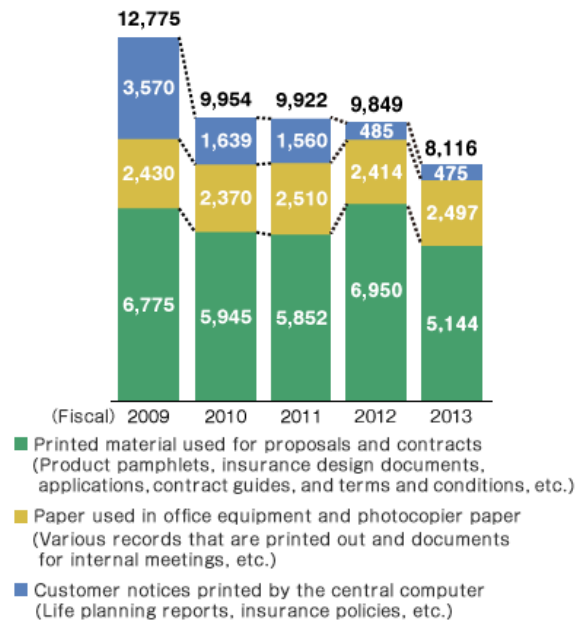
Helping Create a Recycling-Conscious Society

Dai-ichi Life uses a large amount of paper and other resources in its business activities. This is why we are working from every level of the company, from each individual employee to the entire company's organization, to reduce paper usage, increase the amount of recycled paper used, promote the green procurement of office consumables, and encourage recycling of waste products, as part of our broader effort to conserve resources.

Measures to Reduce Paper Usage

Dai-ichi Life consumes a large amount of paper to send out various notices to its customers. We were able to reduce total company-wide paper usage in fiscal 2013 by 1,733 tons compared to fiscal 2012 by promoting the digitization of printed materials. We stand committed to further reducing our paper usage as we move forward.

Paper Usage Trends (tons)



Measures to Reduce Paper Usage in Office Equipment

Since fiscal 2009 we have stepped up our company-wide efforts to reduce the amount of paper used in office equipment and photocopier paper. Specific measures include voluntary efforts from employees, such as utilizing projectors at executive and employee meetings, reducing meeting handouts, and using double-sided and 2-in-1 printing, as well as the digitization of administrative processes.

■ Efforts to Reduce Printing

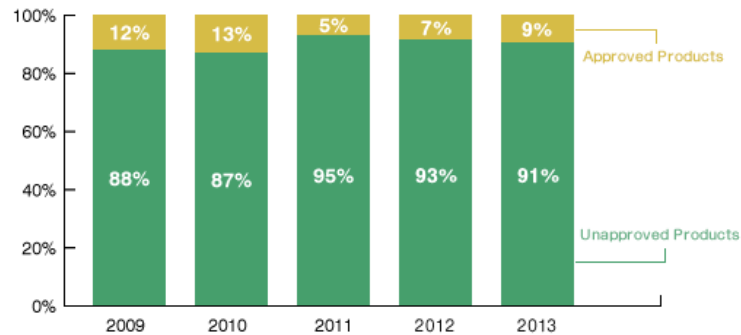
Brochures and other printed materials for customers and documents for internal use that make up approximately 60% of paper used in the entire company have been combined or eliminated and policy provisions have been replaced with electronic documents since fiscal 2008.

Fiscal		Results
2008	Promoted elimination, consolidation and digitization of customer notices	We promoted the elimination, consolidation and digitization of customer notices after evaluating volume, and in fiscal 2008 we took steps to significantly reduce the types of distributed material.
2008	Revised the policy conditions provided during the term of the policy	We began creating customized policy conditions that are provided to customers during the term of their policy. This enabled us to reduce the average paper usage per policy by some 240 pages.
2009	Changed policy conditions provided at the time of application to a CD-ROM format	Starting in October 2009 we began providing policy conditions provided at the time of application in a CD-ROM format. This helped us to greatly reduce the number of pages in our guide on policy terms and conditions provided to policyholders.
2010	Measures aimed at reducing Mailbox File printouts	Starting in fiscal 2010 we changed the types of Mailbox File records, which helped us reduce paper used in office equipment by about 14.4 million sheets per year.
2011 to 2012	We began using thinner environmentally friendly paper and took measures to reduce excessive inventory of printed materials.	We reduced paper usage by our product pamphlets by 808 tons compared to the previous year by switching to thinner paper.
2013 onward	We switched the paper used for our insurance design documents from specialized paper to all-purpose paper.	We reduced paper usage by 1,733 tons compared to the previous year by reducing inventory through cutbacks in types of specialized paper and by reducing the unit weight of paper through the switch to all-purpose paper.

■ Promoting Green Procurement

We have been promoting green procurement, which prioritizes purchases of products with less of an impact on the environment, since fiscal 2009. We have established Green Procurement Guidelines and office consumables that conform to these green purchasing standards must be purchased through our in-house procurement system.

Green Procurement Rate



*Cost comparison of products purchased through our in-house procurement system.

Promoting Paper Recycling

We are committed to reducing our impact on the environment by making efforts to reduce paper usage and recycling certain paper waste. Each of our offices collects paper waste and sends it to the head office for processing. All of this paper is in turn sent to a paper company to be chemically dissolved for reuse in cardboard and toilet paper as recycled paper. We stand committed to further reducing our impact on the environment through greater recycling going forward.

* Total paper waste volume includes the portion of documents that have been saved prior to 2009.

Paper Recycling



Recycling Volume	
Fiscal 2009	4,420t
Fiscal 2010	3,446t
Fiscal 2011	2,688t
Fiscal 2012	2,925t
Fiscal 2013	2,789t

Promoting Environmentally Conscious Printed Material

We proactively utilize environmentally conscious recycled paper to print envelopes and our business cards as part of our efforts to conserve resources. Starting in fiscal 2009, we made changes to the paper used to print our envelopes and business cards, while at the same time reducing the large number of envelope types for the benefit of the environment.

Proper Processing of Industrial Waste

Used business machines, office equipment and furnishings from our business sites are disposed of as industrial waste after issuance of an industrial waste manifest in accordance with Japan's Wastes Disposal and Public Cleansing Act. Since fiscal 2007, our head office has been charged with the proper management of industrial waste, and as part of this effort we have been checking the issuance of such manifests at each of our offices nationwide in Japan once per year.

Proper Processing of Hazardous Substances

Dai-ichi Life owns a large number of real estate properties. As such, we carefully monitor our compliance with relevant laws and regulations to ensure we eliminate environmental risks and factors behind environmental impacts, such as soil pollution, asbestos and PCBs (Poly Chlorinated Biphenyl), from these properties.

Managing Asbestos

Dai-ichi Life re-inspected all of its properties from fiscal 2009 to fiscal 2012 and took appropriate measures where required based on asbestos laws and regulations that contain rules on the prevention of asbestos related health damages.

Managing PCBs

We properly manage PCBs by monitoring the use of equipment containing hazardous PCB, such as capacitors and large transformers, and continually ascertaining the storage status of PCB waste. We also make reconfirmations at the time any property is sold in order to prevent the transfer of PCB waste. Disposable PCB waste is processed using proper means through contracts with disposal facilities and only after acceptance of such waste can be coordinated.

The Environment

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Prevention of
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Management

Environmental Protection and Environmental Management

Dai-ichi Life has stipulated specific initiatives for environmental protection and environmental management that it is carrying out as part of its Medium-Term Environmental Effort Plan for fiscal 2013 to fiscal 2015.

Details of our primary initiatives for fiscal 2013 are presented below.

Promoting Pro-environmental Behavior in Asset Management

As an institutional investor that controls approximately ¥30 trillion in capital, the Dai-ichi Life's approach to asset management focuses not only on stability and profitability, but also on the benefits for society and the public. With interest growing around the world in asset management which considers environmental (E), social (S) and governance (G) issues, the Dai-ichi Life has drawn up its own set of principles of behavior, known as the Three Arrows, by incorporating the ESG perspective and taking into account its contribution to the government's growth strategies.

- ▶ ESG Principles in Asset Management Three Arrows – E, S and G

Initiatives for Biodiversity

Dai-ichi Life supports urban greenery initiatives and sustainable community development plans in order to support comfortable and healthy lifestyles through contributions to local environmental conservation and global environmental protection.

- ▶ Local environmental conservation and biodiversity initiatives

Ascertaining Indirect CO₂ Emissions

Dai-ichi Life calculates the amount of CO₂ emissions it produces indirectly (Scope 3) given rising demand from society.

In fiscal 2013, we calculated our indirect CO₂ emissions for 3 of the 15 categories under Scope 3, including business travel, employee commuting, and upstream transportation and distribution. Going forward, we will continue to calculate indirect CO₂ emissions for more of the categories.

External Commendations

Our environmental initiatives are among the most advanced in the industry as we were selected as the top life insurance company (15th among financial institutions) in an environmental management survey conducted by Nikkei Inc. for fiscal 2013.

- ▶ Awards and commendations

Through our involvement in the UN Global Compact and other domestic and international initiatives we are carrying out initiatives aimed at the realization of a sustainable society.

- ▶ Participation in external initiatives

Environmental Awareness Activities for Employees

■ Environmental Training for All Employees

We hold environmental training sessions for employees during Japan's Environment Month so that we can foster greater awareness among individual employees toward protecting the environment as well as educate them on serious environmental issues and the impacts on Dai-ichi Life, with the goal of encouraging employees to take appropriate action for the environment.

■ Employee Self-Assessment Testing

We conduct an environmental self-assessment test through our intranet system to measure the knowledge and efforts of individual employees. This self-assessment test features questions not only on our environmental initiatives, but also current environmental events to check the efforts of individual employees. This enables us to enhance knowledge while raising greater awareness.

Employees Status

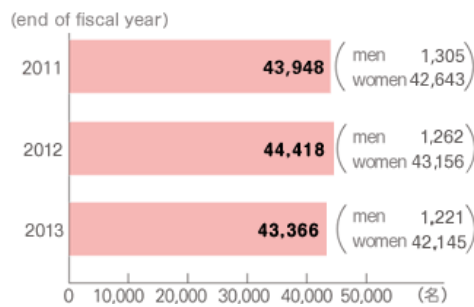
Basic Policy

All activities of the Dai-ichi Life Group are supported by our human resources, whom we consider our most important management resource. Dai-ichi Life implements various human resource development programs and promotes diversity and inclusion in order to create an exciting and rewarding workplace where each employee can fully exercise his or her abilities.

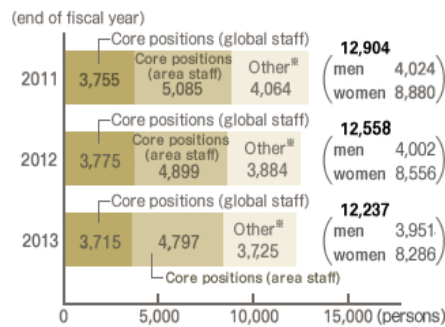
Employees Status

Employment Status

Total Life Plan Designers



Employment of in-house employees



Number of recruits, average age, and average years of service

Category		Number of recruits			(End of Fiscal 2013)	
		Fiscal 2011	Fiscal 2012	Fiscal 2013	Avg. age	Avg. years of service
Total Life Plan Designers		9,777	9,561	8,666	47 years and 1 month old	10 years and 6 months of service
Sex	Men	51	65	55	43 years and 3 months old	18 years and 8 months of service
	Women	9,726	9,496	8,611	47 years and 2 months old	10 years and 3 months of service
In-house employees		857	763	719	43 years and 9 months old	13 years and 11 months of service
Sex	Men	144	177	129	45 years and 8 months old	19 years and 1 month of service
	Women	713	586	590	42 years and 11 months old	11 years and 6 months of service
By Duty	Core positions (global employees)	114	154	111	43 years and 7 months old	19 years and 11 months of service
	Core positions (area employees)	91	78	104	41 years and 1 month old	16 years and 2 months of service
	Other	652	531	504	47 years and 7 months old	5 years and 2 months of service

Average Salary (Monthly)

(Unit: thousand yen)

Category	Fiscal 2011	Fiscal 2012	Fiscal 2013
Total Life Plan Designers	259	257	255
Office workers	288	292	297

Notes:

- Total Life Plan Designers include heads of offices.
- The number of Total Life Plan Designers employed includes those who have signed a delegation contract with the Company and also are registered as life insurance agents, totaling 1,091 as of the end of fiscal 2011, 1,181 for fiscal 2012, and 1,301 for fiscal 2013. Those with assistant duties were 678 at the end of fiscal 2011, 639 for fiscal 2012 and 603 for fiscal 2013.
- Office workers include Branch Office General Managers, Regional Managers, and Special Staff Managers.
- Revision of the personnel system effective July 1, 2009 merged the conventional managerial and general positions into core positions. These core positions are divided into global and area staff, depending on whether the employee can be transferred.
- Fulltime temporary workers and contract employees are also included.
- Average salary (monthly) is regular salary before taxes, and does not include bonuses or overtime pay.

Human Resource Development

Total Life Plan Designers	General Sales Personnel	Office Manager Trainees	Instructors	In-house Employees
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Total Life Plan Designers

Development Policy

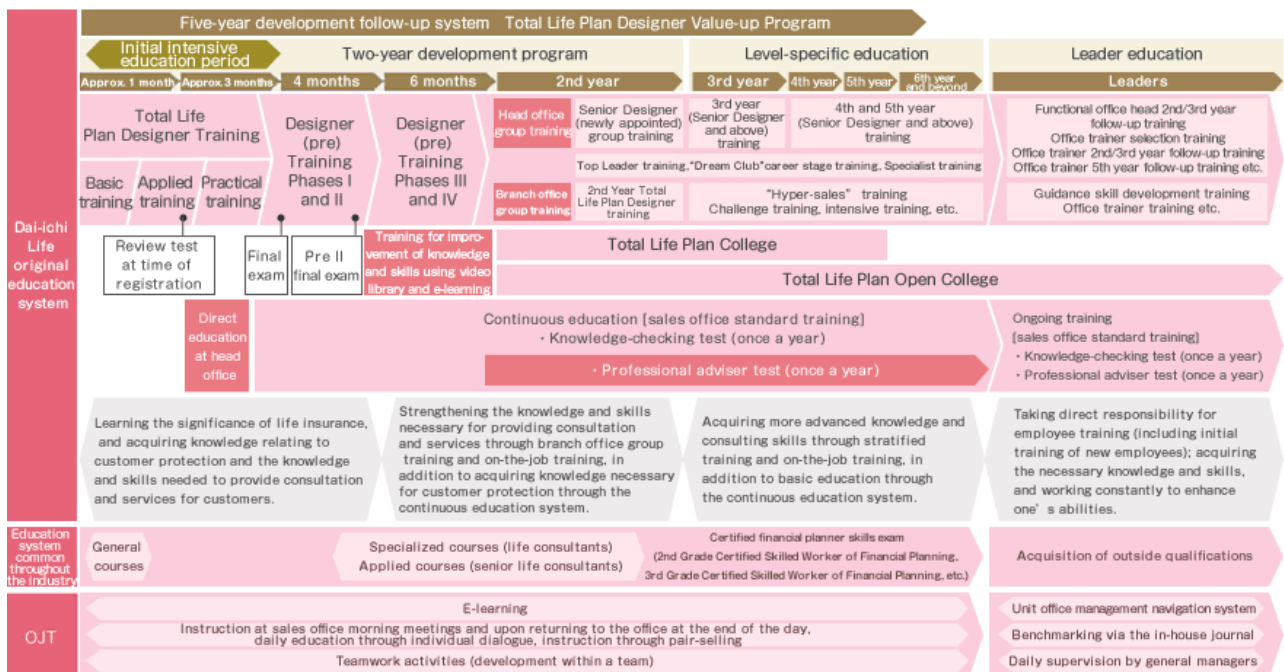
In line with our customer-centric corporate philosophy of “By your side, for life,” we strive to develop Total Life Plan Designers whose broad-based knowledge enables them to provide effective advisory services, and who are able to provide ongoing support for our customers in line with customer needs as perceived by the customers themselves.

The cultivation of knowledgeable, highly-skilled personnel is a key source of competitiveness and productivity enhancement for our company. To facilitate the implementation of cultivation and training that is aimed at inculcating a high level of specialist expertise and ancillary know-how, as well as the enhancement of inter-personal skills, we are committed to strengthening our development planning, organizational framework, and instructors.

Our Five-year Development Program

In order to be able to provide advisory services that meet our customers’ needs, we are committed to strengthening our human resources development program, our organizational structure, and our instructors’ capabilities. While working to strengthen the integration of human resources development and market trends by developing cultivation activities and guidance suited to the special characteristics of the market, we are also working constantly to enhance the level of assistance and support that our personnel provide by basing personnel evaluation not only on sales performance, but also on the quality of service provision after a policy has been taken out, obtaining of external qualifications, etc. The first two years after joining the company is positioned as the development period. When an individual first joins the company, initially the emphasis is on group training by specialist development units, etc.; subsequently, there is a shift over to a combination of classroom training, continuing education, on-the-job training, e-learning etc. This two-year development program constitutes the basic framework for employee cultivation.

Once the two-year development program has been completed, employees continue to undergo follow-up development through the company’s five-year development follow-up system, which provides long-term employee development.



Enlarged view

Ongoing Education and Training Following the Initial Intensive Training Period

Once personnel have completed their initial intensive training period at the training center, they continue to receive ongoing education and training that is coordinated between the head office, branch offices and individual sales offices, with the aim of further enhancing their knowledge and skills.

Besides knowledge and skills training, the intensive training provided at the branch office level also includes the sharing of sales-related ideas (from a customer-centric perspective), thereby helping to enhance the overall level of sales activities.

At the sales office level, besides the provision of day-to-day guidance and on-the-job training by sales office instructors, a bottom-up process of “growing together through collaboration” based on our company’s unique team system helps to reinforce the results of training.

From the third year onwards, there is an enhanced level of segmentation and specialization in the training topics and training subjects, with education and training centered on stratified training implemented on the basis of the Total Life Plan Designer’s level and activities, etc.

In addition, in fiscal 2014 the company launched the Total Life Plan College, which is being used to enhance 2nd and 3rd year Total Life Plan Designers’ consulting skills and communication skills by making effective use of video library and e-learning resources, and the Total Life Plan Open College, which helps all instructors and Total Life Plan Designers to develop and strengthen a wide range of skills and know-how.

	When a policy is taken out	During the duration of the policy	At the time of a payout
Our company's unique curriculum	Product education focused on customers' needs	Education in providing customers with information	Education regarding appropriate payment of insurance benefits, etc.
	<ul style="list-style-type: none"> ● Key products ● Healthcare-related riders ● Individual annuities, etc. 	<ul style="list-style-type: none"> ● Implementation of periodic health examinations ● Provision of information in regard to activities for which all policy-holders are being contacted ● Handling policyholders who are coming up for renewal ● Provision of information when customers have completed the procedures required for taking out a policy, etc. 	<ul style="list-style-type: none"> ● Basic approach for handling claims ● Points to note when handling complaints ● Basic grounds for payout, etc.
	Business etiquette and consulting basics		
	<ul style="list-style-type: none"> ● Business etiquette ● Hospitality ● Consulting relating to the social security system, etc. 		
Life Insurance Association of Japan standard curriculum	Appropriate insurance solicitation	Insurance benefits payout and other forms of after-sales service	
	<ul style="list-style-type: none"> ● Explanation of important points ● Verifying the customer's wishes ● Points to note regarding procedures for the taking out of new policies ● Prohibited behavior in relation to insurance solicitation ● Handling of data relating to insurance solicitation, etc. 	<ul style="list-style-type: none"> ● The importance of after-sales service ● Key points to note regarding security procedures ● Appropriate payment of insurance benefits ● Handling customer complaints, etc. 	
	Safeguarding of intellectual property		
	<ul style="list-style-type: none"> ● Handling of personal information, etc. 		
	Compliance		
<ul style="list-style-type: none"> ● The importance of compliance ● Overview of the legal responsibilities of life insurance sales agents ● Behavior that is prohibited by law, etc. 			

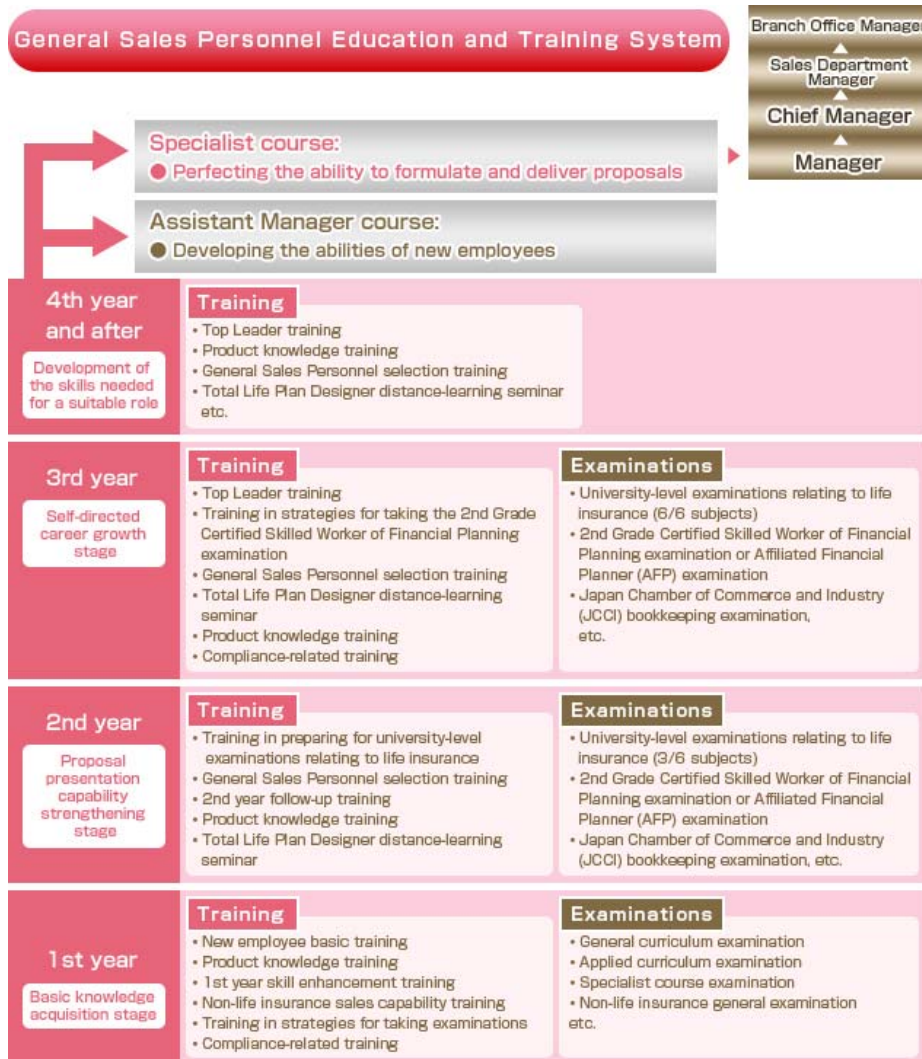
Human Resource Development

- Total Life Plan Designers
- General Sales Personnel
- Office Manager Trainees
- Instructors
- In-house Employees

General Sales Personnel

The General Sales Personnel system has been established to cultivate consulting business specialists, with the aim of enhancing the quality of Total Life Planning in line with our corporate philosophy of “By your side, for life.” Mainly targeting those who work at business enterprises and public sector organizations, and consulting through face-to-face communication with them, the General Sales Personnel provide each individual customer with the products and services most suited to their specific needs.

Our company has put in place an education and training system that enables General Sales Personnel to acquire broad-based knowledge and skills. The first year after joining the company is positioned as the basic knowledge acquisition period, while in the second year, personnel work on strengthening their ability to present effective proposals to customers; the third year is positioned as the year in which personnel clarify their own individual career path, and from the fourth year onwards personnel focus on developing as a consulting business specialist or instructor, working to build up their capabilities step by step. In addition to providing education and support aimed at helping individuals to realize their career vision through group training and on-the-job training, personnel are also encouraged to upgrade their capabilities by obtaining life insurance related qualifications, etc.



Human Resource Development

[Total Life Plan Designers](#)[General Sales Personnel](#)[Office Manager Trainees](#)[Instructors](#)[In-house Employees](#)

Office Manager Trainees

Office Manager Trainees undergo a five-year training program designed to help them acquire the wide-ranging knowledge and experience required by office managers, including both managerial skills and interpersonal relationship skills, etc. On completing the training program, trainees are assigned to managerial positions at the company's sales offices, serving as expert professional office chiefs with responsibility for the cultivation of the company's Total Life Plan Designers; once they have accumulated the necessary experience, they have the opportunity for career progression to the roles of sales department head or branch office manager, which represent a significant step up in terms of the scale of responsibility and the level of difficulty.

Dai-ichi Life is constantly working to help its personnel develop the skills needed for the cultivation of effective office managers who, in their role as market development experts, are able to formulate sales strategies and provide comprehensive sales-related guidance to our Total Life Plan Designers.



Office Manager Trainees undergoing training

| Human Resource Development

[Total Life Plan Designers](#)[General Sales Personnel](#)[Office Manager Trainees](#)[Instructors](#)[In-house Employees](#)

○ Instructors

The task of developing the capabilities of our instructors (including both Unit Office Managers and Unit Office Trainers), who are directly responsible for cultivating our Total Life Plan Designers, is undertaken through close coordination between head office and the individual branch offices.

As part of our company's efforts to enhance the personnel cultivation abilities of our Instructors, periodic skill enhancement benchmarking activities (including the Instructor Skill Enhancement Seminars and Unit Office Trainer Training Sessions, etc.) are held to help instructors acquire the wide-ranging life insurance related knowledge needed to assist our customers, and to help them strengthen their interpersonal relationship skills and management skills.

Furthermore, when undertaking Instructor cultivation, our company strives to integrate training led by branch office managers with our head office support program, thereby creating a sound framework for the cultivation of the next generation of instructors.

Human Resource Development

- Total Life Plan Designers
- General Sales Personnel
- Office Manager Trainees
- Instructors
- In-house Employees

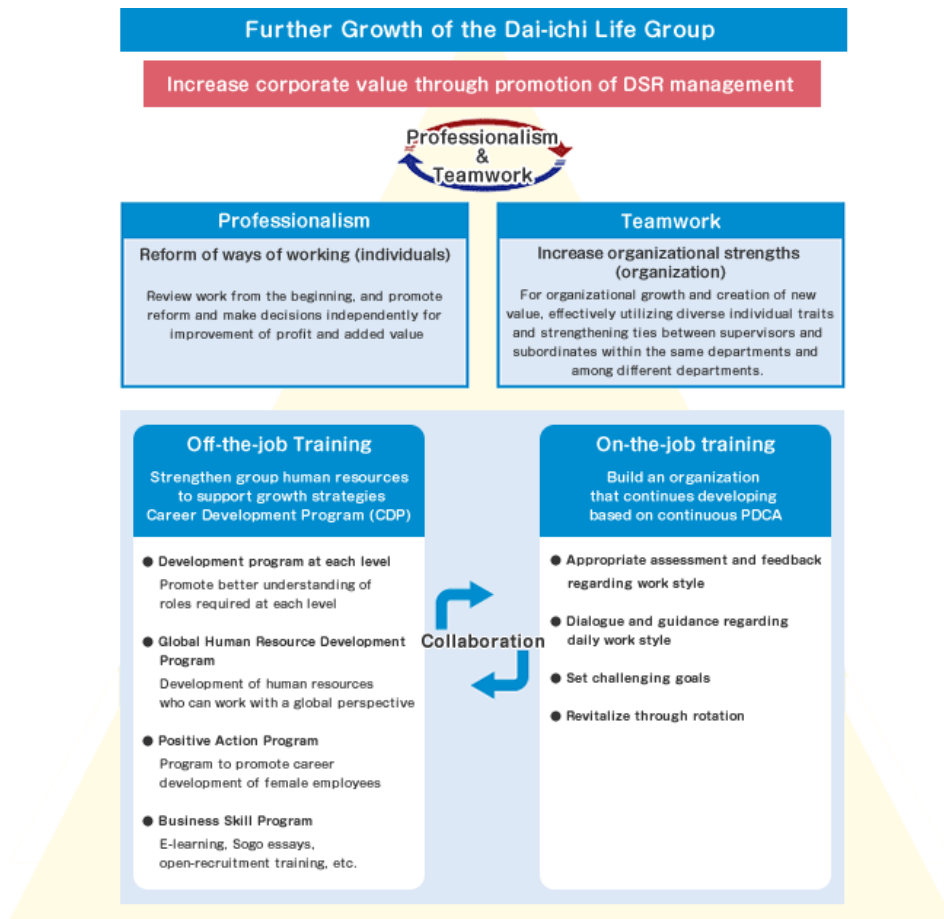
In-house Employees

Policy on Human Resource Development

The most important management resources for the Dai-ichi Life Group are people and the ability to secure good human resources in all sectors must be improved to achieve further growth for the Group.

The Company places the concepts of professionalism and teamwork at the highest level of our HR development policy and aims for the notion of: "professional = reforming the ways individuals work" and "teamwork = increasing organizational strength."

For professionalism, each employee aims to become a human resource capable of reviewing his/her own way of working, promoting work reform to increase profit and added value, and making decisions. For teamwork, the Company will strengthen ties between supervisors and subordinates within the same departments and among different departments to create new value that considers organizational growth and total optimization.



Efforts for Building Professionalism

Reform of ways of working

Each employee sets challenging targets for higher positions, continuously operates the PDCA cycle, and raises individual action levels through interim and year-end interviews for work review, and daily dialogue and guidance.

Development of next-generation leaders

Candidates for next-generation leaders are shared within the same departments and among the entire company and developed through strategic rotation and combination of off-the-job and on-the-job training.

Efforts for Building Teamwork

The entire organization of Dai-ichi Life is working hard to develop human resources as the Company's management resources. One specific initiative is to place clear focus on the development of subordinates as an important managerial duty, and a new supervisor system to provide opportunities and responsibility for development has been established. Expertise of HR development was collected and standardized in a communication handbook, which is used among different departments to strengthen the company-wide HR development system.

Efforts for Development of Global Human Resources

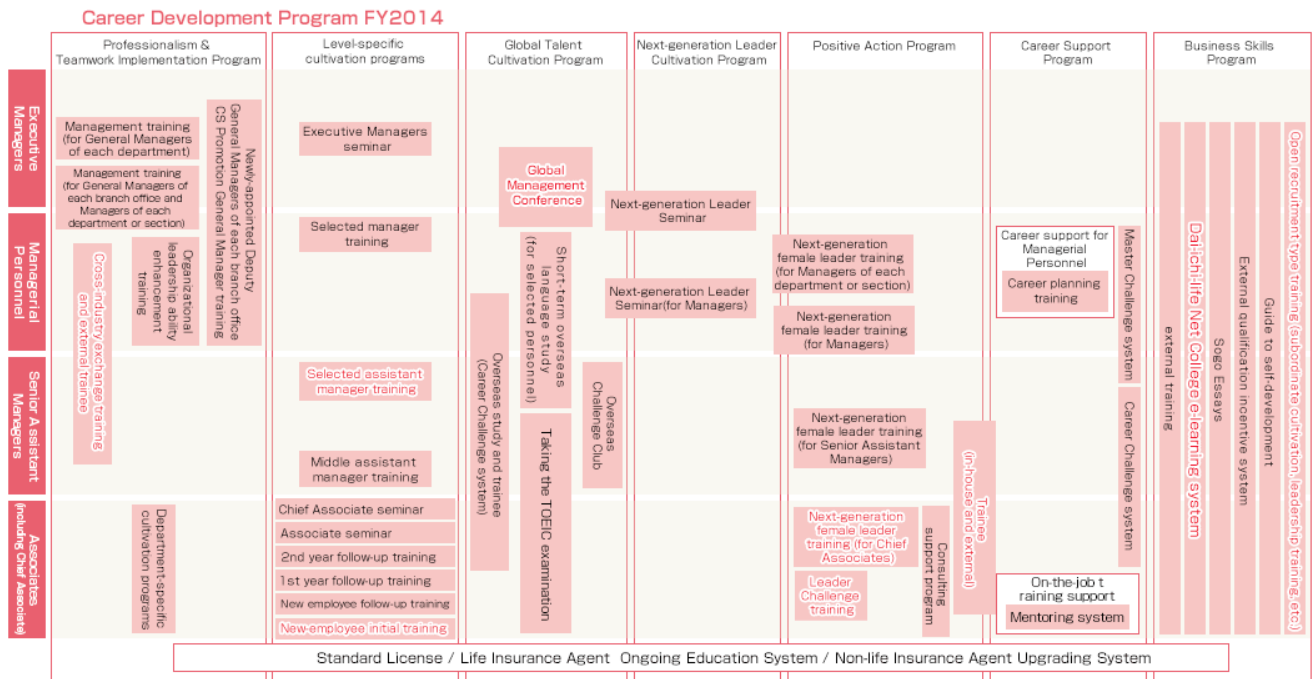
Dai-ichi Life focuses on the development of global human resources to increase the value of its overseas business, a growth area, and to establish a solid position as a global company. In addition to overseas training and overseas study, a specific initiative is the Overseas Challenge Club, in which we invite native speakers of foreign languages and provide younger employees with programs to help improve language skills and cultural understanding. The e-learning programs aim to help improve language skills and cultural understanding by improving language programs using methods such as online English conversation.



Overseas Challenge Club

CDP(Career Development Program)

Dai-ichi Life Codifies Off-the-job Training as "CDP: Career Development Program" and offers the systems for all employees promote transformation of work styles and the growth of self-realization. We also prepares open-recruitment training in accordance with the needs and skills, and e-learning system that can be learned at home training.



*It is intended that those items marked in red will be provided in collaboration with other Group companies.

[Click to see expanded view](#)

Program	Program content	Main initiative content
Professionalism and Teamwork Implementation Program	This constitutes the framework for promoting understanding and adoption of DSR management, reform of working practices, strengthening management of subordinates, etc.	<ul style="list-style-type: none"> • Management training • Training relating to the strengthening of organizational reform
Level-specific cultivation program	This provides the framework for enhancing the value of human capital by deepening understanding of the roles required at each level, and helping personnel to identify their own strengths and weaknesses.	<ul style="list-style-type: none"> • Level-specific training
Global Human Resource Development Program	This framework promotes global human resource development aimed at promoting the active development of overseas business that forms an important part of the company's growth strategy, and at positioning the company as a truly global enterprise.	<ul style="list-style-type: none"> • Global Management Conference • Overseas Challenge Club • Taking the TOEIC examination • Overseas study and trainee (Career Challenge system)
Next-generation Leader Cultivation Program	This provides the framework for the cultivation of the human talent that will serve as the next generation of operational leaders.	<ul style="list-style-type: none"> • Next-generation Leader Seminar • Next-generation Female Leader training
Positive Action Program	This framework provides support for career development of female employees, aimed at promoting the effective utilization of female talent.	<ul style="list-style-type: none"> • Next-generation female leader training • Leadership training • Consulting support program
Career Support Program	This framework provides support for personnel to develop a self-directed career vision, encouraging them to take up the challenge of seeking new positions in which they can provide a higher level of value added.	<ul style="list-style-type: none"> • Internal and external trainee system • Career Challenge system • Mentoring system
Business Skills Program	This framework supports self-directed study through an open recruitment model aimed at helping employees to strengthen the basic skills needed by a financially literate businessperson.	<ul style="list-style-type: none"> • E-learning system • Sogo Essay • Open recruitment type training

Human Rights Awareness

Human Rights Initiatives

Basic Policy

The Company works to develop employees who have an appropriate understanding and awareness of human rights and who are capable of always giving consideration to other people in any situation in their actions.

The Dai-Ichi Life Human Rights Declaration (Three Pillars of the Human Rights Declaration) was established in 1986. In addition, matters concerning human rights are stipulated in the Code of Conduct for executives and employees with the aim of improving the awareness of employees towards human rights.

Three Pillars of the Human Rights Declaration

- 1 Dai-Ichi Life respects basic human rights and makes efforts to foster freedom under the rule of law, equality, and a spirit of mutual aid.
- 2 Dai-Ichi Life works to create employees that are not only corporate citizens, but first and foremost outstanding members of society.
- 3 Dai-Ichi Life works to educate human resources so that they can correctly understand the Company's corporate social responsibility and act accordingly.

Code of Conduct

- Employees shall make efforts to have a correct and deep understanding of human rights in general and to respect basic human rights as they fulfill their day-to-day duties.
- Employees shall not discriminate against others based on gender, age, nationality, ethnicity, religion, social status, or disabilities.
- Employees shall not conduct sexual harassment or power harassment. In addition, employees shall not allow others to conduct these types of acts.

Promotion System

A Human Rights Awareness Promotion Office composed of Executives, General Managers, and Managers has been established at the head office and Human Rights Awareness Committee has been established at all departments and branches in order to promote awareness of human rights throughout the Company.

Human Rights Awareness Promotion System as of April 2014

- Head of Human Rights Awareness Promotion Division (executive in charge of personnel)
- Directors (26 persons including relevant general managers from the head office)
- Secretariat (21 persons including relevant managers from the head office)

Human Rights Awareness Training

We recognize the importance of persistent and repeated training in deepening proper understanding and awareness of human rights issues and tying these into daily activities.

In fiscal 2013, we held training programs that covered the themes of anti-discrimination, understanding of disabilities, and harassment prevention, which included training by affiliation targeting all employees as well as training for Human Rights Awareness Committee members, and training for newly hired employees. Our human rights' training for managers was led by Kinki University Professor Suehiro Kitaguchi, who lectured on the topic of corporate management and human rights in consideration of the current state of society.



Human Rights Awareness Training for Managers (Hibiya head office)
Suehiro Kitaguchi, Kinki University Professor

■ Human Rights Awareness Training

Held In	Training Program	Participants
April 2013	Training for Newly Hired Core Positions	149
April 2013	Training for Newly Hired Candidates for Executive Positions	45
May, June 2013	Training for Human Rights Awareness Committee Members	278
May 2013	Training for New General Managers	58
May 2013	Training for New Managers	150
May 2013	Training for New Assistant Managers	157
June 2013	Training for Dedicated Human Rights Staff at Subsidiaries	33
January 2014	Human Rights Training for Managers	1,258 (252 secondees)
March 2014	Training for New Deputy General Managers and CS Promotion General Managers	36
March 2014	Training for New Sales Office Managers	95
3 times per annum	Human Rights Training by Affiliation	All employees

External activities

The Company is a member of the Tokyo Industrial Federation for Human Rights, and also actively participates in workshops held by government agencies and organizations in an effort to contribute to human rights awareness.

Initiatives to prevent sexual harassment and power harassment

Training to prevent sexual harassment and power harassment is conducted in the various training programs including training by affiliation as we strive to prevent these forms of harassment.

In addition, the booklet "Vision and Rules" carried by all executives and employees and various manuals state the policies and initiatives related to sexual harassment and power harassment, as well as a contact point for related inquiries as part of our efforts to make employees aware of these issues.

Special efforts have been made to establish a system that allows people to feel reassured in consulting about these issues by assigning three women employees to the sexual harassment contact point so that quick and appropriate action can be taken.

In addition, steps have been taken to ensure the protection of the privacy of people who make consultations and training and education is being conducted so that consultation and cooperation concerning such matters does not result in prejudicial treatment.

Our Stance on Diversity and Inclusion

Basic Policy	Promoting the Active Participation of Female Employees	Achievements of Employees with Disabilities	Global Diversity	Work-Life Balance
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Basic Policy

Our Stance on Diversity and Inclusion

We aim to realize our group vision of Thinking People First by practicing DSR Management, while sharing the Dai-ichi Life Group's Corporate Action Principles (DSR Charter) among all the employees of the Dai-ichi Life Group, to practice our mission of "By your side, for life." We also believe that it is important to create new values as an organization on the whole by mutually accepting diversity (inclusion) and active roles played by various individuals will become the basis for creating these new values..

The Company seeks to create a work environment in which diversified human resources can play an active role, with the aim of realizing Diversity & Inclusion.



Promotion of Core Diversity and Inclusion Initiatives

By incorporating diversity and inclusion initiatives as part of management efforts, we facilitate changes in awareness among executives and employees and changes to the corporate culture.



■ The Special Committees for ES and Diversity & Inclusion Promotion

The executive officer responsible for Human Resources serves as the chairman of the Special Committees for ES and Diversity & Inclusion Promotion, which verifies the indicators used to determine progress in diversity and inclusion using a Plan-Do-Check-Action (PDCA) cycle. The work of the committee is reported to and shared among all employees through the Committee for Dai-ichi's Social Responsibility Promotion led by the president and the Company intranet.

■ Messages from the President

The president sends out regular messages to employees on diversity and inclusion through the company intranet.

Our Stance on Diversity and Inclusion

Basic Policy

Promoting the Active Participation of Female Employees

Achievements of Employees with Disabilities

Global Diversity

Work-Life Balance

Promoting the Active Participation of Female Employees

Status of promotion

As one of the initiatives for Diversity and Inclusion, Dai-ichi Life is working to reform employee awareness and improve the HR development system to provide more opportunities for female employees, who comprise a large part of the Company, to make achievements.

The Medium-term Management Plan (fiscal 2013–fiscal 2015) aims to increase the percentage of female on managerial level to 20% by 2016, and various efforts have been made for both Total Life Plan Designers and office workers.

As a result, the first female Special General Manager of the Company was appointed on April 1, 2014, and 30% of those newly appointed to management positions were women. Female leaders are also working at more than 40% of the Company's unit offices in more than 1,200 locations across Japan.

Female Managers (as of April 1, 2014)

Position	April 2013		April 2014	
	No. of females	Percentage of females	No. of females	Percentage of females
Managers (equivalent to Managers*) or higher	632	16.8	667	18.4

* Senior General Managers, Special General Managers, Genreal Managers of Department or Branch Office, Managers of Department or Section, Regional Managers of Branch Office or District Office, Unit Office Managers etc.

Total Life Plan Designers

Two career paths (Professional Course and Management Course) are available to Total Life Plan Designers, tailored to their career plans and suitability, expanding the fields in which female employees can actively participate.

Professional course (consulting business professionals)

Employees are trained in presenting consulting proposals to customers at an advanced level and following up with high-quality aftercare.

Management course (leadership and management duties)

Female employees who wish to take on managerial duties are groomed for such positions, such as initial training as Total Life Plan Designers and in sales office as well as branch office management.

As part of the career development process, leaders who are future candidates for management positions undertake group training at headquarters according to their level for the acquisition of knowledge and skills as well as to foster awareness about upper management and the acquisition of certifications.

▶ For details on human resources training programs

Initiative for In-house Employees



As the majority of our female employees are area employees (especially area-limited employees who have traditionally served as administrative and support staff), we have been working on an ongoing basis to promote the full participation of female employees to achieve certain results by taking on challenges that directly tie into our growth strategies (diversification of duties) and enhance the functionality of their efforts (work style reforms). In addition to these efforts, in fiscal year 2014, individual female employees in each area in Japan began setting high, value-added goals (the same as global employees) that directly tie into growth strategies. We are also strengthening our efforts to promote the next generation of female leaders as follows.

Strengthening of on-the-job training in each department

Each department creates its own staff development plan, clarifies the requirements for promotion and, through appropriate work assignments and work experience, encourages the broadening of the responsible work duties. Cross-department study sessions and the like are also held.

Strengthening the Development of Potential Ability

As a positive action program, we have in place a stratified training program for female employees seeking career enhancement. This program provides role models and, for each management level, provides the necessary skills and knowledge and build awareness and motivation. We also offer both internal and external training as a career support program. External training includes not only financial industry training but other programs to expand horizons that will lead to changes in awareness and increased motivation.

About the Positive Action Program

Next-Generation Female Leader Training (for Managers of Department or Section)

In addition to participating in high-quality MBA courses for skills development, line section managers are mentored by executive managers and get the opportunity to learn directly from top management, which gives them the perspective of upper management and engenders further management awareness.

Next-Generation Female Leader Training (for Managers)

Through a total of five group training sessions, section manager review fundamental management principles and enhance the perspective and communication skills required for middle management, as well as learn the basics of marketing and develop their sense of business from a managerial perspective.

As a final project, participants give a presentation regarding their awareness towards business problems from a management perspective that showcases what they have learned during their training.

Next-Generation Female Leader Training (for Senior Assistant Managers)

Three group training sessions (including assessment training) develop awareness needed for career planning and higher positions, and foster understanding of management that places importance on people for achieving results. Participants develop an action plan, reviewing with superiors to take actions from a management perspective, and develop both organizational management and human resource skills to build a basic managerial foundation.

Next-Generation Female Leader Training (for Chief Associates)

This training fosters awareness needed for higher-level positions and develops the organizational awareness not by position but rather from an overarching company perspective to strengthen abilities to identify and solve issues.

Participants learn communication techniques for bringing in others to achieve results and enhance their awareness and motivation.

Leader Challenge Training

This program provides the understanding needed for the roles required of Chief Associates, capturing a wide business perspective.

Using a logical thinking framework, participants are able to organize their own thinking, clarifying their rationale and reasoning to develop the skills necessary to properly explain themselves.

Building and Strengthening Internal and External Networks

Dai-ichi Women's Executive Leaders (D-WEL) was developed for building an internal network for exchange and sharing information based on experience to encourage the personal growth of female executives. An important role of members is to serve as role models and support the development of the next generation of female leaders within the Company, partly through serving as instructors for the management training at different levels.

With a view to building an external network, we actively participate in external training programs for female leaders and cross-industry exchange events.



Dai-ichi Women's Executive Leaders
(D-WEL)

Our Stance on Diversity and Inclusion

Basic Policy	Promoting the Active Participation of Female Employees	Achievements of Employees with Disabilities	Global Diversity	Work-Life Balance
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Achievements of Employees with Disabilities

Not only do we proactively employ persons with disabilities, but we are also engaged in several activities geared toward "normalizing** the employment of persons with disabilities. We strive to create a comfortable working environment for persons with disabilities by conducting follow-up meetings with employees after they join the company and holding training courses on human rights awareness in order to deepen all employees' understanding of people with disabilities. As of June 1, 2014, we employ 909 people with disabilities nationwide, or about 2.16% of our entire workforce.

* Normalization: The concept that it is normal for a society to fully include both people with disabilities and those without, respecting and supporting each other, and living together in harmony with each other and with the community.

Initiatives of Dai-ichi Life Challenged Co., Ltd.

Dai-ichi Life Challenged was established in August 2006, and employs mainly people with intellectual and/or mental disabilities. Dai-ichi Life Challenged's scope of operations includes document printing and dispatching, cleaning, laundry, and cafeteria operations. With more than 150 employees, including more than 100 with disabilities, Dai-ichi Life Challenged fosters the professionalism of each employee through initiatives to encourage independence, face challenges, and capitalize on individual strengths.



In the document dispatching group at the Tabata Division, employees of Dai-ichi Life Challenged and the Call Center Management Department of Dai-ichi Life work together on the same floors. The "DL Café," operated by Cafeteria Division, opened on the first floor of our Hibiya Headquarters in November 2012. People from outside the company as well as our group employees enjoy the DL Café.

We don't limit the scope of employees' work according to their disabilities, but rather encourage all employees to try various duties including cash register operation, visiting suppliers, and telephone communication with customers. This approach increases employees' motivation toward work, which leads to their own development.

On March 15 and 21, 2014 at the Abilympics* for Tokyo, a Dai-ichi Life Challenged employee took first place in the tea service skills competition, while another employee placed third in the building cleaning competition. It was the second consecutive year that one of our employees won the tea service competition.



* Abilympics: Competitions for people with disabilities, who compete using skills learned through their daily jobs. It aims to improve the vocational skills of persons with disabilities as well as to promote the employment of persons with disabilities by creating greater awareness and understanding among businesses and society in general.

These initiatives have been recognized by society, and on October 1, 2009, Dai-ichi Life Challenged became the first company in the life insurance industry (including subsidiaries) to be recognized as an Outstanding Employer for Disabled Persons* by the Ministry of Health, Labour and Welfare.

* Heartful Ribbon Mark Concept



The tying together of three ribbons that represent persons with disabilities, companies, and society symbolizes the strong bonds that have led to the achievement of normalization.

Our Stance on Diversity and Inclusion

Basic Policy	Promoting the Active Participation of Female Employees	Achievements of Employees with Disabilities	Global Diversity	Work-Life Balance
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Global Diversity

Global Management Conference

The Dai-ichi Life Group held the Global Management Conference as an opportunity for exchange and development of executives inside and outside Japan to increase the entire Group's international competitiveness. The conference was attended by members of overseas Group companies and hosted presentations and discussions of various companies on their activities on commonly shared themes such as ERM. Through such efforts, the Group works to create synergy and develop human resources who will contribute to the Group's management.



Global Management Conference

Hiring of International Students

We hire newly graduated international students from Japanese educational institutions as part of our proactive efforts to develop global human resources. These employees bring diverse cultural backgrounds and values that enrich the workplace and help us to improve our organization and the Group's international competitiveness

Other Initiatives

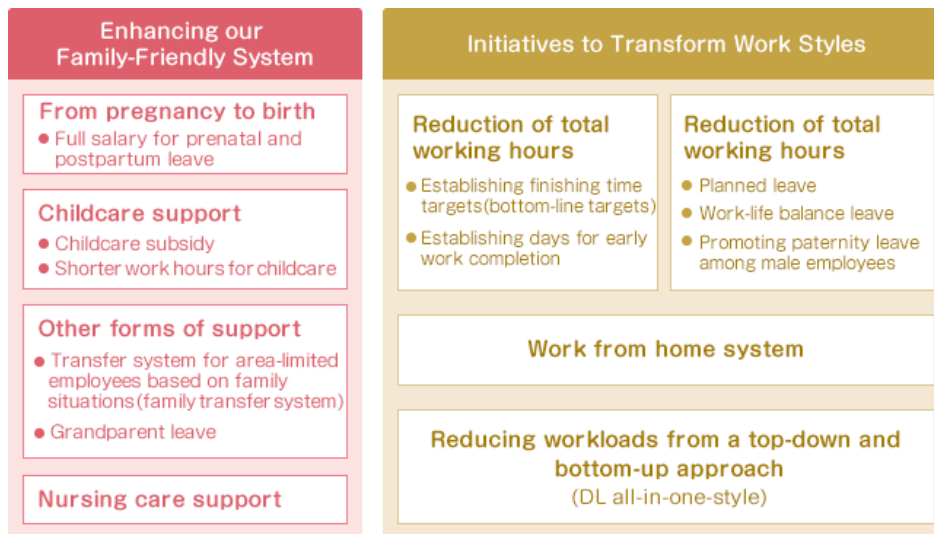
- Overseas Challenge Club (developing language skills and improving intercultural understanding)
- Dispatch of employees overseas for study or training

Our Stance on Diversity and Inclusion

Basic Policy	Promoting the Active Participation of Female Employees	Achievements of Employees with Disabilities	Global Diversity	Work-Life Balance
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Promoting Work-Life Balance

To create an environment that encourages the realization of diversity and inclusion, we are committed to promoting work-life balance in two core ways: enriching our Family-Friendly System and working to transform work styles.



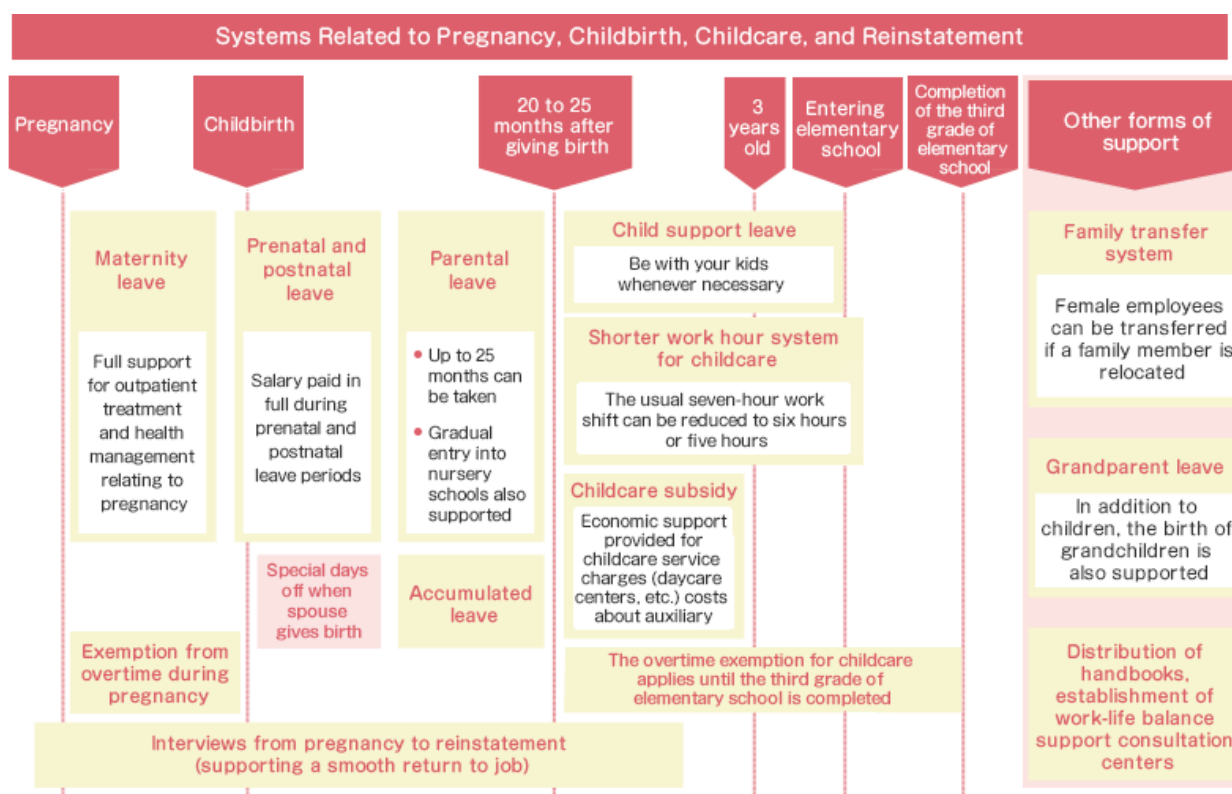
■ Instituting and Promoting the Use of the Work-Life Balance Support (Family-Friendly System)

We are enhancing work-life balance support so that female workers feel secure continuing to work as they experience various life events (such as pregnancy, childbirth, and childcare) and provide care to others. In addition, we have acquired the Kurumin Mark (certification that recognizes the support we provide to our employees for childrearing) four times (2007, 2009, 2011, and 2013) as our measures have been recognized as action plan initiatives in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children.



General Business Owner Action Plan (2013-2014)

- We aim to improve acquisition rate of childcare leave by male employees and create a work environment that makes it easy for both men and women to raise children.
- We aim to achieve a work-life balance through focused work by promoting the acquisition of annual paid leave and flexible ways of working.



Some of the systems are introduced

Providing Paid Prenatal and Postpartum Leave

We provide the full normal salary during prenatal and postpartum leave.

Parental leave

This system allows employees to take a maximum of 25 months of leave, to the end of the first April or first October, whichever is earlier, from the month following the day the child reaches an age of one year and six months. Gradual entry into nursery school is also supported by allowing leave until the end of April or the end of October.

Number of employees utilizing parental leave system

Fiscal 2011	Fiscal 2012	Fiscal 2013
889	1,019	1,056

Shorter Work Hour System for Childcare

The usual seven-hour work shift can be reduced to six hours or five hours until the end of the first April following elementary school entry.

Number of Employees Utilizing Shorter Work Hour System for Childcare

Fiscal 2011	Fiscal 2012	Fiscal 2013
229	256	303

Childcare Subsidy

This is a system in which a portion of costs are covered if childcare services such as daycare centers are used.

Number of employees receiving childcare subsidy

Fiscal 2011	Fiscal 2012	Fiscal 2013
3,784	3,582	3,912

Grandparent Leave

A special leave of three days is granted in addition to standard paid leave for the birth of an employee's grandchild. A maximum of 9 consecutive days of leave can be taken if taken together with paid leave or weekends.

Family Transfer

This system normally allows for the transfer of stationary area employees (employees limited to specific regions) to a department in commuting distance if a request is made due to reasons such as the relocation of a spouse and recognized by the company.

Number of employees utilizing family transfer system

Fiscal 2011	Fiscal 2012	Fiscal 2013
42	38	35

Nursing Care Leave

A total of 365 days of nursing care leave can be taken so that a balance can be achieved between providing nursing care to family members and work.

Number of employees using nursing care leave

Fiscal 2011	Fiscal 2012	Fiscal 2013
235	250	250

Shorter Work Hours for Nursing Care

The usual seven-hour work shift can be reduced to six hours or five hours for up to 365 days for providing nursing care to family members.

■ Work Style Reform

We conduct initiatives such as promoting the reduction of total working hours and acquisition of leave because we believe that reforms aimed at achieving a working style with a balance between work and life for all employees, both male and female, are important in order to become an organization that allows for the lively participation of a diverse set of employees.

Reduction of Total Working Hours

We work to reduce total working hours through measures such as establishing finishing time targets and establishing days for early work completion.

Encouraging the Use of Paid Leave

We have taken measures that make it easier to acquire annual paid leave such as the planned leave system with rules that stipulate the systematic acquisition of six days of annual paid leave per year, as well as the adoption of work-life balance leave for childcare, school events, and providing nursing care to family members and health improvement leave.

Paid Leave Utilization Ratio

Fiscal 2011	Fiscal 2012	Fiscal 2013
67.7%	64.3%	65.9%

Promotion of Male Employees Taking Childcare Leave

We actively promote the acquisition of childcare leave by male employees, which we refer to as Papa Training Childcare Leave.

We have held family work visit days since Fiscal 2008 to improve awareness towards the participation of male employees in childcare and to deepen the understanding of the children and family of employees towards the company and the work that we do. In 2014, more than 200 children and family of employees at Hibiya head office and Toyosu head office participated in the family work visit days.



Hibiya Head Office



Toyosu Head Office

Work from home system

We have adopted a work from home system as part of our efforts to provide a flexible working environment.

Developing an Accommodating Work Environment

Determining Employee Satisfaction

The company has conducted an employee satisfaction (ES) survey since fiscal 2003. This survey is used both to gauge current ES and to consider any measures to be undertaken in response to challenges. An accommodating work environment is being developed by the identification of challenges and by the implementation of responses to them.

Career Support Desk

The company supports employee career development by having specialist career advisors who can offer suitable advice to employees. Such advice promotes the self-resolution of issues by employees themselves. These activities are undertaken to both improve human capital of every employee, and also to respond to the wide range of consultations requested by employees regarding career-structuring issues.

Internal Communications

President's office network

Utilizing the company's intranet, the "president's office network" has been established as an initiative that connects directly the president and employees. The network is operated so that the management vision can be shared throughout the entire company. It can also pass along messages and official speeches made by the president on special occasions such as on anniversaries of the company's founding, etc. This initiative provides interactive communication in that employees are also able to convey to the president their questions and concerns regarding day-to-day operations. The feedback that the president's responses generate can also be shared with the entire company, etc.

Converse with Executives

"Converse with Executives" gives top management a genuine opportunity to listen to employee views.

Within this framework, executives visit both head office departments and branch offices nationwide. In addition to the executives being able to share with employees the background and views associated with various business challenges, the framework also allows management to directly field employee questions and opinions. Internal communications are invigorated through such direct discussions, and this framework also works to create an organization brimming with a sense of unity.



Knowledge Sharing

Teamwork activities

The Total Life Plan Designers employed nationwide are assigned to teams, with each team working independent of one another in sharing sales know-how among themselves and cultivating new employees. To further energize the small group activities of each of these teams, "teamwork activities" have been undertaken since 1993. These activities are based upon the two concepts of "all team members participating and independently thinking outside the box" and "cooperating together, encouraging one another, and developing while learning together."

My Total Life Plan

The "My Total Life Plan" framework aims to improve activity and proposal skills by sharing throughout the entire company both favorable examples of consulting undertaken by Total Life Plan Designers and favorable examples of other service activities. By sharing throughout the entire company positive sales examples that feature consulting in accordance with the Total Life Plans of individual customers, we are working to cultivate many Total Life Plan Designers who can both view consulting proposals from a customer's perspective and win over their trust.

■ Research Committee on Positive Recruitment, Training and Consulting Measures

The first two years of education after an employee has joined the company are particularly important in terms of developing the human capital of Total Life Plan Designers. To improve the effectiveness of this education, in addition to ensuring that the practical training centers, sales offices and branches responsible for training carry out their duties in a manner that is standardized throughout the entire company, while engaging in mutual cooperation, it is also important to add independent thinking to the training mix.

The Research Committee on Positive Recruitment, Training and Consulting Measures meets annually as a forum that benchmarks examples of independent thinking. In addition to sharing the content of numerous measures up until now on a nationwide basis, there have also been examples of such measures being standardized and incorporated into the operations of the entire company.

■ Value Creation (VC) Activities

By streamlining operations and strengthening measures designed to reduce the absolute quantity of existing operations, Value Creation (VC) activities were commenced from fiscal 2014 for the purpose of building a system that allows for operations with higher levels of added-value. All departments and employees are working together, under the belief that the plan-do-check-action (PDCA) cycle conducted by each individual employee will lead to satisfaction and feelings of personal growth by each employee and will contribute to the growth of the group and the realization of DSR Management.

Relations with Labor Unions

The Dai-ichi Life Labor Union employs a union shop system whereby both back-office staff and sales employees are union members. There are some 50,700 people (as of April 1, 2014) to whom the conditions of union membership apply.

The company and union engage in an active exchange of opinions via discussions held in various committees to realize a wealthier and more cheerful lifestyle for union members, and to create a satisfying and positive workplace for them.

Employee Mental and Physical Health

Employee mental and physical health

Basic Policy

Health advancement has been positioned as an important management issue for Dai-ichi Life so that the company can fulfill its social responsibilities when responding to customers who are hoping to improve their health. This is based upon the awareness that Group officers and employees need to possess a high level of personal interest in health and medical matters. A broad range of measures are being implemented for the purpose of improving employee consciousness regarding the improvement of their own health and the prevention of lifestyle diseases. The specific measures being implemented include the following: 1. The Group Health Declaration, 2. The construction of an internal plan-do-check-action (PDCA) cycle system, 3. Lifestyle improvement measures, 4. Health promotion campaigns, 5. Anti-smoking measures.

The above-mentioned measures have been highly regarded at the 2nd Smart Life Awards sponsored by the Ministry of Health, Labour and Welfare (MHLW) which were held in July 2013, and Dai-ichi Life was awarded the Health Services Bureau Director-General's top prize.* The Smart Life Awards is an award system that recognizes distinguished contributions and measures taken with respect to health advancement and the prevention of lifestyle diseases, which centers upon three key themes (suitable exercise, suitable diet and no smoking). These three themes have been established by the Smart Life Project. * This project involves the participation of businesses, organizations and community associations, etc.

■ "Smart Life Project Website" (Japanese)



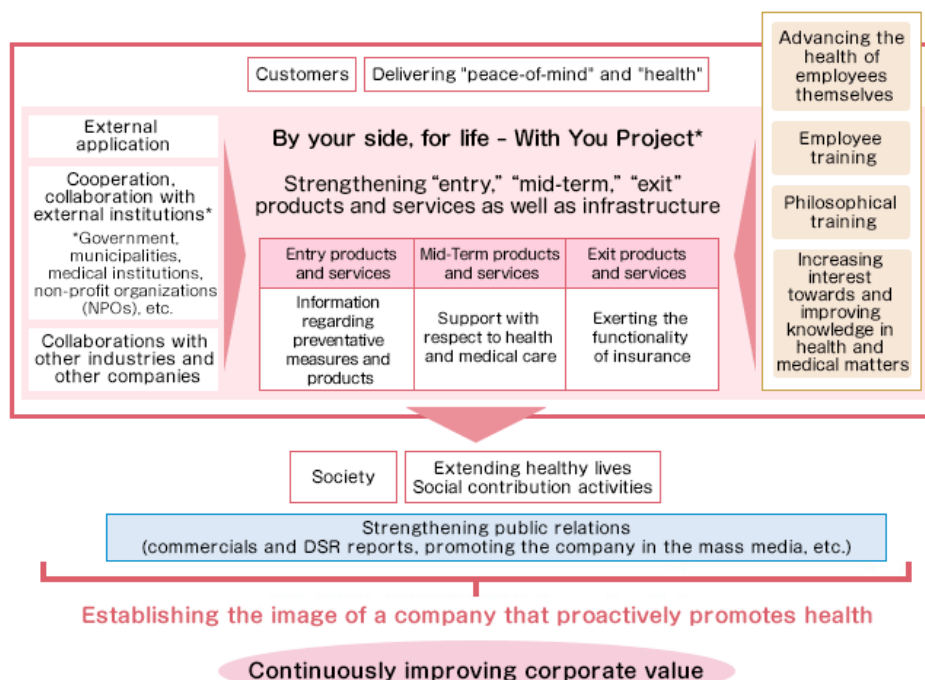
The 2nd Smart Life Awards Ceremony. Pictured at the center of the photo is Ms. Ayaka Hirahara, who serves as an Active Health Goodwill Ambassador.

The Group Health Declaration and Construction of an Internal PDCA Cycle System

Dai-ichi Life announced the Dai-ichi Life Group Health Declaration entitled "Iki Iki Dai-ichi 110" in July 2011. In April 2013, in addition to the "Health Promotion" principle being added to the Dai-ichi Life Group's Corporate Action Principles (DSR Charter), the Basic Policy on Health Promotion was newly established. Furthermore, the Health Promotion Specialist Subcommittee was established under the Committee for DSR* Promotion, which in turn is under the direct control of the president. The Plan-Do-Check-Action (PDCA) cycle is also being used to strongly promote the principles of health management.

*DSR: Dai-ichi's Social Responsibility (the social responsibility of the Dai-ichi Life Group)

Overall image of Dai-ichi Life's promotion of health management



*By your side, for life – With You Project: This is a customer-oriented domestic growth strategy.

Lifestyle-improvement Measures (thorough medical checkups, etc.)

By thoroughly recommending the undertaking of further medical examinations (hereinafter "secondary examinations") after regular medical checkups, and by also acting as a company that fully supports special checkups and special health guidance sessions conducted by the health insurance association in response to metabolic syndrome, Dai-ichi Life has worked to lower the prevalence of abnormal findings* discovered during the regular medical checkups of its employees. These actions have resulted in the prevalence of abnormal findings discovered during regular medical checkups declining for three years in succession among both male and female employees. Thus, the health of the company's employees is improving steadily.

Dai-ichi Life is also placing emphasis on encouraging its employees to undergo screening for various forms of cancer. In particular, as a result of mobile screening centers for breast cancer called, "MammoBus," that have operated in approximately 320 locations nationwide, the employee screening rate is approximately 40%, twice of the national average. Through the screening conducted by Dai-ichi Life, each year approximately 30 employees have benefited through the early detection of breast cancer.

*prevalence of abnormal findings: The numbers of people identified as "requiring consultations," "requiring retesting" "requiring detailed testing" or "undergoing treatment." divided by the total number of people undergoing medical checkups.

Prevalence of Abnormal Findings by Gender (Statutory Items Only)

	Fiscal 2011	Fiscal 2012	Fiscal 2013
Males	63.5%	62.8%	60.7%
Females	59.1%	57.3%	56.1%



A "MammoBus" mobile screening center that operates nationwide.

Health Promotion Campaigns

The "Health Promotion Campaign" is conducted in autumn of each year as an opportunity for employees to improve their lifestyles. It is carried out jointly by Dai-ichi Life, the health insurance association and the labor union. The event has grown from approximately 4,000 people participating in Fiscal 2010, the campaign grew to approximately 6,000 participants in Fiscal 2013. Additionally, the company also proactively promotes the improvement of health through employee-targeted seminars. These include the "parent, child exercise and food seminar" which is held on children's visiting the workplace day, and the "beautiful posture and walking seminar," etc.



The "parent, child exercise and food seminar"



The "beautiful posture and walking seminar"

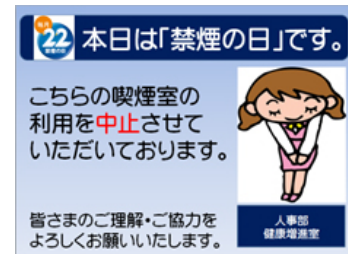
Anti-smoking Measures

The 22nd day of each month has been established as a "smoking-free day" and activities that raise anti-smoking awareness are conducted. Such activities include closing of some of the smoking rooms within the corporate headquarters and other offices. Posters that highlight the importance of quitting smoking are also displayed. Additionally, in January of each year a quit smoking campaign is conducted, with measures being taken to reduce the percentage of employees who smoke. Due to such measures approximately 190 employees successfully quit smoking each year.

Furthermore, progress has been made in helping employees quit smoking, such as the increase of maximum subsidies paid to offset out-of-pocket expenses when seeking outpatient treatment to quit smoking to 20,000 yen.



A "smoking-free day" poster displayed throughout the company



A smoking room closure notice

Initiatives at Group Companies

Domestic Group Companies

Dai-ichi Life Information Systems Co., Ltd.

Dai-ichi Life Information Systems is the only IT and administrative services company within the Dai-ichi Life Group.

Dai-ichi Life Information Systems processes upwards of 1.9 million online requests every day and 10 million business transactions annually from the Dai-ichi Life's network of more than 1,300 business sites, including its head office, branches and unit offices. The company promotes a rigorous approach to visualization of its internal business processes to continually improve based on a clear understanding of the operational risks and challenges it faces.

Dai-ichi Life Information Systems achieves continual business process reform by implementing the Plan-Do-Check-Action (PDCA) cycle, which provides added peace of mind to customers. It has stepped up company-wide security measures given the recent number of information incidents happening in industry.

Dai-ichi Life Information Systems is committed to giving back to society and fulfills its social responsibilities through ongoing activities rooted in the local community that help to create a society and lifestyles that are more secure and comfortable. Dai-ichi Life Information Systems has provided a full range of support to the Ashigarakami District Female Youth Ekiden Marathon Event (Kanagawa Prefecture) since the very first marathon in 1994. This has included tabulating times and presenting participant prizes and merchandise as the sponsor of the event.

Additionally, many of the company's employees give blood on an annual basis as well as volunteer for community clean-up events and assist with various fundraising drives.

Learn more about Dai-ichi Life Information Systems CSR initiatives (Japanese)

The Dai-ichi Frontier Life Insurance Co., Ltd.

Dai-ichi Frontier Life Insurance sells lump sum whole life insurance nationwide through banks, securities companies and other financial institutions. Having received a great deal of support from its customers ever since its founding, the company surpassed 500,000 policies at the end of fiscal 2013.

Dai-ichi Frontier Life Insurance is working to strengthen its customer service system so that it can respond to policyholder needs in a more prompt and accurate manner. For example, it is not only increasing the number of operators at its call centers, but also continually working to strengthen its instructor development and training systems with a focus on improving the quality of its responses to customers. At the same time, in fiscal 2014 Dai-ichi Frontier Life Insurance established a dedicated team for handling policy maturities to maintain the integrity of payment management. Although the rush of maturities will occur further into the future, by setting up a dedicated team at an early stage, Dai-ichi Frontier Life Insurance will be able to build up knowledge for the future and an administrative system to ensure it can respond seamlessly when the number of payments does increase.

In this manner, Dai-ichi Frontier Life Insurance strives continuously to enhance the quality of its services to further improve customer satisfaction.

Dai-ichi Life Research Institute Inc.

Dai-ichi Life Research Institute is a think tank that engages in a wide range of research covering the fields of economics, lifestyles, health and government policy, among others.

The institute carries out surveys, provides information and training employees to enhance the Dai-ichi Life Group's abilities to disseminate information, make policy recommendations, and provide consulting services. The institute's research outcomes appear in regular publications such as the "Dai-ichi Life Research Institute Report" (monthly) and the "Life Design Report" (quarterly), and are also published on the company's website so that they can be shared widely with society.

Researchers from the institute appear on TV and write articles that appear in newspapers and magazines and author books. Additionally, they take part in lectures on the economy as well as various seminars, such as the Well Life Seminar supporting the health management of corporations, and Yoyo Jinsei no Susume, which provides life planning advice for after retirement. In this manner, the institute strives to share its findings and other useful information with society through these various opportunities.

Initiatives at Group Companies

Overseas Group Companies

- ▶ Dai-ichi Life Insurance Company of Vietnam, Limited
- ▶ TAL <TAL Dai-ichi Life Australia Pty Ltd >
- ▶ PT Panin Dai-ichi Life
- ▶ Star Union Dai-ichi Life Insurance Company Limited
- ▶ OCEAN LIFE INSURANCE PUBLIC COMPANY LIMITED

Dai-ichi Life Insurance Company of Vietnam, Limited

In January 2007, Dai-ichi Life became the first Japanese life insurance company to conduct business in Vietnam. With the life insurance market in Vietnam growing rapidly, the premium income of Dai-ichi Life Insurance Company of Vietnam has increased faster than the market since the acquisition, reaching 5 times its pre-acquisition level reached in fiscal 2006. The company's market share has also expanded from 4.4% in fiscal 2006 to 8.0% in fiscal 2013.

Dai-ichi Life Insurance Company of Vietnam is active in the life insurance business and also focuses energies on social contribution programs. We have worked together with the company since 2008 to provide surgeries free of charge to cataract sufferers in Vietnam who cannot afford the surgery. Through these efforts, we have supported approximately 3,000 cataract sufferers.

In addition, Dai-ichi Life Vietnam continues to give back to the community through its involvement in disaster relief activities, blood collection drives, and donations of clothing to those living in the country's mountainous region.

For its contributions to Vietnam's economy and society, in fiscal 2013 the company had the honor of receiving the Prime Minister's Award, which is presented to individuals or corporations carrying out prominent initiatives in business, social contributions, environmental protection or education. Dai-ichi Life Vietnam also became the first life insurance company in Vietnam to receive the CSR Award from Asia Insurance Review magazine, which recognized its donation of water purification systems with UV-sterilization made to 24 schools in November 2013.



Support for cataract sufferers

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TAL <TAL Dai-ichi Life Australia Pty Ltd>

In May 2011, TOWER Australia Group Limited, an associate company of Dai-ichi Life, became a wholly owned subsidiary through a friendly acquisition scheme, and subsequently changed its corporate name to TAL Limited in June 2011. In June 2012, we transferred the function of TAL Limited to its holding company TAL Dai-ichi Life Australia Pty Ltd to improve management efficiency. We have also worked to continually increase the corporate value of TAL by promoting improvement of its sales channels, including the acquisition of NFS Group, an online broker in Australia and made it a wholly owned subsidiary in October 2013.

TAL has recently created “A Gift for Life”, its sponsorship and corporate social responsibility program. This program aims to make a positive contribution to the Australian community and began with a gift to the Australian public of rare paintings of Australia’s native flora and fauna – the TAL and Dai-ichi Life Derby Collection. It has since included donations to various charities including Assistance Dogs Australia (ADA), the Melanoma Institute Australia (MIA), which focuses on skin cancer research, and the Australian Paralympic Committee. TAL has also encouraged and subsidised participation in charity fun runs – the Mother’s Day Classic, which benefits the National Breast Cancer Foundation, and the world renowned JP Morgan Corporate Challenge.



Public exhibition of the TAL and Dai-ichi Life Derby Collection



Support for Assistance Dogs Australia



Support for the Melanoma Institute Australia



Mother’s Day Classic – charity fun run benefiting the National Breast Cancer Foundation

TAL also focuses on environment, society and governance activities. In terms of the environment, TAL has set its printers for automatic double sided printing, it participates in Earth Hour (an event sponsored by the WWF in which people from around 150 countries around the world refrain from using power on the same day and hour to help prevent global warming and protect the environment), uses motion-sensing lights, proactively recycles garbage, and cuts back on business travel by using web meetings and voice chats.

TAL also promotes flexible working hours and offers the TAL Family Program to support employees who are caring for children or an elderly family member. As part of World Health Week, TAL holds in-house events to raise awareness about mental health, which is a growing social issue in Australia. To raise awareness about cultural diversity the company holds in-house events as part of World Day for Cultural Diversity. Through these activities and more, TAL is strongly committed to diversity and inclusion.



World Day for Cultural Diversity

PT Panin Dai-ichi Life

In October 2013, Dai-ichi Life made PT Panin Life and PT Panin Internasional, the parent company of PT Panin Life, affiliated companies. In November 2013, PT Panin Life changed its corporate name to PT Panin Dai-ichi Life.

PT Panin Dai-ichi Life, a life insurance company in the Panin Group, a leading local financial group, is currently growing its business through multiple sales channels, including individual agents, bancassurance, and direct sales, while diversifying into other sales channels. PT Panin Dai-ichi Life has been expanding its presence in the Indonesian market, as it increased its premium income by 45.7% from the previous fiscal year, a higher growth rate than the market, and boosted its industry ranking from 15th in 2009 to 11th in 2013.

PT Panin Dai-ichi Life focuses on social contribution activities. In 2013 it organized a blood drive collection event involving employees, individual agents, and customers, and also held seminars on the prevention of diabetes as part of its efforts to improve the health of Indonesian society. In 2014, employees and individual agents helped hold charity events to benefit those affected by the eruptions of Mount Sinabung and Mount Kelud, with donations presented to those areas in need.



Blood drive event



Supporting those in need following eruptions in Indonesia

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Star Union Dai-ichi Life Insurance Company

Star Union Dai-ichi Life Insurance Company is a joint venture life insurance company established with two leading public sector banks in India. Operations began in February 2009, when Dai-ichi Life became the first Japanese life insurance company to enter the Indian life insurance market.

Star Union Dai-ichi Life primarily sells insurance through its joint venture partners, which are two of India's major banks, and in its fifth year in business the company recorded 7,375 million rupees in annualized premium income for fiscal 2013, ranking it 10 out of 23 private sector life insurance companies in India in terms of first-year premiums.

Star Union Dai-ichi Life carries out a wide range of diversity initiatives and employs a diverse pool of human resources that work as professionals in their individual fields. In recent years, female employees are playing an even greater role within the company and as of March 31, 2014 there was a 51% year-on-year increase in female employees and 92% increase in mid-level female managers. Nearly one-third the company's individual agents are also women and female employees make up a majority of staff at some unit offices, demonstrating the company's commitment to hiring women.

Star Union Dai-ichi Life is also committed to social contribution activities. It supplied vegetables, rice and other foodstuff as well as water to Mopli Village (located about 450km east of Mumbai) in Maharashtra State following a serious drought in March 2013.



The in-house events in Independence Day



Support to Mopli Village

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OCEAN LIFE INSURANCE PUBLIC COMPANY LIMITED

In July 2008, Dai-ichi Life agreed to take an equity stake in Ocean Life Insurance Co., Ltd. and form a strategic business alliance. With the conversion of the company from a private limited company to a public limited company in July 2012, the company name was changed to OCEAN LIFE INSURANCE PUBLIC COMPANY LIMITED. ("Ocean Life").

Since our investment in 2008, we have been cooperating with Ocean Life on an ongoing basis, in ways such as improving the sales abilities of individual agents, to increase the corporate value of Ocean Life. In fiscal 2013, its total premium was ranked eighth out of 24 life insurance companies in the industry.

Ocean Life has continually made donations of both office supplies and funds to schools in order to support children affected by the record floods that struck the country in 2011. Ocean Life also made charitable donations to the victims of the typhoon that struck the Philippines in 2012 and encouraged all employees to donate blood as part of the efforts. These initiatives demonstrate the company's active commitment to social contributions. Ocean Life works with Dai-ichi Life to host interns from the perspective of developing human resources in the life insurance business, providing a place for university students to learn practical skills. This year, the third of the program, two university students are working at Ocean Life alongside employees seconded from Japan.



Blood drive



Hosting of internships

DSR Report

DSR Report 2014



[▶ PDF Download](#)

[▶ Index \(GRI and ISO26000\)](#)

[▶ Previous DSR Reports](#)

Editorial Policy

The Dai-ichi Life Group is issuing this Dai-ichi Life DSR Report 2014 to communicate to all of our stakeholders the initiatives we are taking to fulfill our social responsibilities.

From fiscal 2014, the Dai-ichi Life DSR Report (DSR Report) will only be provided in an online format. A print edition will no longer be available. The Dai-ichi Life Annual Report (DSR Report Integrated Edition) will be published in a print edition as an integrated report* in order to convey the Dai-ichi Life Group's efforts to create sustainable corporate value in an easy-to-understand manner. To ensure information is provided more widely to stakeholders, we will also enhance the content of our corporate website and instead of annual updates we will post the latest information regularly as needed.

* An integrated report refers to a report created for investors and other stakeholders that contains financial information, such as sales and other performance data, as well as non-financial information, including consideration for the environment and society as well as management strategy covering intellectual assets, governance and medium- to long-term corporate planning, among others.

[▶ Annual Report 2014](#)

Referenced Guidelines

- "Sustainability Reporting Guidelines, Version 3.1" Global Reporting Initiative (GRI)
- ISO 26000 "Guidance on Social Responsibility"
- The United Nations Global Compact "Guidance on preparing COPs"
- "Award Criteria 2013" (Japan Quality Award Committee)

Scope of the Report

Period

Primarily activities carried out during fiscal 2013 (April 2013 to March 2014), with some reporting of fiscal 2014 activities and approaches.

Organization

The Dai-ichi Life Insurance Company, Limited as well as its subsidiaries and affiliated companies.

Significant changes during the reporting period

none

Publication Date

December 2014

Previous publication: December 2013 Next scheduled publication: November 2015 (planned)

* This report consists of our official website as of the end of November 2014.

Inquiries

Please direct any inquiries regarding this report to the contacts listed below.

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GRI Guidelines
Version 3.1

GRI Guidelines
and Financial
Services Sector
Supplement

ISO26000

GRI Guidelines Version 3.1

The "Sustainability Reporting Guidelines, Version 3.1" and the "Financial Services Sector Supplement" from the Global Reporting Initiative (GRI) were referenced during the compilation of the Dai-ichi Life DSR Report 2014.

Indicators		Published Categories (Online)
1. Strategy and Analysis		
1.1	Statement from the most senior decisionmaker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	Message from the President
1.2	Description of key impacts, risks, and opportunities.	Annual Report 2014
2. Organizational Profile		
2.1	Name of the organization.	Company Profile
2.2	Primary brands, products, and/or services.	Annual Report 2014
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Company Profile Annual Report 2014
2.4	Location of organization's headquarters.	Company Profile
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Overseas Group Companies
2.6	Nature of ownership and legal form.	Company Profile
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Annual Report 2014
2.8	Scale of the reporting organization, including: <ul style="list-style-type: none"> • Number of employees; • Number of operations; • Net sales (for private sector organizations) or net revenues (for public sector organizations); • Total capitalization broken down in terms of debt and equity (for private sector organizations); and • Quantity of products or services provided. 	Company Profile Investor Relations
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: <ul style="list-style-type: none"> • The location of, or changes in operations, including facility openings, closings, and expansions; and • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations). 	Referenced Guidelines
2.10	Awards received in the reporting period.	Status of DSR Management Promotion

Indicators		Published Categories (Online)
3. Report Parameters		
Report Profile		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	DSR Report
3.2	Date of most recent previous report (if any).	DSR Report
3.3	Reporting cycle (annual, biennial, etc.)	DSR Report
3.4	Contact point for questions regarding the report or its contents.	Inquiries
Report Scope and Boundary		
3.5	Process for defining report content, including: <ul style="list-style-type: none"> • Determining materiality; • Prioritizing topics within the report; and • Identifying stakeholders the organization expects to use the report. 	DSR Report
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	DSR Report
3.7	State any specific limitations on the scope or boundary of the report.	Not Applicable
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Not Applicable
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	Prevention of Global Warming
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Referenced Guidelines
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	Not Applicable
GRI Content Index		
3.12	Table identifying the location of the Standard Disclosures in the report.	Index
Assurance		
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	Stakeholder Dialogue

Indicators		Published Categories (Online)
4. Governance, Commitments, and Engagement		
Governance		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Corporate Governance System
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	Corporate Governance System
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Corporate Governance System
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Corporate Governance System
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Corporate Governance System
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Disclaimer
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Corporate Governance System
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Principles of Dai-ichi Life Group
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	DSR Management Promotion System Risk Management Ensuring the Appropriate Operations at Subsidiaries Handling of Antisocial Forces Initiatives for Utilizing Customer Feedback Basic Policy
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	DSR Management Promotion System Corporate Governance System

Indicators		Published Categories (Online)
Commitments to External Initiatives		
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Risk Management Environmental Medium-Term Plan, Environmental Accounting
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Participation in External Initiatives
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: <ul style="list-style-type: none"> • Has positions in governance bodies; • Participates in projects or committees; • Provides substantive funding beyond routine membership dues; or • Views membership as strategic. 	Participation in External Initiatives
Stakeholder Engagement		
4.14	List of stakeholder groups engaged by the organization.	The Dai-ichi Life Group's Stakeholders
4.15	Basis for identification and selection of stakeholders with whom to engage.	The Dai-ichi Life Group's Stakeholders
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Stakeholder Dialogue The Dai-ichi Life Group's Stakeholders Initiatives for Utilizing Customer Feedback
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Stakeholder Dialogue Relations with shareholders and investors Initiatives for Utilizing Customer Feedback Developing an Accommodating Work Environment
5. Management Approach and Performance Indicators		
Economic		
	Disclosure on Management Approach	About Us Annual Report 2014 Relations with shareholders and investors
Aspect: Economic Performance		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Investor Relations Relations with shareholders and investors
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	—
EC3	Coverage of the organization's defined benefit plan obligations.	Annual Report 2014
EC4	Significant financial assistance received from government.	—

Indicators		Published Categories (Online)
Aspect: Market Presence		
EC5	"Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	—
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	—
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	—
Aspect: Indirect Economic Impacts		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, inkind, or pro bono engagement.	Creating an Affluent Next-Generation Society
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	—
Environmental		
	Disclosure on Management Approach	The Environment
Aspect: Materials		
EN1	Materials used by weight or volume.	Environmental Medium-Term Plan, Environmental Accounting
EN2	Percentage of materials used that are recycled input materials.	Environmental Medium-Term Plan, Environmental Accounting
Aspect: Energy		
EN3	Direct energy consumption by primary energy source.	Prevention of Global Warming
EN4	Indirect energy consumption by primary source.	Prevention of Global Warming Environmental Medium-Term Plan, Environmental Accounting
EN5	Energy saved due to conservation and efficiency improvements.	Prevention of Global Warming Environmental Medium-Term Plan, Environmental Accounting
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Helping Create a Recycling-Conscious Society
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Helping Create a Recycling-Conscious Society
Aspect: Water Core		
EN8	Total water withdrawal by source.	Prevention of Global Warming
EN9	Water sources significantly affected by withdrawal of water.	Not Applicable
EN10	Percentage and total volume of water recycled and reused.	—

Indicators		Published Categories (Online)
Aspect: Biodiversity		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	—
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Initiatives for Biodiversity
EN13	Habitats protected or restored.	Environmental Preservation
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Environmental Medium-Term Plan, Environmental Accounting
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	—
Aspect: Emissions, Effluents, and Waste		
EN16	Total direct and indirect greenhouse gas emissions by weight.	Prevention of Global Warming Environmental Medium-Term Plan, Environmental Accounting
EN17	Other relevant indirect greenhouse gas emissions by weight.	—
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Prevention of Global Warming Environmental Medium-Term Plan, Environmental Accounting
EN19	Emissions of ozone-depleting substances by weight.	Not Applicable
EN20	NO, SO, and other significant air emissions by type and weight.	Not Applicable
EN21	Total water discharge by quality and destination.	—
EN22	Total weight of waste by type and disposal method.	Helping Create a Recycling-Conscious Society
EN23	Total number and volume of significant spills.	Not Applicable
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not Applicable
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	—
Aspect: Products and Services		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Prevention of Global Warming
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	—

Indicators		Published Categories (Online)
Aspect : Compliance		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	Not applicable
Aspect : Transport		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Reducing Distribution Energy
Aspect : Overall		
EN30	Total environmental protection expenditures and investments by type.	Environmental accounting initiatives
Labor Practices and Decent Work		
	Disclosure on Management Approach	About Employees
Aspect : Employment		
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Employees Status
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	—
LA3	Benefits provided to full-time employees that are not provided to temporary or parttime employees, by significant locations of operation.	Work-Life Balance Developing an Accommodating Work Environment
LA15	Return to work and retention rates after parental leave, by gender.	Relations with Labor Unions
Aspect: Labor/Management Relations		
LA4	Percentage of employees covered by collective bargaining agreements.	Relations with Labor Unions
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	—
Aspect: Occupational Health and Safety		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	—
LA7	"Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	—
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Employee mental and physical health

Indicators		Published Categories (Online)
LA9	Health and safety topics covered in formal agreements with trade unions.	—
Aspect: Training and Education		
LA10	Average hours of training per year per employee by gender, and by employee category.	—
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Human Resource Development
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Human Resource Development
Aspect: Diversity and Equal Opportunity		
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Our Stance on Diversity and Inclusion
ASPECT : EQUAL REMUNERATION FOR WOMEN AND MEN		
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Employees Status
Human Rights		
	Disclosure on Management Approach	Human Rights Awareness
Aspect: Investment and Procurement Practices		
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	—
HR2	Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken.	—
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Human Rights Awareness
Aspect: Non-discrimination		
HR4	Total number of incidents of discrimination and corrective actions taken.	—
Aspect: Freedom of Association and Collective Bargaining Core		
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	—

Indicators		Published Categories (Online)
Aspect: Child Labor		
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	—
Aspect: Forced and Compulsory Labor Core		
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	—
Aspect: Security Practices		
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Human Rights Awareness
Aspect: Indigenous Rights		
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	—
Aspect: Assessment		
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	—
Aspect: Remediation		
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	—
Society		
	Disclosure on Management Approach	Risk Management Compliance Initiatives Public Policy Recommendations
Aspect: Local Communities		
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	—
SO9	Operations with significant potential or actual negative impacts on local communities.	—
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	—
Aspect: Corruption		
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Risk Management
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Compliance Initiatives

Indicators		Published Categories (Online)
SO4	Actions taken in response to incidents of corruption.	Domestic Group Companies
Aspect : Public Policy		
SO5	Public policy positions and participation in public policy development and lobbying.	Public Policy Recommendations
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	—
Aspect: Anti-Competitive Behavior Add		
SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	Not Applicable
Aspect: Compliance		
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	Not Applicable
Product Responsibility		
	Disclosure on Management Approach	For Customers
Aspect: Customer Health and Safety		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Correct and Fair Insurance Payouts
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	—
Aspect : Product and Service Labeling		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Products and Services
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Products and Services
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Understanding Customer Satisfaction
Aspect : Marketing Communications		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising promotion, and sponsorship.	Salesmanship Policy (Japanese)
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Not Applicable

Indicators		Published Categories (Online)
Aspect : Customer Privacy		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Information Property Protection
Aspect: Compliance		
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	—

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GRI Guidelines
Version 3.1GRI Guidelines
and Financial
Services Sector
Supplement

ISO26000

GRI Guidelines and Financial Services Sector Supplement

The "Sustainability Reporting Guidelines, Version 3.1" and the "Financial Services Sector Supplement" from the Global Reporting Initiative (GRI) were referenced during the compilation of the Dai-ichi Life DSR Report 2013.

Categories		Published Categories (Online)
Impact of products and services on fields		
Disclosure of management approaches unique to the financial services industry		
Aspect: portfolio of financial products and services (composition and details)		
FS1	Policies with specific environmental and social components applied to business lines.	Principles of Dai-ichi Life Group Participation in External Initiatives
FS2	Procedures for assessing and screening environmental and social risks in business lines.	Risk Management
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions.	—
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines.	Human Rights Awareness Training Environmental Awareness Activities for Employees
FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities.	—
Performance Indicators for the Finance Industry		
Aspect: portfolio of financial products and services (composition and details)		
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector.	Annual Report 2014
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose.	Our Role as an Institutional Investor
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.	Our Role as an Institutional Investor ESG Investment and Lending
Aspect: Audit		
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures.	Corporate Governance System Risk Management Compliance Initiatives

Indicators		Published Categories (Online)
Aspect: Active Ownership		
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organisation has interacted on environmental or social issues.	—
FS11	Percentage of assets subject to positive and negative environmental or social screening.	Our Role as an Institutional Investor
FS12	Voting polic(ies) applied to environmental or social issues for shares over which the reporting organisation holds the right to vote shares or advises on voting.	Exercise of Voting Rights
Social Area		
Financial Services Sector-Specific Society Performance Indicators on Product Responsibility		
Social Performance Indicators		
Aspect: Community		
FS13	Access points in low-populated or economically disadvantaged areas by type	Overseas Group Companies Connections with Customers
FS14	Initiatives to improve access to financial services for disadvantaged people	—
Disclosure of management approaches unique to the financial services industry		
Performance Disclosure Items of Product Responsibility		
Aspect: Product and Service Labeling		
FS15	Policies for the fair design and sale of financial products and services	Correct and Fair Insurance Payouts
Financial Services Sector-Specific Product Responsibility Performance Indicators		
Product Responsibility Performance Indicators		
Aspect: Product and Service Labeling		
FS16	Initiatives to enhance financial literacy by type of beneficiary	Creating an Affluent Next-Generation Society

*Translations of indicators provided by Cre-en Inc. and Mr. Toshihiko Goto (Chief Executive, Sustainability Forum Japan)

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ISO26000

ISO26000

The DSR Report features an index of information for readers based on ISO26000.

Core Subjects and Issues		Location
6.2 Organizational governance		
		Message from the President About DSR Management Corporate Governance Correct and Fair Insurance Payouts Initiatives for Utilizing Customer Feedback Our Stance on Diversity and Inclusion
6.3 Human rights		
Issue 1	Due diligence	Human Rights Awareness
Issue 2	Human rights risk situations	—
Issue 3	Avoidance of complicity	Principles of Dai-ichi Life Group Participation in External Initiatives Handling of Antisocial Forces Promoting Pro-environmental Behavior in Asset Management
Issue 4	Resolving grievances	Correct and Fair Insurance Payouts Initiatives for Utilizing Customer Feedback
Issue 5	Discrimination and vulnerable groups	Human Rights Awareness Our Stance on Diversity and Inclusion
Issue 6	Civil and political rights	Human Rights Awareness
Issue 7	Economic, social and cultural rights	Promoting Health Creating an Affluent Next-Generation Society Arts, Culture, Sports, etc.
Issue 8	Fundamental principles and rights at work	Human Rights Awareness Our Stance on Diversity and Inclusion Relations with Labor Unions ESG Investment and Lending

Indicators		Published Categories (Online)
6.4 Labour practices		
Issue 1	Employment and employment relationships	Human Rights Awareness Our Stance on Diversity and Inclusion ESG Investment and Lending
Issue 2	Conditions of work and social protection	Human Rights Awareness Work-Life Balance Relations with Labor Unions
Issue 3	Social dialogue	Relations with Labor Unions
Issue 4	Health and safety at work	Employee mental and physical health
Issue 5	Human development and training in the workplace	Human Resource Development
6.5 The environment		
Issue 1	Prevention of pollution	Basic Policy Helping Create a Recycling-Conscious Society ESG Investment and Lending
Issue 2	Sustainable resource use	Basic Policy Helping Create a Recycling-Conscious Society ESG Investment and Lending
Issue 3	Climate change mitigation and adaptation	Basic Policy Helping Create a Recycling-Conscious Society ESG Investment and Lending
Issue 4	Protection of the environment, biodiversity and restoration of natural habitats	Initiatives for Biodiversity
6.6 Fair operating practices		
Issue 1	Anti-corruption	Principles of Dai-ichi Life Group Participation in External Initiatives Compliance Initiatives
Issue 2	Responsible political involvement	Public Policy Recommendations
Issue 3	Fair competition	Internal Control
Issue 4	Promoting social responsibility in the value chain	—
Issue 5	Respect for property rights	—

Indicators		Published Categories (Online)
6.7 Consumer issues		
Issue 1	Fair marketing, factual and unbiased information and fair contractual practices	Expanding Information Provisions Correct and Fair Insurance Payouts
Issue 2	Protecting consumers' health and safety	Correct and Fair Insurance Payouts
Issue 3	Sustainable consumption	Expanding Information Provisions
Issue 4	Consumer service, support, and complaint and dispute resolution	Expanding Information Provisions When Insurance Claims or Benefits are Not Paid Out Correct and Fair Insurance Payouts
Issue 5	Consumer data protection and privacy	Information Property Protection Handling of Antisocial Forces
Issue 6	Access to essential services	—
Issue 7	Education and awareness	Expanding Information Provisions When Insurance Claims or Benefits are Not Paid Out Correct and Fair Insurance Payouts
6.8 Community involvement and development		
Issue 1	Community involvement	Social Contributions
Issue 2	Education and culture	Creating an Affluent Next-Generation Society Arts, Culture, Sports, etc.
Issue 3	Employment creation and skills development	Human Resource Development
Issue 4	Technology development and access	—
Issue 5	Wealth and income creation	—
Issue 6	Health	Promoting Health
Issue 7	Social investment	Promoting Health Creating an Affluent Next-Generation Society Arts, Culture, Sports, etc.