



By your side, for life

Dai-ichi Life Holdings
Sustainability Report **2017**



Dai-ichi Life Holdings

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Message from the President

Seiji Inagaki
President and Representative
Director Dai-ichi Life Holdings, Inc.



"Peace of Mind. In Communities and around the World."

The Dai-ichi Life Group has constantly pursued what's best for its customers and for society over its long history. This approach is now represented by our Group Mission "By your side, for life" and embraced by everyone even when our businesses have expanded worldwide. This has been made possible by the unwavering commitment of our predecessors to constantly innovate.

Having assumed the position as president in April 2017, my mission is to ensure we pass on this approach to pursue what's best for creating the future for our customers and society. At the same time, my role is to lead further innovation efforts together with the Group's leadership team.

The Group adopted the medium- to long-term vision "Peace of mind. In communities and around the world" when it started the medium-term management plan, "D-Ambitious," in fiscal 2015. Our goal is to become an insurance company that delivers what's best for every community and country where we operate and offers peace of mind to every customer. With this goal in mind, we are working group-wide to take on the challenges needed to achieve this vision.



Achieved Record High Profits Driven by Three Growth Engines

Fiscal 2016, the second year of our medium-term management plan, D-Ambitious, was represented by a challenging business climate with the Bank of Japan's introduction of a negative interest rate policy and worldwide political and economic uncertainty.

Nevertheless, the Dai-ichi Life Group's three growth engines (the domestic life insurance business, the overseas life insurance business, and the asset management business) were able to generate solid results on the back of the diversification of its businesses and geographic coverage as well as optimal risk controls. Even today, we are moving forward with our growth strategy.

Fiscal 2016 marked the sixth consecutive year the Dai-ichi Life Group has posted an increase in profits and a record high since our share listing. We also increased shareholder dividends for the fourth consecutive year as a result of our efforts to enhance shareholder returns.

Due to broad changes in the business climate since we started D-Ambitious, we decided to make changes and revised certain targets. We believe these are necessary in order to carry out sustained value creation by implementing our growth strategy with a medium- to long-term perspective, without being affected by short-term economic volatility. The fundamental aspects of the Dai-ichi Life Group's growth strategy remain unchanged. We will also firmly maintain the target of a 40% total payout ratio.

Toward Sustainable Growth in the Future

Leveraging Our Ability to Take Advantage of Change

The world is changing rapidly and growing more complex with advancements in science and technology. As a result, as symbolized by the term C to B (consumer-to-business), we have entered an era where customers with diverse values drive corporate activities and companies that fail to address the needs of these customers will be unable to grow.

Now is precisely the time to evolve the spirit of innovation we have cultivated. We take advantage of the changes by foreseeing future trends and forge the future. With strong conviction, we will achieve further growth by forging the future through innovation for our customers with unsurpassed speed and with a customer-centered approach.

Pursuing Further Value Creation and Group Synergies

How do we forge the future through innovation? We believe it is achievable through strengthening the businesses that comprise the three growth engines and introduction of InsTech, which refers to initiatives aimed at new innovation creation unique to the life insurance business, collectively as a group.

In the domestic life insurance business, while keeping an eye on the further diversification and growing sophistication of customer needs, we are engaged in various initiatives including the development of our sales rep channels, expansion of the insurance agent channel, and development of competitive products and services at our three brands. We will also quickly begin activities to raise efficiencies utilizing analysis of big data, improve productivity using our advanced consulting capabilities, and enhance competitiveness by providing new added value focused on health.

In the overseas life insurance business, we will work to develop new channels and make investments in order to support organic growth to boost earnings in the United States and Australia. We will also aim for further growth in Asian countries by examining the potential for expanding into the Mekong region, which is a promising growth market of the future, ahead of our peers.

In the asset management business, which is growing worldwide, we have established a global trilateral structure led by Asset Management One and Janus Henderson that covers Japan, the United States, and Europe, with an eye on further market growth. We will aim to achieve robust earnings growth supported by complementing the business in each market and achieving synergies of each company.

Additionally, in terms of InsTech, we will combine the vast amount of customer data retained by the Group with outside data to lead the industry in providing new value in products and services, in order to offer peace of mind to customers, whose needs are expected to become more diverse in the future.

The benefits of transitioning to a holding company structure will be leveraged when we forge the future with innovation. In addition to the flexible allocation of management resources and quicker decision-making at Group companies, we will pursue growth by utilizing the value creation synergies produced by exchanging diverse and talented personnel across the Group and sharing best practices.



Lastly

We will implement our various strategies with a medium- to long-term perspective while further reinforcing our group structure so that we are able to tackle the changes of tomorrow and forge the future through innovation. I kindly ask for your continuing support and guidance of the Dai-ichi Life Group as we move forward.

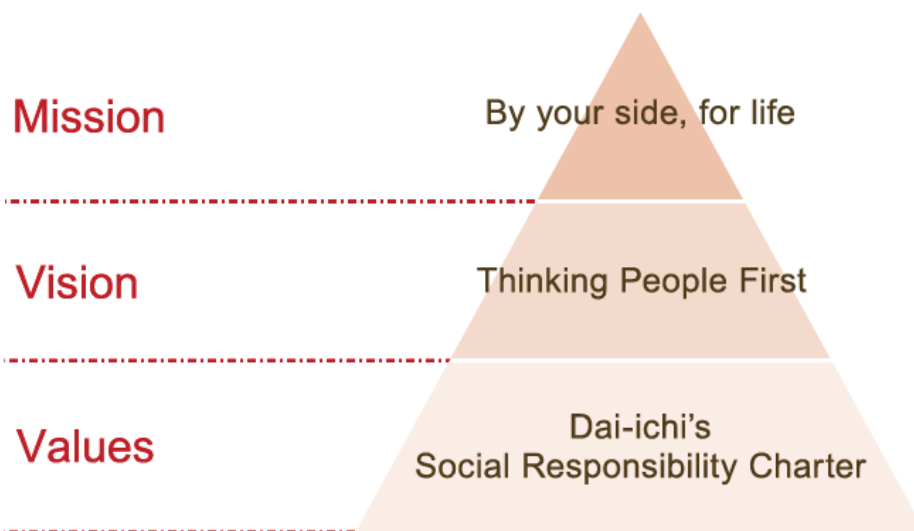
Group Mission, Vision and Values

The Group companies contribute to comfortable lives with peace of mind and the development of local communities in their respective regions and countries, providing life insurance and related services by sharing the Group's principles (Mission, Vision and Values).

We strive to maximize the value of the Group and aim for sustainable growth by sharing the Group's strategies with each company, moving forward together in the same direction.



[Group Mission, Vision and Values](#)
(1 min. 46 sec. (12.962KB))



Mission

By your side, for life

Since our foundation in 1902, the Dai-ichi Life Group has always put our customers first.

This philosophy continues to guide us as we move forward. We contribute to local communities by passing on peace of mind through the provision of life insurance and related services. As part of the Dai-ichi Life Group, all our companies will continue to stand by the side of our customers and their loved ones, for life.

> History

Vision

Thinking People First

We aim to be a company that thinks of people first, from the following four perspectives, aspiring to become the most highly regarded life insurance company by customers.

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

Values

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

"DSR" stands for "Dai-ichi's Social Responsibility," a unique framework for using the PDCA cycle company-wide to continually improve management quality and satisfy our social responsibilities to all stakeholders, while increasing the corporate value of the Dai-ichi Life Group.

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 for 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 & Inclusion

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.

> For sustainability and sustainable evolution of society

Explanation of the Group Logo



Dai-ichi Life Holdings

The logo depicts the form of a shield used in ancient times on which a design expressing "earth" is featured. This is an expression of the commitment of the Dai-ichi Life Group's companies to protecting customers from disasters through concerted efforts in their global operations. In addition, the upward curving latitudinal line of the earth expresses the bright future of our customers and the Dai-ichi Life Group's determination to grow in order to continue standing by the side of our customers for life.

Going forward, we will continue to stand by the side of our customers and their loved ones, for life, and make concerted efforts to deliver "Peace of mind. In communities and around the world."

DSR Management

In 1998 we launched Business Quality Improvement Activities that were expected to enhance the quality of operations from customers' diverse points of view and in 2001 became the first financial institution to receive the Japan Quality Award.

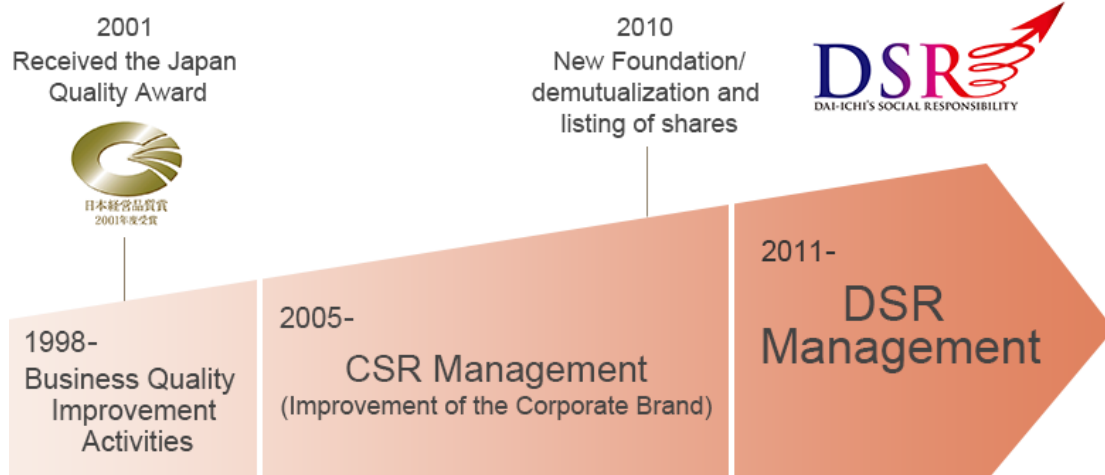
After winning the award, we worked on consistently improving management quality even in the event of replacement of top management by shifting from CSR management to DSR management, which focuses on leveraging our unique capabilities, on occasion of our IPO, in part to evolve our efforts.

As a result of continuing such activities, the organization has now become a place where each employee can think “outside the box” and make steadfast efforts to improve with an eye to what is best for customers.

In addition, sharing favorable examples of DSR management and utilizing them have led to efficient problem solving and have accelerated recent growth of the Dai-ichi Life Group.

We will create value continuously while evolving DSR management in the future.

Changes in Business Quality Improvement Activities



Each employee supports DSR management



Share and recognize favorable examples of DSR (DSR Convention)

Group Sustainability Approach

The Dai-ichi Life Group adopts Dai-ichi's Social Responsibility Charter (DSR Charter) as important values that serve as a guide to employee behavior. These principles constitute guidelines for aiming at the sustainability of the Dai-ichi Life Group and the value chain based around the Dai-ichi Life Group, in addition to the sustainability of the earth and society, thus representing our basic policy.

Values (Dai-ichi's Social Responsibility Charter)

The Dai-ichi Life Group has defined a "DSR Charter," stating its corporate action principles for responding to the expectations of customers, society, shareholders, investors, and employees, and contributing to the creation of a sustainable society.

"DSR" stands for "Dai-ichi's Social Responsibility," a unique framework for using the PDCA cycle company-wide to continually improve management quality and satisfy our social responsibilities to all stakeholders, while at the same time increasing the corporate value of the Dai-ichi Life Group.

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Promoting health

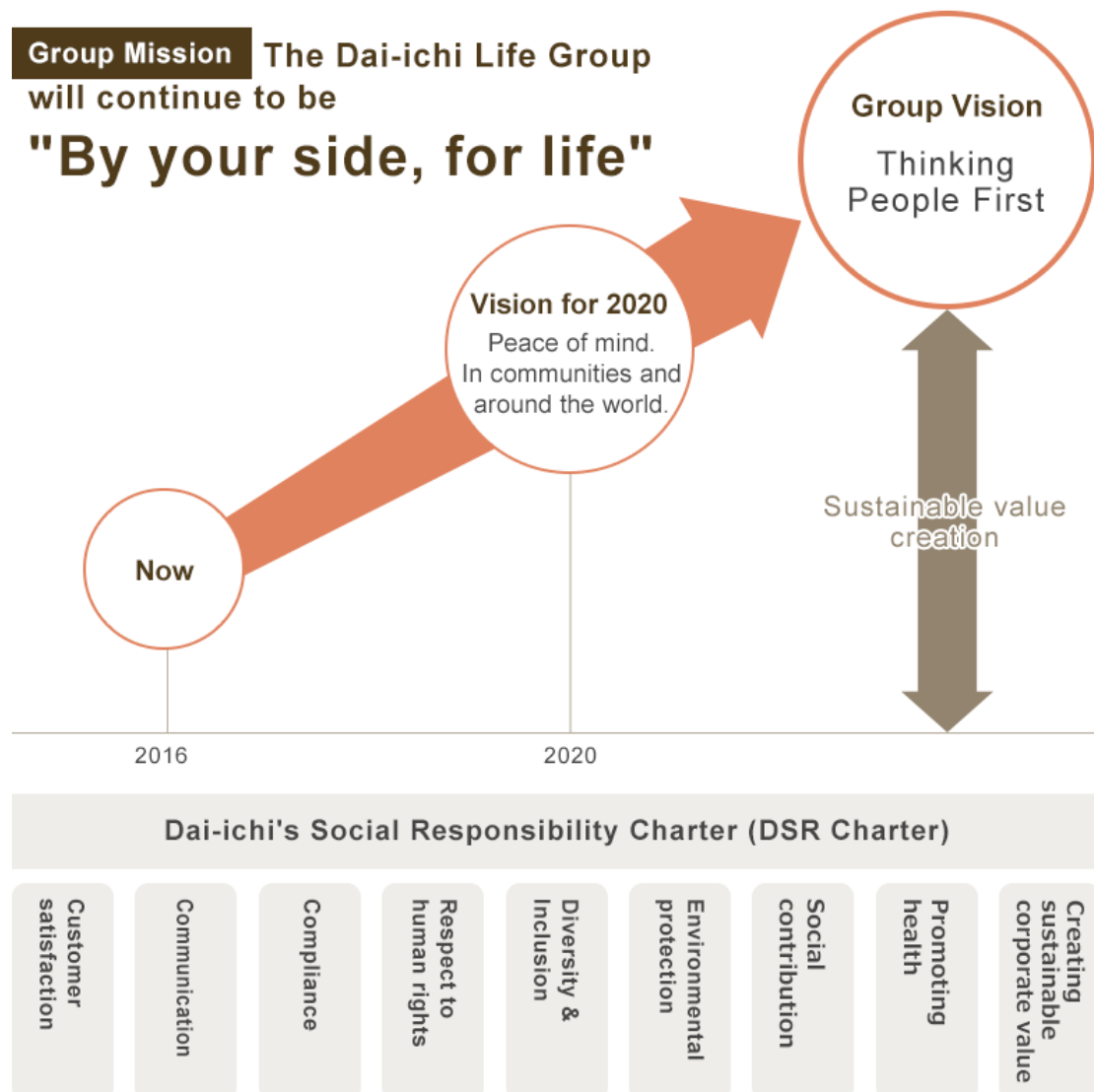
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Based on the eight principles above, we are working to create sustainable corporate value by effectively using our management resources, improving the productivity of our business, and maintaining and strengthening our financial base.

The Dai-ichi Life Group's Vision

The Dai-ichi Life Group wishes to continue standing by the side of our customers at all times under our group mission "By Your Side, For Life". To this end, we aim to create sustainable value and achieve growth for the Dai-ichi Life Group by seeking to achieve the Group vision "Thinking People First" and to be an entity that will continue to be selected by customers. In addition, we will contribute to the sustainable development of the community and society by fulfilling our social responsibilities through the life insurance business, while making maximum use of the Dai-ichi Life Group's management resources.



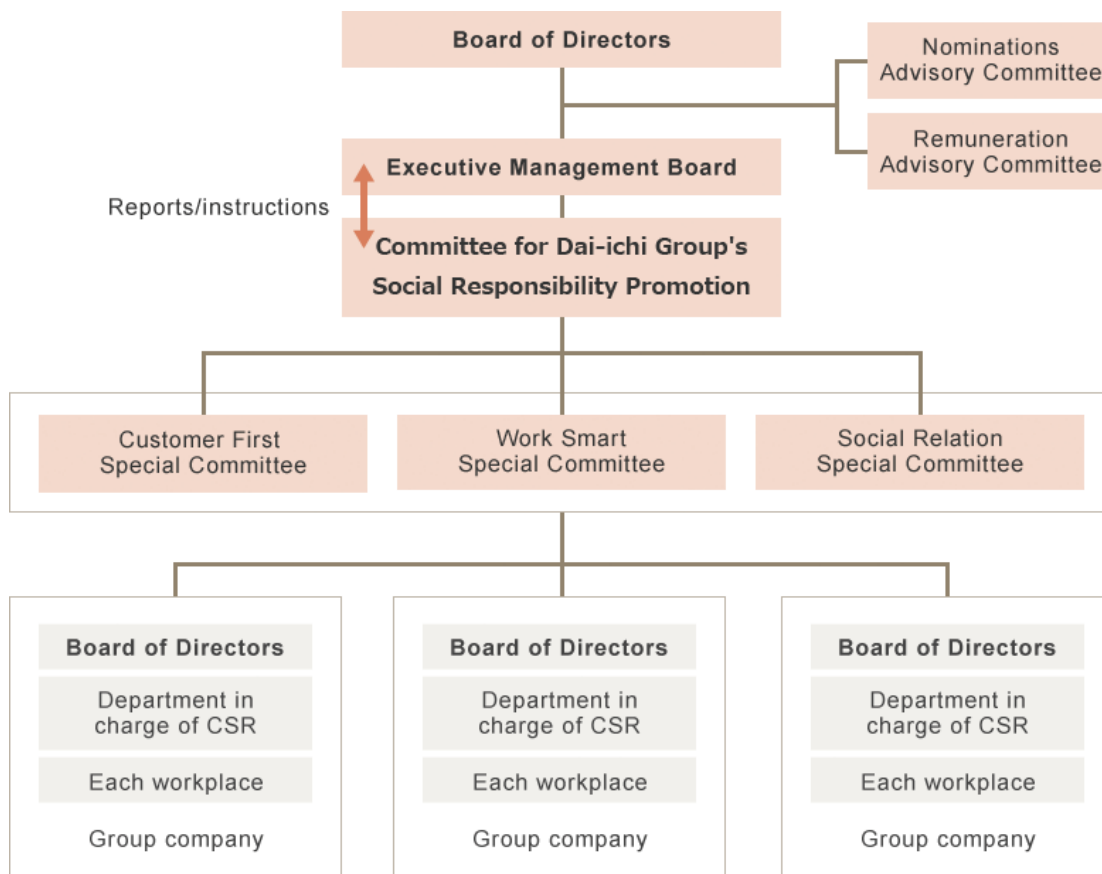
- > Group Mission, Vision and Values
- > DSR Management

Structure

Group Management Promotion System

At the Dai-ichi Life Group, the Committee for Dai-ichi Group's Social Responsibility Promotion is established to promote initiatives across the Group that contribute to continuously creating value for the Dai-ichi Life Group and continuously developing local communities and society. Furthermore, regarding matters discussed at the Committee, a reporting and instruction coordination system is established between the Board of Directors and the Executive Management Board as required.

Under the Committee's umbrella, special committees are established to address each of the themes deemed important to the Dai-ichi Life Group to increase the effectiveness of each initiative. By sharing and standardizing examples of initiatives among Group companies, we are aiming to further step up activities by demonstrating the synergistic effects of the Group.



Roles of the Special Committees

Special committees are established to address each of the themes deemed important to the Dai-ichi Life Group to increase the effectiveness of each initiative.

Futhermore, the matters discussed at Special Committees are reported to the Committee for Dai-ichi Group's Social Responsibility Promotion.



| Customer First Special Committee

The Customer First Special Committee is required to use customer feedback collected extensively to improve operations. The committee focuses on examining and discussing specific measures to improve customer satisfaction (CS) and establishing systems to properly reflect its findings in business operations. The Director responsible for improving customer satisfaction chairs the committee.

| Work Smart Special Committee

The Work Smart Special Committee aims to create a healthy, vibrant and positive workplace environment and to maximize added value for customers based on the Customer First principle. The committee examines and discussed specific measures to improve productivity and shares the initiatives of each business unit with other business units. The Director responsible for HR chairs the committee.

| Social Relation Special Committee

The Social Relation Special Committee aims to realize the provision of new value to ensure that the Dai-ichi Life Group continues to be chosen by community and society. The committee examines and discusses issues with an eye to delivering initiatives that will solve social problems and creating businesses and ideas with emphasis on social value. The Director responsible for CSR activities chairs the committee.

Material Issues

Selection of Material Issues

The life insurance business that the Dai-ichi Life Group performs is the business with high levels of public and social responsibilities for playing a role of complementing the social security system. At the same time, it is expected to maintain stable growth with its flexible actions against various business-environmental changes. To meet these expectations and demands, we have now identified four material issues through intensive dialogues with stakeholders, keeping the Group's growth strategy and business activities, and management resources for supporting such strategy and resources, and the relationships with local communities in mind. These four material issues are essential for enabling us to take cross-departmental perspectives throughout the Group's business activities, and to perform our growth strategy by taking full advantage of Group synergy.

> [View the details of the selection process for material issues](#)

Material Issues of the Dai-ichi Life Group

Specific initiatives related to material issues to the Dai-ichi Life Group are introduced.

> [View details of the roles of the four Special Committees](#)

▣ Initiatives for Customers (material issue: quality assurance promotion)

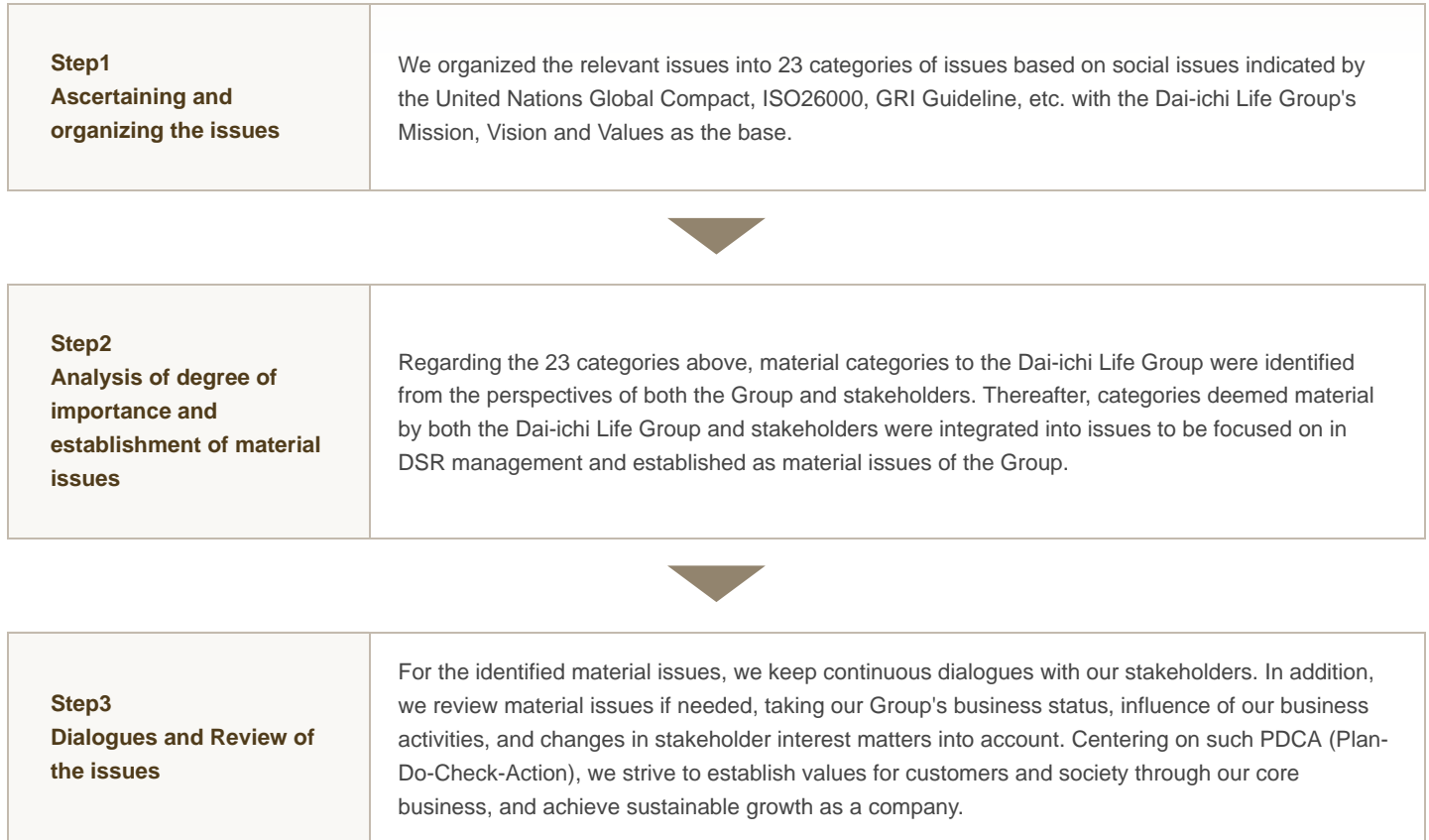
▣ Initiatives for an Accommodating Work Environment (material issue: employee satisfaction and diversity & inclusion)

▣ Initiatives for Society and Environment (material issue: social contribution and environment)

▣ Initiatives for Health (material issue: promoting health)

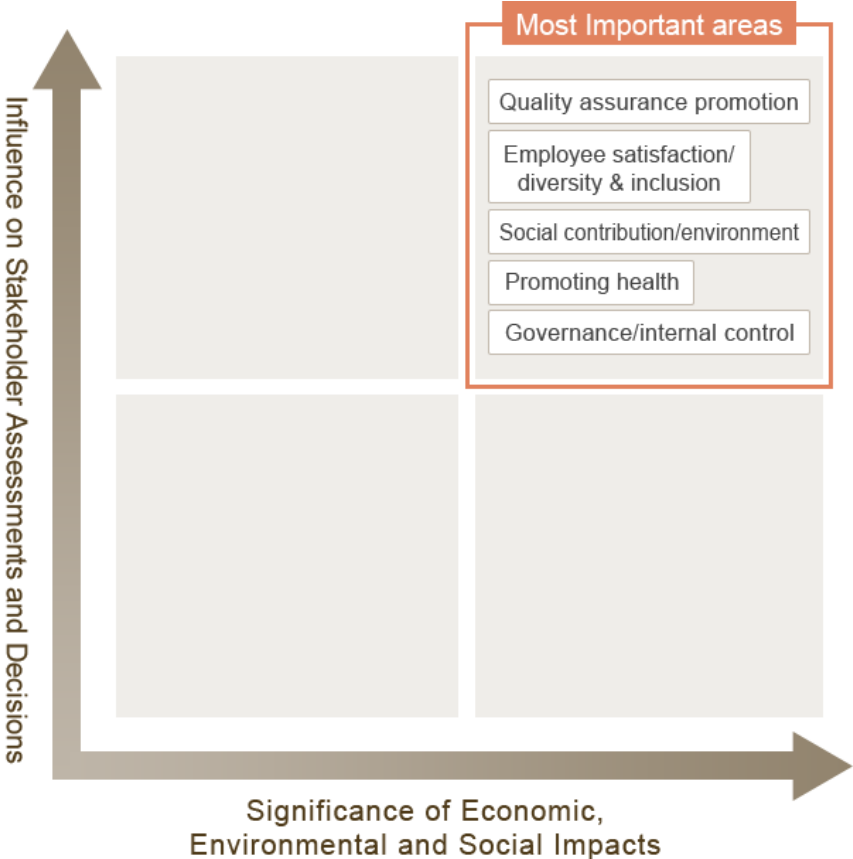
Process for Identifying Material Issues

Selection of Material Issues



> [The Comparison Chart of the Dai-ichi Life Group's material issues \(GRI, ISO26000\) \(193KB\)](#) 

Mapping of Material Issues



Initiatives for Customers



Basic Policy

Adopting "By your side, for life" as our Group Mission, the Dai-ichi Life Group seeks to provide high-quality products and services that pursue customer satisfaction by standing by the side of our customers. To flexibly respond to the diversifying needs of customers, the Group will continue making a united effort in the future while taking advantage of the characteristics of each company.

Targets and Progress

The targets and progress of Dai-ichi Life are as follows.

Effort Index	Explanation of the Index	Fiscal 2014	Fiscal 2015	Fiscal 2016	Target
"Customer Satisfaction Survey" Percentage of affirmative response to overall satisfaction	Total percentage of responses ("Very satisfied," "Satisfied," "Somewhat satisfied") in the web-based survey of individual customers	70.7%	70.9%	71.6%	Improvement from previous year
Number of complaints		51,253	46,929	43,943	- *

* We make efforts in operational process improvements by reflecting customer feedback, but do not set quantitative targets.

Specific Activities

| Initiatives for Listening to Customer Feedback

At Dai-ichi Life, customer feedback is collected through various contact points.

We hold roundtable conferences with customers to listen directly to the opinions and requests of customers in order to improve our products and services and conduct a "Customer Satisfaction Survey" performed by an outside agency.

Roundtable Conference with Customers

At Dai-ichi Life, 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 for the purpose of improving our products and services. At actual roundtable conferences, we receive many requests and opinions concerning the Total Life Plan Report, product development, and response to elderly residents. In addition, the explanation of management by our executives has been well received by customers. We are intent on continuing enhancing the roundtable conferences and reflecting the feedback therefrom in improvements to our business operations.



> [Dai-ichi Life website \(Customers Roundtable Session\)](#)

Customer Satisfaction Survey

At Dai-ichi Life, we conduct a customer satisfaction survey to measure the degree to which we are attaining our goal of Maximize Customer Satisfaction, as set forth in our basic management policy. To be specific, we determine customer satisfaction through a survey performed by an outside agency, covering individual and corporate customers, and use the survey results for initiatives to improve customer satisfaction. We will continue understanding customer satisfaction and use our understanding for initiatives aimed at further improving customer satisfaction.

> [Dai-ichi Life website \(Customer Satisfaction Survey\)](#)

| Initiatives for Utilizing Customer Feedback

Incorporating Customer Feedback into Management and Operations

We have introduced a system to incorporate customer feedback collected extensively into management and operations. For detailed initiatives, please see the website of each company.

- > [Click here for initiatives at Dai-ichi Life](#)
- > [Click here for initiatives at Dai-ichi Frontier Life \(Japanese\)](#)
- > [Click here for initiatives at Neo First Life \(Japanese\)](#)

Main Examples of Improvements Based on Customer Feedback

We make various improvements by listening to customer feedback. Specific examples of improvements are provided below.

- > [Initiatives at Dai-ichi Life](#)
- > [Initiatives at Dai-ichi Frontier Life \(Japanese\)](#)

Initiatives for Incorporating Feedback from Society

In an effort to receive opinions from a consumer-based perspective, Dai-ichi Life employs a Consumer Focus Group and has established the Advisory Committee for Business Quality to reflect their opinions in improvements in its business operations.

Advisory Committee for Business Quality

At Dai-ichi Life, we established the Advisory Committee for Business Quality in 2006 as an advisory board to the Customer First 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 obtained 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. We will continue receiving opinions from a consumer-based perspective to further promote improvements to our business operations.



Consumer Focus Group Program

At Dai-ichi Life, we have been operating the Consumer Focus Group Program since 1984 in an effort to listen to the opinions of our consumers and we 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 throughout Japan 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 494 employees currently holding the designation (As of April 2017).

Visits to the National Consumer Affairs Center of Japan

At Dai-ichi Life, General Managers of our branch offices regularly visit some 180 locations of the National Consumer Affairs Center of Japan for the purpose of providing information on life insurance and Dai-ichi Life as well as obtaining information on inquiries and complaints related to life insurance brought up locally and receiving feedback from consultants, and report the requests collected to the Executive Management Board. We will continue visiting the National Consumer Affairs Center of Japan and push forward efforts to build a relationship of trust in the community.

> [Dai-ichi Life website \(Advisory Committee for Business Quality/Consumer Focus Group/Visit to Consumer Affairs Center\)](#) 

Initiatives for an Accommodating Work Environment

-Diversity & Inclusion-



Basic Policy

The Dai-ichi Life Group aims to realize the group vision of Thinking People First by practicing [DSR management](#), while sharing Dai-ichi's Social Responsibility Charter (DSR Charter) among all the employees of the Dai-ichi Life Group, to practice Group Mission of "By your side, for life." We also believe that it is important to create 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.

Targets and Progress

The targets and progress of the Dai-ichi Life Holdings and the domestic life insurance group (Dai-ichi Life, Dai-ichi Frontier Life, Neo First Life) are as follows.

Effort Index	Explanation of the Index	Fiscal 2015	Fiscal 2016	Fiscal 2017	Target
Percentage of females in managerial posts	Percentage of females in managerial positions (department head or equivalent and section chief or equivalent) as of April 1 of each fiscal year	22.5%	23.3%	24.2%	April 2018 25% or more
Percentage of employees with disabilities	Percentage of employees as of June 1 in the following year	2.25%	2.23%	2.22 % *1	- *2

*1 Includes Dai-ichi Life Holdings, Dai-ichi Life, Dai-ichi Life Challenged, Dai-ichi Life Business Services and Dai-ichi Life Information Systems.

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

Specific Activities

Promoting the Achievements of Female Employees

At the domestic life insurance companies, as one of the initiatives for Diversity and Inclusion, we are working to reform employee awareness and improve the human capital development system to provide more opportunities for female employees, comprising a large part of the Company. On April 1, 2016, the second female Executive Officer of the Company was appointed. In addition, the number of female General Managers (including Senior General Managers and Special General Managers) increased 1.2 times compared to the previous year, as nearly 40% of all managerial appointments were women. As a result, as of April 1, 2017, there were 870 female managers or higher, accounting for 24.2% of the total. Female leaders are also working at more than 40% of the Company's unit offices in more than 1,300 locations across Japan. In the Medium-term Management Plan (fiscal 2015-fiscal 2017), we have established a target to increase the percentage of female managerial employees to more than 25% of all managerial staff by April 2018 and to more than 30% by the early 2020s. Under this goal, we will continue to carry out various initiatives for Total Life Plan Designers and office in-house employees. Please view the Dai-ichi Life website for details.

> [Dai-ichi Life website \(Promoting the Achievements of Female Employees\)](#)



President's seminar
(The photo shows the former president Watanabe.)

Promotion of Active Participation of Employees with Disabilities

At the domestic life insurance companies, 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 2016, we employ 987 people with disabilities nationwide, or 2.22% of our entire workforce.

Please see the Dai-ichi Life website for details.

> [Dai-ichi Life website \(Active Participation of Employees with Disabilities\)](#)



Dai-ichi Life Hibiya Headquarters Building "dl. Café"

Global Diversity

The Dai-ichi Life Group channels its energies into hiring international students and exchanging and developing top management at the divisional level inside and outside Japan, in addition to developing global human resources in Japan, to strengthen the entire Group's international competitiveness. Specifically, we promote dispatch of employees overseas for study or training, and conduct the Overseas Challenge Club for young people as a program for enhancing language skills and intercultural understanding by inviting teachers who are native speakers.

In addition, we conduct short-term training in Japan for overseas group company employees and lectures by overseas group company managers, in an effort to promote mutual understanding among executives and employees and cultivation of a corporate culture that enhances the value of human capital and creates synergy for the entire Group.

Please see the Dai-ichi Life website for details.

> [Dai-ichi Life website \(Global Diversity\)](#)



Lecture by John D. Johns,
Chairman Protective Life

Work-Life Balance

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

Please see the Dai-ichi Life website for details.

> [Dai-ichi Life website \(Work-Life Balance\)](#)



Promotion of Work-Life Balance (Image)

Training and Support Systems

Dai-ichi Life Group has employees who play a variety of roles, and boasts the largest number of employees in the country, including approximately 40,000 Total Life Plan Designers.

By defining training systems to help each individual employee increase the value they add to the company through reviewing their skills and workstyles, and strengthening our organizational management capabilities by strengthening cooperation between superiors and subordinates, within and between departments, etc., we are enhancing our self-development systems, such as training programs and e-learning to suit each respective job level.

Among those systems, in group training, our aim is not only to earn customers' trust by learning useful advanced knowledge and skills, but it is also designed to be a place where participants come together from all over the country to strengthen their practical skills by engaging in potluck discussions of their respective challenges, sharing diverse ideas and values, and honing their skills as the next generation of leaders.

> [Dai-ichi Life website \(Human Resource Development\)](#)

LGBT Friendly

In addition to clearly laying out respect for basic human rights in the Dai-ichi Life Human Rights Declaration, we push forward initiatives aimed at becoming an LGBT*-friendly company as part of our effort to promote diversity and inclusion.

Please see the Dai-ichi Life website for details.

> [Dai-ichi Life website \(LGBT-Friendly\)](#)



Participation in Tokyo Rainbow Pride Parade

* Normalization:

The concept that it is normal for 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.

* LGBT:

An acronym representing Lesbian, Gay, Bisexual and Transgender persons.

Initiatives for Society and Environment



Society

Environment

Basic Policy -Solving Social Challenges by the Dai-ichi Life Group-

Through its life insurance business with a highly social and public nature, the Dai-ichi Life Group aims to grow continuously together with local and international communities as a good corporate citizen while helping them build a safe and comfortable lifestyle and society. The Group strives to solve social challenges by providing its unique value mainly through the utilization of its unique know-how and resources under the three themes associated with the life insurance business.



Promoting
Health

Countries around the world each have their own health challenges.

In developed countries where the sustainability of the social security system is in question due to factors such as a rapidly declining birth rate and aging society and an increase in the number of people suffering from lifestyle-related diseases even amid modern lifestyles, some people are unable to receive adequate medical care because of poverty stemming from economic disparity. In addition, emerging and developing countries are facing serious problems such as the spread of infectious diseases caused by deteriorating sanitary conditions and the inability of their people to receive appropriate treatment due to economic reasons. People of all countries and ages wish to live a healthy life, which leads to the future development of those countries. The Group will deliver peace of mind in the form of good health to customers through life insurance by putting customers' health first.



Creating an
Affluent Next-
Generation
Society

The "affluent next-generation society" the Group is aiming to realize is a society in which anyone can receive the necessary education and enjoy culture and arts in a living environment abounding with greenery while sharing "affluence" in various aspects which forms the foundation for growth of society.

Life insurance is a rare product that enables the company to have a long-term relationship with customers that may last several decades. In some cases the company moves forward together with customers for generations. The Group will strive to support child-rearing and the development of youth who will be the leaders of the next generation, in an effort to create and also develop a sustainable society.



Environmental Preservation

Global warming is a global issue that has a serious impact on people's lives in the form of abnormal weather conditions and natural disasters, also significantly affecting the Dai-ichi Life Group's business. The Group carries out resource conservation and energy conservation as environmental preservation initiatives, and provides subsidies and awards to promote afforestation and greening activities. In addition, we continue initiatives that contribute to environmental preservation from many angles mainly through environmentally friendly real estate investment.

Targets and Progress (Society and Environment)

The targets and progress of Dai-ichi Life are as follows.

Effort Index	Explanation of the Index	Fiscal 2014	Fiscal 2015	Fiscal 2016	Target
Percentage of volunteer activity involvement	Percentage of departments (head office) in which 50% or more of employees participated in volunteer activities	50.0%	65.4%	72.4%	—

Specific Activities



Cooperation with Local Governments

Japan is said to lead the world as a nation confronted with various issues because it faces a wide range of social issues. The issues and their severity vary by region.

The Dai-ichi Life Group leverages its strength of having approximately 1,300 unit offices and approximately 40,000 Total Life Plan Designers in all 47 prefectures across Japan to solve issues facing each region. In the health field, Total Life Plan Designers provide health and medical information to increase the number of people screened for cancer.

In addition, amid a sharp rise in households comprising only elderly, we concluded agreements aimed at preventing the isolation of elderly so that elderly can live with peace of mind in communities where they have called home for so long. We have established a system under which a Total Life Plan Designer cooperates with the local government whenever he or she notices something out of the ordinary with an elderly household. Furthermore, employees who have taken the Dementia Supporter Development Class and gained knowledge for deepening their understanding of dementia also carry out activities to deal with patients with dementia.

Other than that, we have established a cooperation system with local governments in a wide range of fields, including promoting work-life balance for companies and employees and activities to alert them about bank transfer scams. We have established a system under have concluded a comprehensive which partnership agreement with 41 prefectures including Tokyo Metropolitan (as of August 2017) and conduct a host of activities in response to various issues of each region. Going forward, we will continue working to solve local issues together with local governments.



Chiba SSK Project Card
(Project for Preventing the Isolation of Elderly)



Cancer Information Leaflet by Prefecture (Image)

Initiatives to Support Child-Rearing

Since 2011, the Dai-ichi Life Group has been working to attract daycare and nursing facilities to open in the real estate properties it owns for the purpose of expanding acceptance of children waiting for enrollment in daycare and nursing facilities. Furthermore, given the serious shortage of after-school care programs, referred to as "the barriers of first grade and fourth grade," in recent years, we have also been making efforts to invite after-school day-care centers* since 2016. In addition, since 2013, the Dai-ichi Life Foundation has been providing subsidies to newly established daycare and nursing facilities for purchasing playground equipment and other items with a view to providing children quality daycare. Besides that, the Group is making concerted efforts for full-scale operation by initiatives such as continuous support through employee volunteer activities at the facilities it invited and subsidized, and collaboration and support with local governments to leverage throughout Japan successful examples of our advancement of female employees and activities to promote work-life balance. The measures taken by the Group to deal with the declining birth rate, which also affects the life insurance business, aim at striking a balance between its core business and solving social challenges, such as contributing to improving business revenue including real estate rental revenue and stemming the falling birthrate. Going forward, the Group will comprehensively utilize its various resources to more effectively tackle issues.

* This initiative is the first of its kind in the life insurance industry in Japan (according to our research).



Uchu Daycare Kamakura in the Kamakura Dai-ichi Life Building



Employee volunteer activities in the facility

Network with Professional Medical Organizations

The Dai-ichi Life Group has established a first-class information network in the insurance industry with professional medical organizations for the purpose of providing customers a wide range of medical information including correct knowledge and prevention methods of diseases. Specifically, we collaborate with professional organizations specializing in the three major illnesses (cancer, acute myocardial infarction, and stroke), dementia, geriatrics and gerontology, Child Health and Development, infectious diseases, diabetes, and pulmonitis to provide high-quality information through sales activities of Total Life Plan Designers, health seminars organized by the company, and consultation services for policyholders. Going forward, we will continue to make efforts so that customers can lead healthy lives through the company's activities.



Cancer seminar

Initiatives for Responsible Investment

Dai-ichi Life is focused on responsible investment as a responsible institutional investor. As part of these efforts, Dai-ichi Life has been promoting ESG investment that considers environmental, social, and corporate governance (ESG) factors and stewardship activities that aim to support sustainable growth of the investee companies' value.

For details, please refer to the Dai-ichi Life website.

- > [Dai-ichi Life website \(Our Role as an Institutional Investor: Basic Policy\)](#)
- > [Dai-ichi Life website \(Our Role as an Institutional Investor: ESG Investment\)](#)
- > [Dai-ichi Life website \(Our Role as an Institutional Investor: Our Initiatives under Japan's Stewardship Code\)](#)

Examples of ESG Investments (Investment in Social Bonds)

Dai-ichi Life proactively invests in social bonds as part of our ESG investment, in order to improve our investment returns and contribute to solving social challenges through financially supporting the initiatives of Multinational Development Banks.

Dai-ichi Life has purchased the social bonds, including the entire amount (approximately 12 billion yen) of the Inclusive Business Bonds*¹ issued by the International Finance Corporation (IFC) in fiscal 2014 and the entire amount (approximately 13 billion yen) of the Microfinance Bonds*² issued by the European Bank for Reconstruction and Development (EBRD) in fiscal 2015.

In fiscal 2016, Dai-ichi Life continued to proactively invest in social bonds. For instance, we purchased the entire amount (approximately 11 billion yen) of Health Bonds issued by the Asian Development Bank (ADB) to support ADB's health projects in order to tackle health challenges in Asia and the Pacific.

For more information on our ESG investment, please refer to our website.

> [Dai-ichi Life website \(Our Role as an Institutional Investor: ESG Investment\)](#) 



Image of project supported by Health Bond
(Photo credit: Asian Development Bank)

*1 Inclusive business is an economically and socially sustainable business model with potential for scale that integrates low-income groups of the world into the business value chain. Inclusive Business Bonds were issued for the first time in the world for institutional investors, and the funds raised are provided as loans to the Inclusive Business Program led by IFC.

*2 Funds raised by Microfinance Bonds are used for investment in and lending to micro or small-sized enterprises in developing countries which have difficulty in receiving adequate funding from private financial institutions.

Support for the Education of Next-Generation Torchbearers

The Company promotes support for education in various forms for next-generation torchbearers at Dai-ichi Life Group companies and foundations it has established to create and further develop a sustainable society

Support for Consumer Education and Finance and Insurance Education

Dai-ichi Life produces and provides the Life Cycle Game II—Recommending a Total Life Plan, a consumer education program that allows users to learn about the importance of money, how to prepare for various risks and knowledge for avoiding becoming a victim of scams by playing a Sugoroku-style game (Sugoroku is the Japanese version of Parcheesi). Dai-ichi Life uses this game to provide education at schools, companies and other institutions, thus helping to promote consumer education and financial and insurance education.

Donations to Universities and Research Institutions (U.S.A.)

Dai-ichi Life and Protective Life will donate \$23 million as a contribution to the development of society on a joint basis for five years from 2015. Activities contribute to local communities, such as support for the development of human capital at the University of Alabama.



Education Support in India

Star Union Dai-ichi Life repaired facilities, supplied equipment and installed a water supply system and a computer room at school in Maharashtra. It also presented school supplies to students.

In addition, Star Union Dai-ichi Life also gives support to reduce school expenses for students in India and donates picture books to kindergartens and elementary schools.



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

The Foundation for the Advancement of Life & Insurance Around the World established by Dai-ichi Life holds training and seminars for foreign participants who are involved in the insurance business. It aims to make the philosophy of insurance more widely known, especially in Asian countries, and to contribute, even in a small way, to economic development and the enhancement of social security systems in the Asia region. In fiscal 2014, FALIA launched a new program "Essay Competition for international students in Japan" targeting students from emerging countries, to develop and educate human resources who will engage in insurance administration and business in the future.

Provision of Microinsurance

The Dai-ichi Life Group is working through its overseas group companies based in countries such as Vietnam, India and Indonesia to provide microinsurance that helps the people in these countries gain access to small loans, with the aim of making insurance more widespread, including among low income groups.

Dai-ichi Life Vietnam provides microinsurance products via Vietnam Post which has extensive network in Vietnam in order to provide life insurance services to the wider population.

Since 2015, Star Union Dai-ichi Life has been offering a term life product in small sums, Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY), which is common across the country, for the account holders of both savings banks, Bank of India and Union Bank of India. Most of the branches of these allied banks; Bank of India and Union Bank of India, offer the product to support for promoting the dissemination of a life insurance across India.

Panin Dai-ichi Life synergized with Panin Bank to market a microinsurance product named SIGAP. The product launch was part of our commitment to supporting the microfinance services program, which consists of financial products with a simple process and fast and easy access.



Sale of the microinsurance product "SIGAP" (Indonesia: Panin Dai-ichi Life)

Support for Rural Areas

Through its overseas group companies, the Dai-ichi Life Group continuously provides support to rural areas in developing countries, helping them tackle issues such as building infrastructure and raising living standards.

Dai-ichi Life Vietnam has improved the living standard of around 20,000 people in 10 provinces through the initiative “Bridge Building Project” by building concrete bridges in rural areas.

Dai-ichi Life Vietnam has also provided free cataract surgery to over 4,500 patients mainly in rural areas who can't afford the medical costs due to financial reasons.

In 2016, Dai-ichi Life Vietnam founded the CSR foundation “For A Better Life Fund” to pursue and commit to contribution to Vietnamese society by carrying out CSR activities mid-long term. Dai-ichi Life made the donation to the foundation.

SUD Foundation is our humble attempt to be a part of this evolution. It is our endeavour to work with select villages every year to help them develop sustainable infrastructure in health, sanitation, education and modern agricultural practices with the sole aim of making each village self-reliant over a period of 3 to 5 years. In 2016, Star Union Dai-ichi Life provided Drip Irrigation systems for farmers for efficient water usage during production and facilitated training on advanced agricultural techniques and systems in Mohpuri and Bolegaon.



Bridge construction site (Vietnam: Dai-ichi Life Vietnam)



Support for irrigation projects (India: Star Union Dai-ichi Life)

Environmentally Friendly Real Estate Investment

> [Click here for details](#)

Planting Mangrove Trees (Indonesia)

> [Click here for details](#)

Initiatives for Arts, Music and Sports

Arts



[VOCA Exhibition / Gallery](#) □

Music



[NPO Triton Arts Network](#) □



[Salzburg Mozarteum Foundation](#) □

Sports



[Dai-ichi Life All Japan Elementary School Student Tennis Tournament Championships](#) □



[Dai-ichi Life Group Women's Long Distance Team](#) □

Initiatives for Society and Environment



Society

Environment

Basic Policy

Recognizing that, as a corporation, we have a social responsibility to help protect the global environment and build a recycling-oriented society, Dai-ichi Life works collectively to protect and conserve the environment and reduce environmental impacts based on our Group Action Principles for Environmental Initiatives. Given that environmental problems are a factor in people's health, we see this objective as having a close affinity with our core business of life insurance. As a global insurance group, Dai-ichi Life intends to continue with its environmental initiatives to help achieve a sustainable society in which social and economic progress are in harmony with the global environment.

Group Action Principles for Environmental Initiatives

Basic Concept

As a member of society, Dai-ichi Life Group considers protection of the local and global environment and building of a recycling-oriented society, to be part of the Company's social responsibility, and constantly conducts environmental conservation activities according to the Action Guidelines below, and by trying to improve the related activities we contribute the sustainable development of the society.

Action Guidelines

- | | |
|---|---|
| 1 | <p>Implementation of environmentally conscious activities in businesses</p> <p>We will always make efforts to being environmentally conscious in our business activities, following laws and regulations related to environmental conservation.</p> |
|---|---|

Action Guidelines

Action Guidelines	
2	Reduction of environmental impact from business activities We make efforts to promoting resource conservation, energy conservation, and resource recycling to reduce environmental impacts arising from resources and energy consumed, and waste generated in our business activities.
3	Promotion of activities that raise environmental awareness We will help our officers and employees raise awareness of environmental issues. In addition we will make efforts to raise environmental awareness including donations and support for environmental conservation activities.

Targets and Progress

The table below lists the targets set by Dai-ichi Life and the progress it has made toward achieving them.

Measure	Definition	FY2014	FY2015	FY2016	Targets
CO2 emissions	Total CO2 emissions from the Company's investment property, business-use property, and welfare property*1	141,000 t-CO2	137,500 t-CO2	136,800 t-CO2	154,560 t-CO2*2 in FY2017
Energy Usage	Total energy usage from the Company's investment property, business-use property, and welfare property	267,088 MWh	259,414 MWh	259,392 MWh	302,588 MWh*2 in FY2017
Total paper usage	Total amount of paper used at the Group companies (photocopy paper, pamphlets, policy illustration (policy overview), etc.)	6,509t	6,291t	6,726t	6,388t*2 in FY2017

*1 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.

*2 Targets in the 2015-2017 Medium-term Environmental Effort Plan. The targets for CO2 emissions and Energy Usage were exceeded, and the Company continues to take steps to achieve further reductions.

Specific Activities

Reducing CO2 Emissions

To help prevent global warming, Dai-ichi Life is taking steps to cut its greenhouse gas emissions that include reducing energy use in its business activities. The company is engaged in "Cool Biz" and other ongoing group-wide energy efficiency initiatives, with a focus on rigorous measures to rationalize use of building facilities such as lighting and air conditioning. It is switching to energy-efficient facilities and equipment that reduces the load on the environment in its new and refurbished buildings, including LED lighting and efficient air conditioners and heat storage systems.



Effort to Reduce Distribution Energy

Dai-ichi Life examines the reduction of both energy usage and cost in the daily shipment of contracts, manuals, applications, invoices and customer notifications between its nationwide network of offices. We actually reduced the weight of documents and booklets, changed our in-house distribution operations, and decoupled our parcel depots.

Use of Renewable Energy

Dai-ichi Life has installed solar power generation system in several offices and investment properties and uses electricity produced by renewable energy.



Dai-ichi Life Shin-Oi Office

External Evaluation of Environmental Data

Dai-ichi Life Group has received third-party assurance review from the Japan Quality Assurance organization for Scope 1 emissions, or direct remissions from owned or controlled sources, and Scope 2 emissions, or indirect emissions from the generation of purchased energy, produced in fiscal 2016 in order to enhance the reliability of its CO2 emissions performance data.



[Greenhouse Gas Emissions Verification Report](#) 

Reducing Paper Usage

The Dai-ichi Life group uses a large number of printed and other documents in its activities. Accordingly, it is taking steps, both company-wide and all the way down to the level of individual employees, to cut its consumption of resources by reducing use of paper, increasing use of recycled paper, promoting green procurement of business consumables and other materials, and encouraging the recycling of waste. In addition to use of projectors at company meetings to reduce the distribution of printed documents, Dai-ichi Life is also boosting efforts throughout the group aimed at reducing use of printer and copier paper, including the use of electronic documents in business processes and such voluntary reduction initiatives by executives and staff as making extensive use of double-sided copying and two-in-one printing.

Revise of Documents for Customers

Dai-ichi Life is taking steps to reduce paper use that include adopting electronic application forms and reducing the variety of paper-based documents, such as pamphlets and other material intended for customers and also in-house reports.



Policy guide – terms and conditions DVD (left) and use of DL Pad to fill out forms (right)

Environmentally Conscious Real Estate Investing

As the owner of 284 investment properties in Japan (as of March 2017), Dai-ichi Life is taking steps to save energy in terms of both its choice of building facilities and how they are used. In addition to installing efficient equipment to improve environmental performance in new buildings or when renovating or refurbishing, facilities-related initiatives also include striving to create "greener" buildings. In terms of routine building operation and management, energy savings are being achieved through ongoing improvements made in collaboration with management companies such as Dai-ichi Building.



Tokyo Square Garden (Chuo-ku, Tokyo)
Kyobashi no oka garden

Mangrove Planting (Indonesia)

Dai-ichi Life and Panin Dai-ichi Life have engaged in an environmental conservation program that involves planting mangrove seedlings. Other activities aimed at protecting the natural environment include sponsoring tree-planting organizations.



Mangrove planting in progress

Initiatives for Health



Basic Policy

The life insurance business that plays a role of complementing the social security system constitutes the core business of the Dai-ichi Life Group. We believe the Group's social responsibility is to enhance the sustainability of Japan's social security system by promoting public health. To this end, the Group takes initiatives that contribute to promoting health of people in local communities as well as engages in health management while deeming it important to promote the mental and physical health of employees.

External Initiatives (for Customers and People in Local Communities)

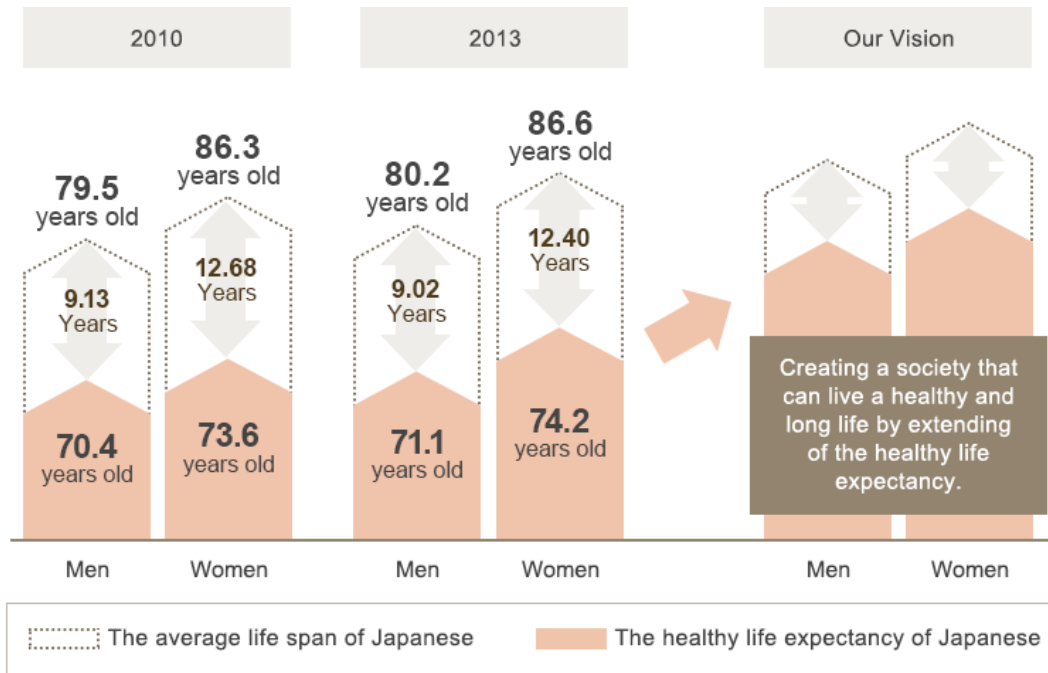
Basic Policy

The Dai-ichi Life Group offers peace of mind through its primary business of life insurance and also takes various initiatives to extensively support customers and the public in promoting health from the position of complementing the social security system.

Our Vision

We aim to have the healthy life expectancy being extending by providing timely health-and-medical information and cooperating with local governments in promotion activities for preventing the three major illnesses and dementia and so on. In addition, we aim to solve national-scale problems such as stabilization of the social security system and suppression of medical expenses.

The healthy life expectancy means average number of years that a person can expect to live a healthy and independently life in both mind and body. Extending the healthy life expectancy and shortening the difference between the average life span and the healthy life expectancy means to realize a longer and healthier life.



* Reference: The Committee on Regional Public Health Services and Health Promotion, Health Science Council of Ministry of Health, Labour and Welfare (October 1, 2014)

Specific Initiatives

Provision of information in cooperation with professional medical organizations and local governments

We have concluded agreements with professional medical organizations and local governments of all 47 prefectures, and the Group's employees provide customers throughout Japan with the latest health and medical information.

Each local government faces unique challenges, including the low cancer screening rates and the high mortality rates from the three major illnesses. To overcome these challenges, we hold seminars to educate people in local communities in cooperation with professional medical organizations and provide tools for preventing and educating them on such illnesses.

See [here](#) for details about initiatives concerning agreements with local governments.

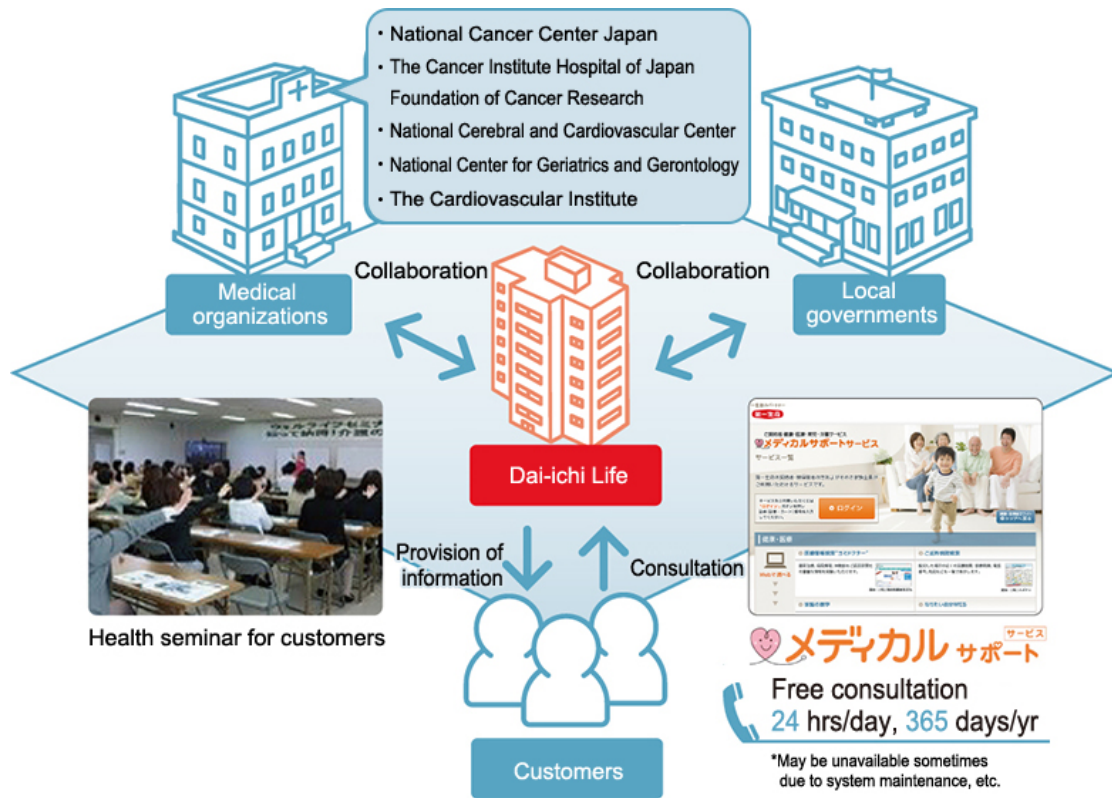


Educational activities in cooperation with local governments

Provision of health and medical and nursing care services

We provide advice and information on health, child care, and nursing care to Dai-ichi Life's customers via telephone 24 hours a day, 365 days a year. Through this service, we endeavor to relieve customers' anxiety stemming from their daily lives by utilizing our information and network. Since December 2014, we have also expanded services targeted at seniors who are expected to continue increasing in the future.

We provide information to customers under the following structure by taking the initiatives above.



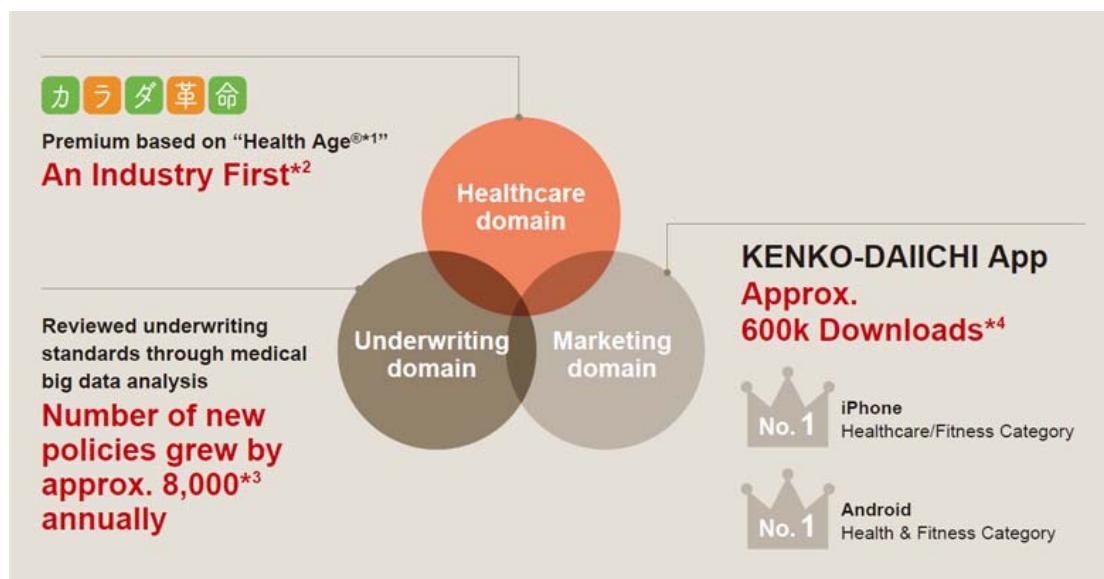
Initiatives for InsTech

The Group refers to initiatives to create unique innovation to life insurance business as "InsTech," representing a combination of the insurance business and technology, and promotes group-wide initiatives of strategic importance.

In 2016 the Group started to demonstrate its capabilities: Neo First Life introduced a new product that uses health age as a basis for premiums. Dai-ichi Life extended underwriting criteria based on medical big data analysis and developed the KENKO-DAIICHI app for enhanced value creation.

The Group continues to build an eco-system of companies with different backgrounds, to share information among group companies in the United States and Asia Pacific regions, and aims to create innovation for the future of customers in three segments: healthcare, underwriting and marketing.

Value Creation through InsTech



*1 Kenko Nenrei (health age) is a registered trademark of the Japan Medical Data Center.

*2 Based on research by the Company on products of life insurance companies that are members of the Life Insurance Association of Japan. (As of September 20, 2016)

*3 Annualized calculation based on fiscal 2016 results.

*4 As of July 31, 2017

Internal Initiatives (for Employees)

Basic Policy

Promoting health has been positioned as an important management issue for the Dai-ichi Life Group so that the Group 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 have a high level of personal interest in health and medical matters. Promoting health is carried out consistently in a top-down manner, from management to each workplace, using an organized structure for health productivity management promoting health management and clarifying the Group's management philosophy toward health.

Targets and Progress

The targets and progress of Dai-ichi Life are as follows.

Effort Index	Explanation of the Index	Fiscal 2014	Fiscal 2015	Fiscal 2016	Target* ²
Percentage of employees maintaining a desirable body weight	Percentage of employees with a BMI* ¹ score of less than 25	Men: 70.6% Women: 77.9%	Men: 70.7% Women: 77.5%	Men: 71.1% Women: 76.6%	Fiscal 2017 Men:71.1% 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: 34.7% Women: 27.1%	Men: 36.6% Women: 27.3%	Men: 37.5% Women: 26.3%	Fiscal 2017 Men:36.8% Women:29.1%
Smoking rate	Percentage of smokers	Men: 31.0% Women: 27.6%	Men: 30.7% Women: 26.5%	Men: 29.0% Women: 25.7%	Fiscal 2017 Men:24.7% Women:22.4%

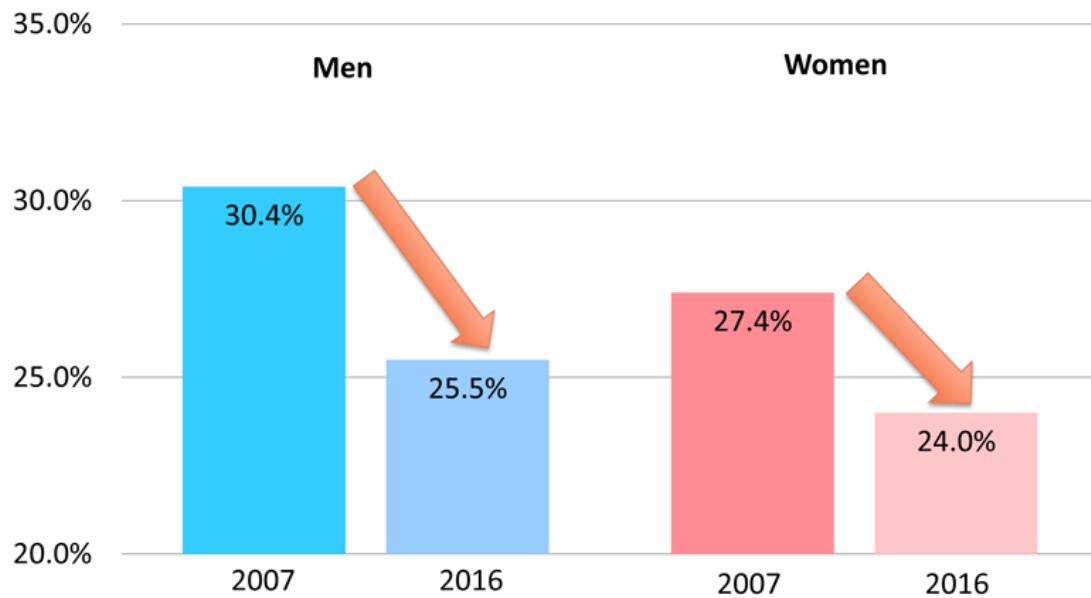
*1 BMI is the degree of obesity calculated from height and weight (BMI of 25 or more is classified as obesity).

*2 Targets in the 2015-2017 Medium-term Effort Plan for Promoting Health The target is set by counting backward and dividing the target for 2022 in the Healthy Japan 21 (second campaign) of the Ministry of Health, Labour and Welfare proportionally into the relevant periods.

Specific Activities

Initiatives for Undergoing Medical Checkup

By thoroughly recommending the undertaking of further medical examinations ("secondary examinations") after regular medical checkups, and by also thoroughly recommending the undertaking of special checkups and special health guidance sessions in response to metabolic syndrome, the Dai-ichi Life Group has worked to lower the prevalence of abnormal findings* discovered during the regular checkups of its employees. The Dai-ichi Life Group 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 50%, twice of the national average.



Prevalence of Abnormal Findings by Gender of the Dai-ichi Life Group (Statutory Items Only)

* Prevalence of abnormal findings = Number of people identified as "Requiring examination" or "Requiring detailed testing" or "Undergoing treatment" / Total number of people undergoing medical checkups

Lifestyle Improvement Initiatives

At the Dai-ichi Life Group, health seminars and health indicator measurement gatherings are held for health issues of each office throughout Japan as an opportunity for employees to improve their lifestyles. In addition, as an anti-smoking initiative, we have expanded "smoking-free day," which falls on the 22nd of every month as promoted by the Tobacco Control Medical-Dental Research Network* to include all days of the month with a two (2nd, 12th, 22nd). Activities include closing of some of the smoking rooms. Posters that highlight the importance of quitting smoking are also displayed to proactively raise awareness of quitting smoking.

Since fiscal 2014, we have promoted a company-wide approach to health advancement that includes making one month in the fall of every year Dai-ichi Life health advancement month, during which the health advancement campaign and health events are held.

For details, please see the Dai-ichi Life website.

> [Dai-ichi Life website](#) 

* [Tobacco Control Medical-Dental Research Network website \(Japanese\)](#) 

Recognition from Society

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

Organizer	Assessment/Award	Recipient
CDP	the Climate "A List" on the "CDP Global Change Report 2016"	Dai-ichi Life Holdings
Toyo Keizai, Inc.	CSR Corporate Ranking 2th among financial institutions	Dai-ichi Life Holdings
Daiwa Investor Relations	Internet IR Award Excellence Award	Dai-ichi Life Holdings
Nippon Kenko Kaigi, Ministry of Economy, Trade and Industry	Certification as an "Excellent Enterprise of Health and Productivity Management 2017 (White 500)"	Dai-ichi Life Holdings
Cabinet Secretariat Headquarters for Building up Towns, People and Jobs	The Company's "efforts to address regional problems caused by a low birth rate, including eliminating childcare waiting lists (inviting day-care and after-school childcare centers to operate using the real estate it owns, subsidizing childcare facilities, etc.)" were recognized as a distinctive example of initiatives contributing to regional revitalization.	Dai-ichi Life
work with Pride	Top Gold Rating on PRIDE Index Evaluation of LGBT Initiatives	Dai-ichi Life
Nikkei BP	"Company Empowering Women in Japan" No.1	Dai-ichi Life
Tokyo Metropolis	Selected as a "Model Tokyo Sports Promotion Company 2016"	Dai-ichi Life
HDI [Help Desk Institute] -Japan	HDI Help Desk Ranking 3-star certified	Dai-ichi Life
HDI [Help Desk Institute] -Japan	HDI Help Desk Ranking 3-star certified for ten consecutive years	Neo First Life
R&I	R&I Fund Award 2017	Asset Management One
Morningstar	Morningstar Award "Fund of the Year 2016"	Asset Management One

Organizer	Assessment/Award	Recipient
Lipper	Lipper Fund Awards Japan 2017	Asset Management One
Birmingham Business Journal	Best Places to Work	Protective Life
The Cincinnati Enquirer	Top Work Places	Protective Life
St. Louis Post-Dispatch	Top Work Places	Protective Life
Birmingham Corporate Challenge	First Place	Protective Life
Birmingham Business Journal	Birmingham's Healthiest Employers	Protective Life
AFA and Beddoes Institute	Policyholder Choice Awards <ul style="list-style-type: none"> • Honouring Commitments with One Path and BT Financial Group • Best New Customer Experience • Value for Money 	TAL
AFA and Beddoes Institute	Consumer Choice Policyholder Awards <ul style="list-style-type: none"> • Most Satisfied Policyholders • Best Policyholder Focus • Best Policyholder Advocacy 	TAL
Strategic Insight	Direct Life Insurance Excellence Awards <ul style="list-style-type: none"> • Customer Service - TAL Life • Omnibus Product - TAL Lifetime Protection • Income Protection - Insuranceline Income Protect Plus • Funeral Cover level premiums - NRMA Insurance 	TAL
Money Management & DEXX&R	Adviser Choice Risk Awards <ul style="list-style-type: none"> • Risk Company of the year - Bronze award • Term & TPD Products - Silver award for TAL Accelerated Protection Life & TPD • Term & TPD Products - Gold award for TAL Accelerated Protection Income Protection Premier 	TAL
Information Technology Contract and Recruitment Association Ltd. (ITCRA)	10 years or more association with ITCRA	TAL
AB+F & Rfi Group	Australian Insurance Awards - Marketing campaign of the year	TAL
iCMG Global Architecture Excellence Awards	Global Architecture Excellence Award for 'Using industry standards to gain competitive edge'	TAL

Organizer	Assessment/Award	Recipient
iCMG Global Architecture Excellence Awards	Australia & New Zealand Architecture Excellence Award for 'Using industry standards to gain competitive edge'	TAL
iCMG Global Architecture Excellence Awards	Top 30 Global Business CIOs	TAL
CANSTAR	CANSTAR star ratings of advised life insurance: Income Protection Insurance Award Winner	TAL
Self Managed Super Magazine	Best Insurance Provider 2016	TAL
Australian Financial Review	50 Most Innovative Companies 2016 24th most innovative company in Australia	TAL
Super Review Magazine	Best Group insurer	TAL
SiteCore	SiteCore Experience Awards - Best content strategy	TAL
Plan for Life / AFA Awards	Term/TPD Award of the Year	TAL
Plan for Life / AFA Awards	Trauma Award of the Year	TAL
Workplace Gender Equality Agency	Employer of Choice Citation	TAL
Vietnam Economic Times	Golden Dragon Award 2016- "Best life insurance company"	Dai-ichi Life Vietnam
Anphabe & AC Nielsen	Top 4 Best working place in the insurance industry & Top 36 in 100 best companies in Vietnam	Dai-ichi Life Vietnam
Ministry of Trade	Top Trade Service Awards	Dai-ichi Life Vietnam
The Economic Times	Best Brands Award (Insurance)	Star Union Dai-ichi Life
Karim Consulting Indonesia	2016 Best Runner Up The Best Islamic Life Insurance	Panin Dai-ichi Life
Inforbank	2016 Very Good Rating on Life Insurance Company	Panin Dai-ichi Life
Investor	2016 The Best Life Insurance Company	Panin Dai-ichi Life
Warta Ekonomi	2016 Best Financial Performance	Panin Dai-ichi Life
BusinessNews	Top Life Insurance 2016	Panin Dai-ichi Life
the Business and Professional Women's Association of Thailand under the Royal Patronage (BPW)	2016's outstanding business-women award of the East	Ocean Life

Organizer	Assessment/Award	Recipient
the Ministry of Labour	The Best of DSD (Employee Skill Development Award)	Ocean Life
Office of Insurance Commission (OIC)	Best Insurance Company Awards -The Third Prize for Life Insurer with Best Management Awards in 2015	Ocean Life
Tokyo Metropolitan Government	Won Special Award at the First "Tokyo Metropolitan Social Contribution Award for Building a Mutual Aid Society."	NPO Triton Arts Network

* The company names of organizers and recipients are at the time.

Inclusion in the SRI Indices

The Dai-ichi Life Holdings is included in domestic and overseas socially responsible investment (SRI) indices (stock price indices) (as of October 2017).

FTSE4Good Index Series

FTSE Blossom Japan Index

The Company was selected for inclusion in the FTSE4Good Index Series for the seventh consecutive year . The FTSE4Good Index Series is a family of indexes compiled by UK-based FTSE Russell, a global index provider . The index is designed to select companies that meet international standards in risk management relating to Environmental, Social and Governance (ESG). The Company was also selected for inclusion in the FTSE Blossom Japan Index, which is designed to measure the performance of Japanese companies that demonstrate strong ESG practices.

> [FTSE4Good Index Series](#) 

> [FTSE Blossom Japan Index](#) 



FTSE4Good





FTSE Blossom
Japan

MSCI Japn ESG Select Leaders Index

MSCI Japan Empowering Women Index (WIN)

The Company was selected for inclusion in the MSCI Japan ESG Select Leaders Index and the MSCI Japan Empowering Women Index compiled by American index provider MSCI, Inc.

- > [MSCI Japn ESG Select Leaders Index](#) 
- > [MSCI Japan Empowering Women Index \(WIN\)](#) 



Morningstar Socially Responsible Investment Index (MS-SRI)

The Company was selected for inclusion in the Morningstar Socially Responsible Investment Index (MS-SRI) compiled by Morningstar, Inc.



"Sustainability Year Book 2017" by RobecoSAM

The company has also been selected as a year book member in the "Sustainability Year Book 2017" issued by RobecoSAM in January.

Previous Recognition

- > 2015
- > 2014
- > 2013



Initiatives for Health Advancement Month

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 United Nations Global Compact comprises 10 principles on human rights, labour, the environment, and anti-corruption, proposed by the then UN Secretary-General Kofi Annan. It encourages participating companies to behave as good members of society, aiming to achieve sustainable growth. Dai-ichi Life endorsed the principles and joined the initiative in May 2014.

- > UN Global Compact's 10 principles
- > UN Global Compact [↗](#)



Women's Empowerment Principles (WEPs)

The Women's Empowerment Principles (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 labour and social environments in which women are able to fulfill their potential and improve their abilities, with their efforts fairly appraised. Dai-ichi Life endorsed the principles and signed a Statement of Support for the Women's Empowerment Principles in December 2012.

- > Women's Empowerment Principles [↗](#)



The United Nations Environment Programme Finance Initiative (UNEP FI)

The United Nations Environment Programme Finance Initiative (UNEP FI) is an international network of financial institutions aiming at sustainable development that comprises financial institutions. It seeks to achieve economic development and sustainable development where the environment and sustainability are compatible, and promotes various business operations and services of financial institutions that take such aim into account. In the Dai-ichi Life Group, TAL endorsed the initiative and signed the Principles for Sustainable Insurance (PSI) of this initiative.

- > The United Nations Environment Programme Finance Initiative [↗](#)

Principles for Sustainable Insurance (PSI)

The Principles for Sustainable Insurance (PSI) declare that insurance companies will consider ESG issues in their business operations and were established by the United Nations Environment Programme Finance Initiative (UNEP FI) in June 2012. In the Dai-ichi Life Group, TAL endorsed and signed the principles.

> [Principles for Sustainable Insurance](#) 

The United Nations Principles for Responsible Investment (PRI)

The United Nations Principles for Responsible Investment (PRI) is an initiative that advocates the incorporation of Environmental, Society and Governance (ESG) issues by institutional investors into their investment decision-making process with a view to realizing a sustainable society. In the Dai-ichi Life Group, three companies including Dai-ichi Life, Asset Management One, Janus Henderson Group plc endorsed and signed the principles.

Signatory of:



> [The United Nations Principles for Responsible Investment](#) 

Montreal Carbon Pledge

Montreal Carbon Pledge is a new initiative for reducing greenhouse gas emissions (CO₂e) that was established in September 2014 at the annual meeting held by the United Nations Principles for Responsible Investment (PRI) in Montreal, Canada. Institutional investors who endorsed the pledge need to understand and disclose greenhouse gas emissions of part or all of the stock portfolios they manage themselves. In the Dai-ichi Life Group, Asset Management One endorsed the pledge.



> [Montreal Carbon Pledge](#) 

CDP

The Carbon Disclosure Project (CDP) is an international initiative under which the world's institutional investors cooperate in calling for companies to disclose their climate change strategies and greenhouse gas emissions. In the Dai-ichi Life Group, Janus Henderson Group plc endorsed and signed the initiative.

> [CDP](#) 

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. In addition, Neo First Life endorsed and signed the principles.



> [Principles for Financial Action for the 21st Century](#) 

Corporate Governance Code

Corporate governance is a structure for transparent, fair, timely and decisive decision-making by companies, taking into account the perspectives of shareholders and customers, employees and local communities, among others. The Corporate Governance Code aims at the development of companies, investors and the economy as a whole through the promotion of self-motivated actions of companies so that they achieve sustainable growth and enhance corporate value over the medium- to long-term. In order to establish sound and highly transparent corporate governance and appropriately govern group companies, Dai-ichi Life Holdings has formulated the Corporate Governance Policy based on the Corporate Governance Code in an effort to achieve sustainable growth of companies.

- > To see the Corporate Governance Code, [click here](#).
- > Japan Exchange Group (Corporate Governance) [🔗](#)

Principles for Responsible Institutional Investors (Japan's Stewardship Code)

Japan's Stewardship Code states that "stewardship responsibilities" refers to the responsibilities of institutional investors to enhance the medium- to long-term investment return for their clients and beneficiaries (including ultimate beneficiaries) by improving and fostering the investee companies' corporate value and sustainable growth through constructive engagement, or purposeful dialogue, based on in-depth knowledge of the companies and their business environment.

In the Dai-ichi Life Group, two companies including Dai-ichi Life and Asset Management One agree with and publicly accept the Principles for Responsible Institutional Investors.

- > To see Dai-ichi Life's Initiatives under Japan's Stewardship, [click here \(Dai-ichi Life website link\)](#). [🔗](#)
- > To see Asset Management One's Initiatives under Japan's Stewardship, [click here \(Japanese\)](#). [🔗](#)
- > Financial Services Agency, The Japanese Government (Japan's Stewardship Code) [🔗](#)

The Industrial Federation for Human Rights, Tokyo

The Industrial Federation for Human Rights was established in November 1979, and now consists of 125 companies (as of May 2016), most of which are headquartered in Tokyo. Under its basic philosophy of voluntary management and full participation, the federation actively tries to resolve the issue known as Dowa, a discrimination issue in Japan, and other human rights issues.

Dai-ichi Life endorses and participates in their initiative.

Keidanren Committee on Nature Conservation (KCNC)

Keidanren One Percent Club

Council for Better Corporate Citizenship (CBCC)

The Keidanren Committee on Nature Conservation (KCNC) provides financial support to NPOs/NGOs working on the conservation of biodiversity and nature through the Keidanren Nature Conservation Fund (KNCF), as well as promotes companies' awareness, and exchange and cooperation with NPOs/NGOs.

The Keidanren One Percent Club provides information on social contribution activities carried out by companies to promote social contribution activities by companies, and acts as a coordinator for cooperation among companies and NPOs/NGOs.

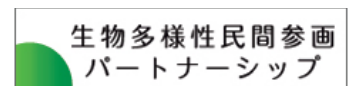
The Council for Better Corporate Citizenship (CBCC) is an organization established by Keidanren that holds lectures and other events pertaining to CSR, promotes exchanges and collaboration with overseas CSR-related organizations, and conducts studies and research by dispatching delegates abroad.

Dai-ichi Life endorses and participates in these organizations.

- > [Keidanren Committee on Nature Conservation](#)
- > [Keidanren One Percent Club \(Japanese\)](#)
- > [Council for Better Corporate Citizenship](#)

Japan Business and Biodiversity Partnership

The Japan Business and Biodiversity Partnership was established in October 2010 upon the 10th meeting of the Conference of the Parties to the Convention on Biological Diversity by businesses operators who endorsed the Japan Business and Biodiversity Partnership Action Policy, as well as economic organizations, NPOs/NGOs, governments and other parties who have the intention of supporting the initiatives of such business operators. In the Dai-ichi Life Group, three companies, namely Dai-ichi Life, Neo First Life and Dai-ichi Life Research Institute, endorse and participate in the partnership.



- > [Japan Business and Biodiversity Partnership](#)

KENKO Enterprise Group

The KENKO Enterprise Group was established in June 2015 by companies actively working to promote employee's health advancement through the leadership of their executive management. The goal of this group is to unite the efforts of participating companies to address common health advancement themes and increase the level of efforts through mutual benchmarking. Through the provision of information based on activities not only to member companies but also to non-member companies, this group seeks to contribute to extending the healthy life expectancy of Japan as a whole. Dai-ichi Life endorses and participates in this initiative.



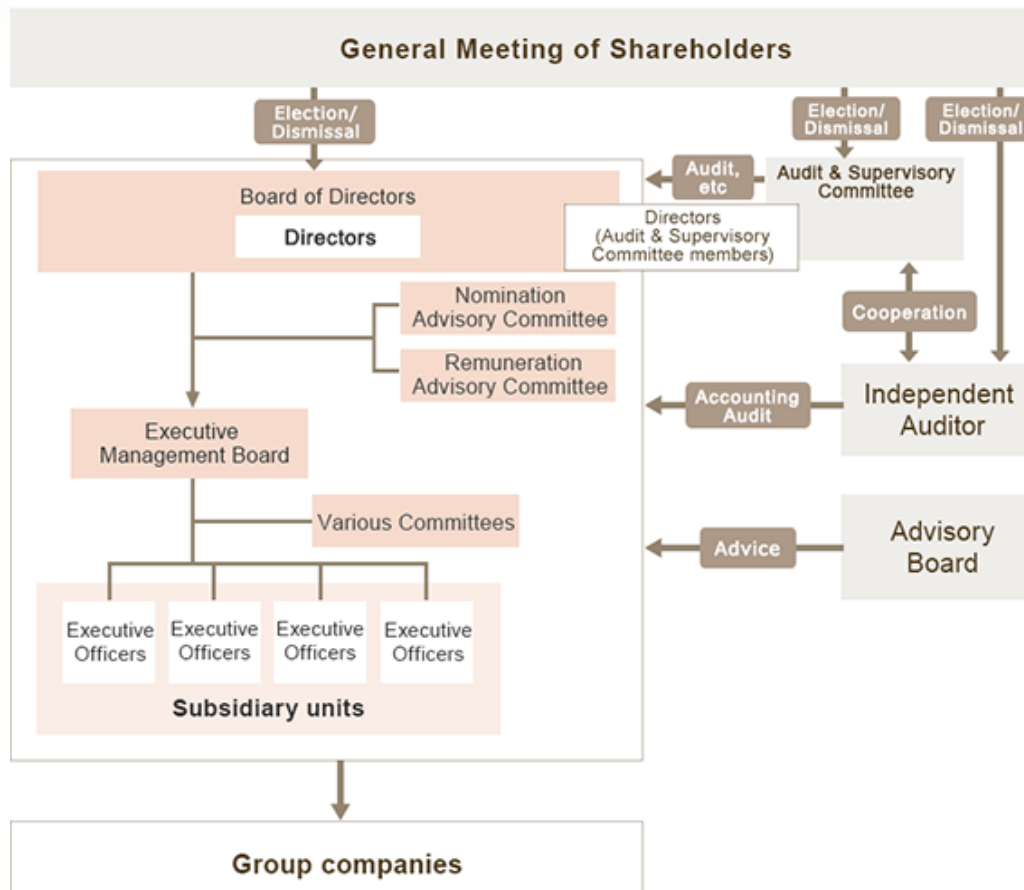
Basic Approach to Corporate Governance

The Dai-ichi Life Group shall develop a system of corporate governance as stipulated in this basic policy to ensure transparent, fair, prompt and bold decision-making while balancing the ownership and management, in order to discharge responsibility to its multi-stakeholders such as customers, shareholders, society and employees, and to achieve sustainable growth and enhancement of corporate value over the mid- to long term.

- > [Corporate Governance Policy \(196KB\)](#) **PDF**
- > [Corporate Governance Report \(343KB\)](#) **PDF**

Corporate Governance Structure

Enhancement of Management Control System



Conduct of Business

Board of Directors

The Board of Directors of Dai-ichi Life Holdings is responsible for making important business decisions and supervising the conduct of business. To strengthen business management, outside directors have been appointed who are independent of the conduct of business. Outside directors shall be appointed in a manner ensuring, in principle, that they constitute at least one third of the Board of Directors. The Board of Directors meets monthly or as needed.

To improve management transparency, the Nomination Advisory Committee and the Remuneration Advisory Committee made up of the Chairman of the Board, President, and external appointees have been established under the Board of Directors. The Nomination Advisory Committee is responsible for assessing the qualifications of candidates for directorships and deliberating on the appointment and removal of directors and executive officers, and also for assessing the independence of external officers appointed by the company based on independence criteria.

The Remuneration Advisory Committee is responsible for deliberating on the remuneration system for directors and executive officers. An advisory board made up of company management and others rich in experience has also been established as an independent body with aims that include strengthening and expanding governance and increasing corporate value by obtaining direct advice on a variety of subjects and from a variety of perspectives based on a medium- to long-term perspective on all aspects of the business with reference to external conditions.

Number of directors	15 Number of directors on Audit & Supervisory Committee 5 (as of June 26, 2017)
Number of outside directors	5 Number of outside directors on Audit & Supervisory Committee 3 (as of June 26, 2017)
Number of board meetings	17 (FY2016)

> [List of directors](#)

Self-evaluation by Board of Directors

To underpin the effectiveness of decision-making by the Board of Directors, the board uses self-evaluation and other techniques to undertake an annual review of the efficiency of its meeting practices and effectiveness of its decision-making, and reports a summary of the results. In FY2016, all of the directors on the Board of Directors undertook a self-assessment questionnaire involving third-party evaluation that focused primarily on the activities and deliberations of the Board of Directors.

The results of the FY2016 evaluation are available in an attached file.

An ongoing program is in place to improve the effectiveness of the Board of Directors by working through the PDCA improvement cycle, including by administering additional questionnaires to further improve the activities and deliberations of the Board of Directors.

> [Result of the "self-assessment survey" in 2016 \(143KB\)](#) [PDF](#)

Conduct of business

An executive officer system has been adopted to separate decision-making and supervision from the conduct of business and to strengthen functions. Executive officers are appointed by the Board of Directors and conduct business in accordance with the authority delegated to them by the Board of Directors. The Executive Management Board made up of the president and executive officers appointed by the president meets twice monthly to discuss important management issues and business decisions.

Audit & Supervisory Committee

Audit & Supervisory Committee audits the legality and appropriateness of directors' execution of their duties (including how they manage subsidiaries and other affiliates as well as other matters), through confirmation and verification of their effectiveness.

The Committee collects the necessary information in order to confirm and verify the effectiveness of directors' activities through reporting from internal audit and internal control related departments, participating in important meetings, interviewing directors and officers, and reviewing important documents.

Audit & Supervisory Committee members provide oversight of the Board of Directors by formulating and expressing views on matters such as director appointments and remuneration. For formulating the views on the same, the members confirm the appropriateness of the discussion at the Nomination Advisory Committee and Remuneration Advisory Committee.

Further, the staff who provide administrative support for the activities of the Audit & Supervisory Committee are assigned to the Audit & Supervisory Committee's Center, and the independence of these staff from the Board of Directors is maintained by having the Audit & Supervisory Committee deal with their evaluation and other employment matters.

Number of Audit & Supervisory Committee members	5 (as of June 26, 2017)
Number of Outside Audit & Supervisory Board Members	3 (as of June 26, 2017)
Number of Audit & Supervisory Committee meetings	10 (FY2016)

Reasons for appointing outside directors and their activities

Role	Name	Reasons for appointment	Activities during FY2016
Outside director	George Olcott	In addition to being an expert in human resource development and corporate governance in global business, he also has extensive experience as a corporate manager at financial institutions, offering knowledgeable insights and extensive experience as an outside director of other companies and serving in a management oversight role as well as offering forthright opinions on all aspects of management from a global and objective perspective at the Board of Directors and elsewhere. Accordingly, he was appointed as an outside director on the basis that he could put his experience and other skills to use in the oversight of company management.	Attended 17 Board of Directors meetings out of all 17 meetings held
Outside director	Kouichi Maeda	He was appointed as an outside director on the basis that he could serve in a management oversight role as well as offer forthright opinions on all aspects of management from a global and objective perspective at the Board of Directors and elsewhere, having knowledgeable insight and extensive experience as a corporate manager of a company with a strong public service component.	Attended 7 Board of Directors meetings out of all 7 meetings held after his assumption of office
Outside director Audit & Supervisory Committee member	Rieko Sato	With extensive experience as a lawyer and as an outside auditor at other companies with a high level of expert knowledge, she serves in a management oversight role as well as offers forthright opinions, especially regarding legal matters, from an objective perspective at the Board of Directors and elsewhere. Accordingly, she was appointed as an outside director and Audit & Supervisory Committee member on the basis that she could put her experience and other skills to use in the oversight and governance of company management.	Attended 16 Board of Directors meetings out of all 17 meetings held Attended 10 Audit & Supervisory Committee meetings out of all 10 meetings held
Outside director Audit & Supervisory Committee member	Ungyong Shu	Offering knowledgeable insights and extensive experience as a corporate manager at financial institutions, he serves in a management oversight role as well as offers forthright opinions on all aspects of management from a global and objective perspective at the Board of Directors and elsewhere. Accordingly, he was appointed as an outside director and Audit & Supervisory Committee member on the basis that he could put his experience and other skills to use in the oversight and governance of company management.	Attended 17 Board of Directors meetings out of all 17 meetings held Attended 10 Audit & Supervisory Committee meetings out of all 10 meetings held

<p>Outside director Audit & Supervisory Committee member</p>	<p>Koichi Masuda</p>	<p>He was appointed as an outside director and Audit & Supervisory Committee member on the basis that he could serve in a management oversight and auditing role as well as offer forthright opinions, especially regarding financial matters, from an objective perspective at the Board of Directors and elsewhere, having extensive experience as a certified accountant and a high level of expert knowledge, and also extensive experience as an outside director (and member of audit and other committees) and outside auditor at other companies.</p>	<p>Attended 6 Board of Directors meetings out of all 7 meetings held after his assumption of office</p> <p>Attended 10 Audit & Supervisory Committee meetings out of all 10 meetings held after his assumption of office</p>
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Remuneration of officers

Basic policy

The basic policy on decisions regarding the remuneration of company officers is as follows.

- Maintain the transparency, fairness, and objectivity of officer remuneration.
- Use performance pay to strengthen incentives for improving business performance.
- Achieve accountability by paying remuneration in accordance with the degree to which company performance indicators chosen on the basis of management strategy are achieved to share returns with shareholders.
- Use remuneration rates at other comparable companies (based on industry type) as a benchmark when determining specific remuneration amounts to decide whether the amounts are appropriate. In this case, take account of the level of remuneration paid to other company officers and employees and to officers and employees at other companies in industry associations to which Dai-ichi Life belongs.

Policy on officer remuneration amounts and how to choose methods for calculating these amounts

Officer remuneration for company directors (excluding directors on the Audit & Supervisory Committee and outside directors) is made up of a base amount, an amount tied to company performance, an amount tied to department performance, and remuneration in the form of stock options. In the case of outside directors (excluding directors on the Audit & Supervisory Committee), remuneration is in the form of a base amount only.

The amount of remuneration in these cases shall be set using third-party surveys and other information on management remuneration at Japanese companies. This policy shall be decided by the Board of Directors in consultation with the Remuneration Advisory Committee. Remuneration for Audit & Supervisory Committee members shall be in the form of a base amount only and the level of remuneration shall be set using third-party surveys and other information on management remuneration at Japanese companies.

Total remuneration for each category of company officer, totals for each type of remuneration, and the number of officers to which they were paid.

* FY2015 (current) remuneration amounts at Dai-ichi Life and number of officers to which they were paid.

Each category	Total remuneration (Unit: Millions of yen)	Total remuneration for each category (Unit: Millions of yen)					number of Board Members
		Basic remuneration	Stock options	Bonuses	Retirement benefits	Other	
Directors (excluding Directors of Audit & Supervisory Committee and Outside Directors)	564	471	89	-	-	4	12
Directors of Audit & Supervisory Committee (excluding Outside Directors)	44	44	-	-	-	0	2
Audit and Supervisory Board Members (excluding outside Audit and Supervisory Board Members)	34	34	-	-	-	0	2
Outside Directors and outside Audit and Supervisory Board Members	102	102	-	-	-	0	10

Notes:

1. Includes two Directors and four Audit and Supervisory Board Members who resigned from the former Dai-ichi Life Insurance before transition to the holding company structure on September 30, 2016.
2. The Company made the transition from a company with an Audit and Supervisory Board to a company with an Audit & Supervisory Committee at the same time as its transition to a holding company structure on October 1, 2016. The compensation to Audit and Supervisory Board Members is compensation from the former Dai-ichi Life Insurance before transition to the holding company structure, and the compensation to Directors of Audit & Supervisory Committee is compensation from Dai-ichi Life Holdings, Inc. after transition to the holding company structure.
3. Directors do not receive remuneration as employees or any other consideration for execution of their duties.
4. At the former Dai-ichi Life Insurance before the transition to the holding company structure, there was an annual remuneration limit of 840 million yen for Directors and 168 million yen for Audit and Supervisory Board Members.
5. At Dai-ichi Life Holdings, Inc. after transition to the holding company structure, there is an annual remuneration limit of 840 million yen for Directors (excluding Directors of Audit & Supervisory Committee) and 200 million yen for Directors of Audit & Supervisory Committee.

Total consolidated remuneration for each officer

Not listed as no officers received total consolidated remuneration exceeding 100 million yen.

Important employee payments to employees and executives

No items in this category.

Independence Standards for Outside Directors

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.

> Independence Standards for Outside Directors (85KB) [PDF](#)

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](#)

Equity holdings other than those held solely for the purpose of investment

Possession of The Dai-ichi Life Insurance Company, Limited (As of March 31, 2017)

Equity holding excluding those held solely for the purpose of investment (Possession of The Dai-ichi Life Insurance Company, Limited)

Number of companies	8
Sum of carrying amount	248.7 billion yen

Equity holding for specified purpose

Company Name	Number of share holding (thousands of shares)	Carrying Amount (billions of yen)
Resona Holdings, Inc.	125,241	79.2
Mizuho Financial Group, Inc.	255,691	53.6
Sompo Holdings, Inc.	3,688	15.7

Equity holding contributed to the retirement benefit trust

Company Name	Number of share holding (thousands of shares)	Carrying Amount (billions of yen)
Sompo Holdings, Inc.	4,492	18.3
Mizuho Financial Group, Inc.	69,208	14.1

(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

Dai-ichi Life has a Internal Control Policy that stipulates the core philosophies and implementation policies for internal control. The group internal control policy stipulates the core requirements for the establishment and operation of internal control to ensure the integrity and appropriate conduct of business activities at the Dai-ichi Life Group and to maintain and build corporate value.

Internal Control Policy for the Dai-ichi Life Group

1. System for Ensuring Proper Operations within the Group
2. System for Ensuring Execution of Professional Duties in Accordance with Applicable Laws, Regulations and the Articles of Incorporation
3. System for Risk Management
4. System for Ensuring Efficient Execution of Professional Duties
5. System for Ensuring Appropriateness and Reliability of Financial Reporting
6. System for Preserving and Managing Information Concerning Execution of Directors' and Executive Officers' Duties
7. Systems for the Execution of Duties of the Audit and Supervisory Committee
8. Systems for Ensuring Effective Internal Audits

> [Click here for more information about the group Internal Control Policy \(114KB\)](#) 

Compliance

The Dai-ichi Life Group 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, the Company is developing systems to promote compliance in the group's operations.

Policies and Regulations

Our Internal Control Policy for the Dai-ichi Life Group includes basic matters concerning the development and management of a group compliance system. Under this basic policy, matters such as the basic approach to the promotion of group compliance are outlined in Basic Compliance Policy for the Dai-ichi Life Group, and compliance framework is outlined in Compliance Regulations for the Dai-ichi Life Group.

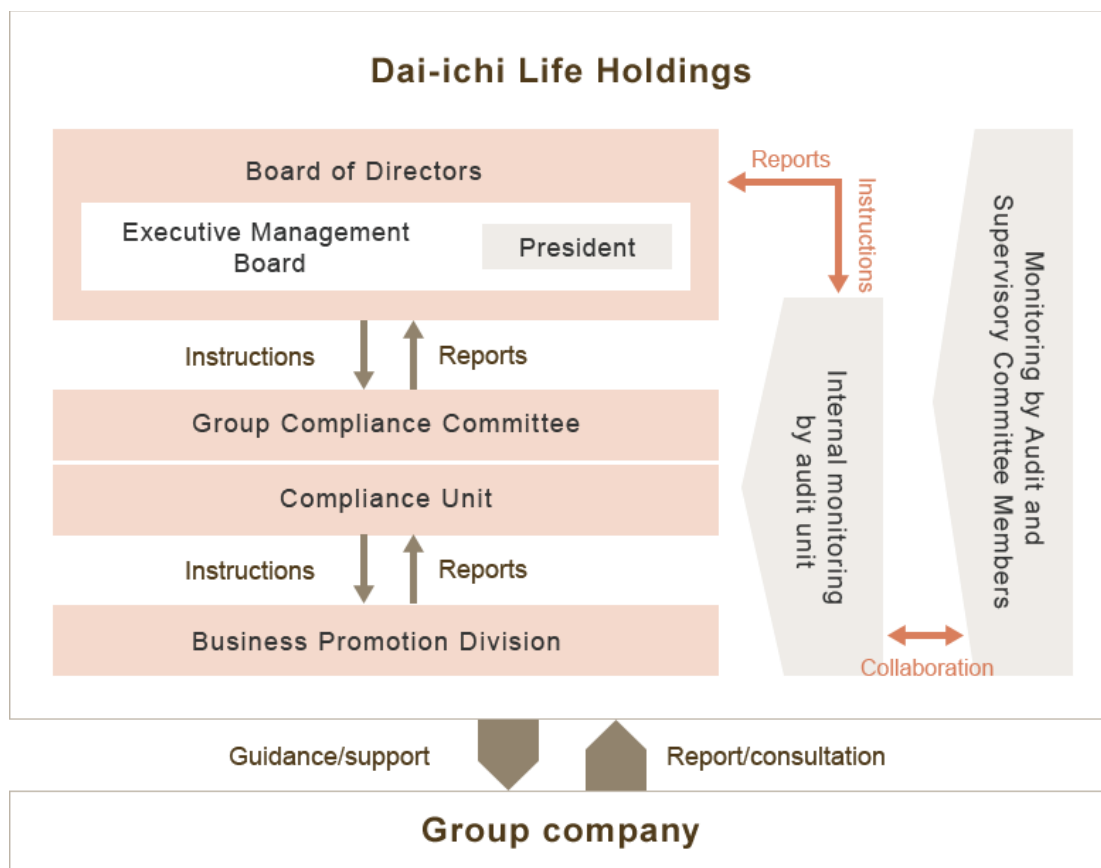
Organizational Systems

The Company is endeavoring to develop and strengthen its compliance system as a Group by establishing the Compliance Unit, taking into account the attributes of each group company.

The Compliance Unit monitors the status of compliance promotion based on reports, etc. from each group company, and reports to the Board of Directors, the President, Executive Management Board, Audit & Supervisory Committee, etc. of incidents occurring in each Group company as required, according to their importance. The Internal Audit Unit conducts regular internal audits on the effectiveness and appropriateness of these measures.

The Group Compliance Committee is established to discuss important matters concerning group compliance and compliance framework of each group company, and reports to the Executive Management Board, the President, and the Board of Directors, apart from regularly convening to monitor compliance status of group companies.

The Company has also established a hotline in the Compliance Unit and a consultation service (with external lawyers) in accordance with the Whistleblower Protection Act, to act as a channel through which employees from the Group can report and consult on compliance matters. The Company operates these systems with full respect for privacy so that the whistleblowers will not be subject to unfavorable treatment resulting from their whistleblowing or consultation.



Compliance Promotion

At the Dai-ichi Life Group, Group companies set out annual plans such as compliance programs in accordance with the challenges identified for each fiscal year and take initiatives for each issue based on such plans, as well as checking the progress of such plans and revising their challenges as required to promote compliance in a plan-do-check-action (PDCA) cycle. In addition, each company enhances education and training to deepen knowledge of laws, regulations and internal rules, and to raise awareness of compliance.

Risk Management

To ensure sound and proper business operations and to ensure that we fulfill the obligations arising from our 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.

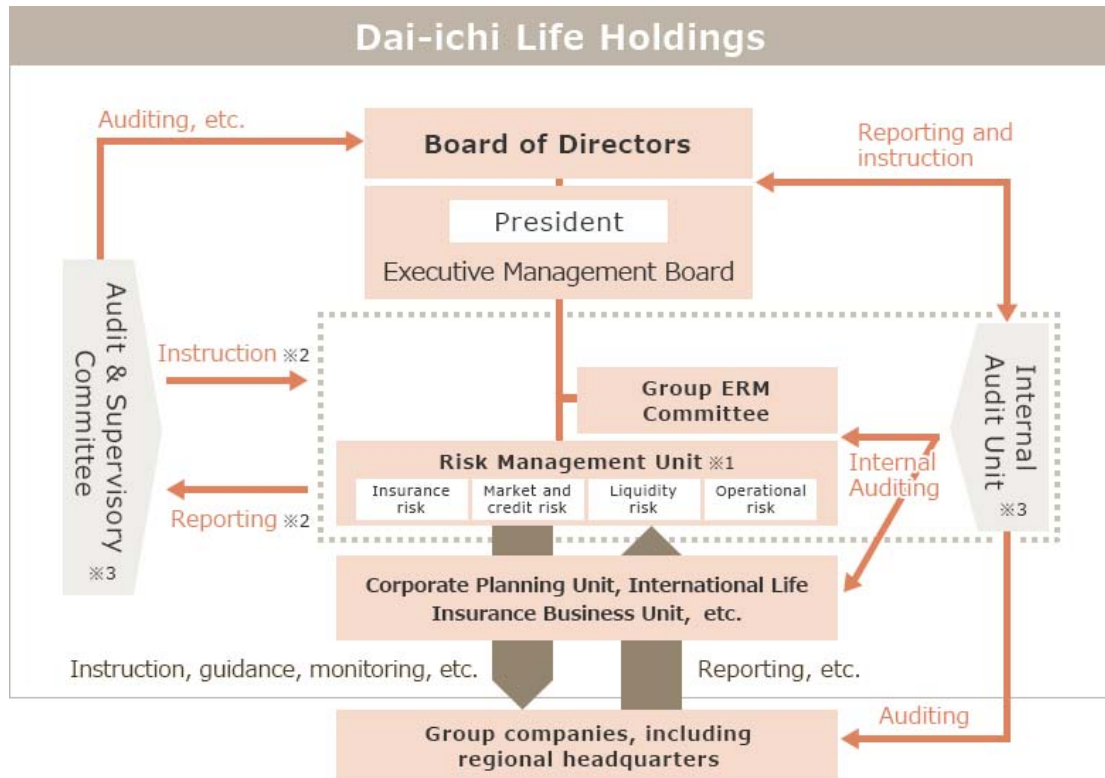
Policies and Regulations

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.

Organization

To ensure the integrity and appropriate conduct of the group, the risk management unit coordinates and implements group-wide policies for risk management in accordance with the group risk management guidelines. The risk management unit also plays a central role in monitoring and controlling the status and integrity of risk management across the group, while also seeking to improve how risk management is exercised.

There is also a group ERM committee that sits regularly to formulate risk management policy, monitor compliance, and conduct studies aimed at improving how risk management is exercised. The audit unit assesses the effectiveness and appropriateness of this risk management infrastructure. An audit committee conducts audits of all aspects of risk management at the group, including management personnel.



※1 Risk Management Unit coordinates with other units as appropriate.

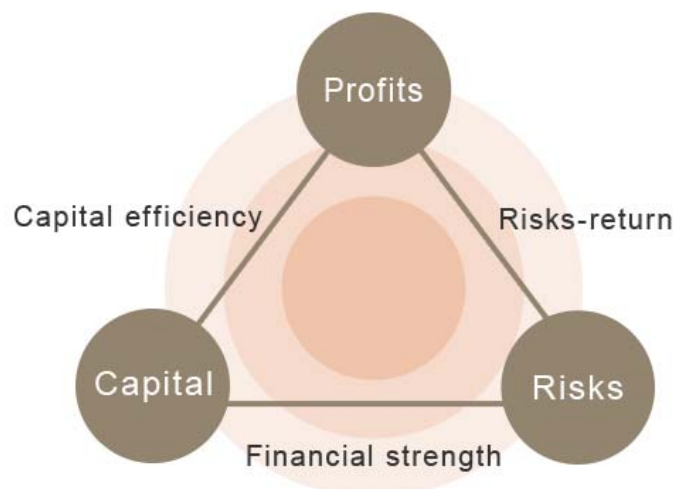
※2 Dotted frame shows the entities which Audit & Supervisory Committee makes instruction to, and receives reporting from.

※3 Audit & Supervisory Committee and Internal Audit Unit coordinate with each other.

ERM

The Dai-ichi Life Group conducts enterprise risk management (ERM) whereby it undertakes its business activities based on business plans, capital strategy, and similar that reflect the current situation regarding capital, risk, and profits.

The risk management unit assesses the suitability of business plans, capital strategy, and similar formulated as part of ERM, and also seeks to improve group risk management while also controlling capital, risk, and profits in an appropriate manner based on the presence, nature, and characteristics of risk through activities such as setting and managing margins for risk.



The Dai-ichi Life Group controls the integrity of the group through activities such as consolidating different types of risk and making capital provision on an economic value, book value, and regulatory basis. The management of risk on the basis of economic value is conducted using embedded value (an indicator used by life insurance companies to represent corporate value) and coherent risk assessment techniques. To identify and evaluate aspects that are not captured by the model-based quantification of risk, stress testing is conducted using worst-case scenarios based on possible future events or actual past events, such as financial market panics or large natural disasters. This is then used as a basis for analyzing the factors that influence the integrity of the organization and reporting the results to the board of directors, executive management board, and others, and for considering and implementing management and financial measures and ways to improve monitoring of market and other conditions as required.

Crisis Management

The Company has a "Group Crisis Management Policy" and is pursuing a variety of crisis management responses by comprehensively identifying and managing the Group's crisis management status as well as developing a crisis management promotion system in normal times to prepare in advance for preventing crises and for reducing risks in preparation for expected crises.

Specifically, we work to avert crises by proactively detecting concerns about a crisis and instructing and alerting group companies and units, in addition to requiring group companies to report events that may cause a crisis.

In addition, in times of a crisis, we rapidly establish an initial response system, including a communication system, in order to promptly respond and accurately collect information during a crisis and to implement responses to resolve the crisis in cooperation with group companies.

Ensuring Appropriate Operations at Group Companies

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

Internal Control over Financial Reporting

In accordance with the Financial Instruments and Exchange Act, we have developed and implemented an internal control system over financial reporting.

We prepare an internal control report which verifies that our internal control over financial reporting was effective, based on the results of assessments of the effectiveness of internal control regarding key processes related to financial reporting and financial report preparation system, and submit this report together with the annual securities report.

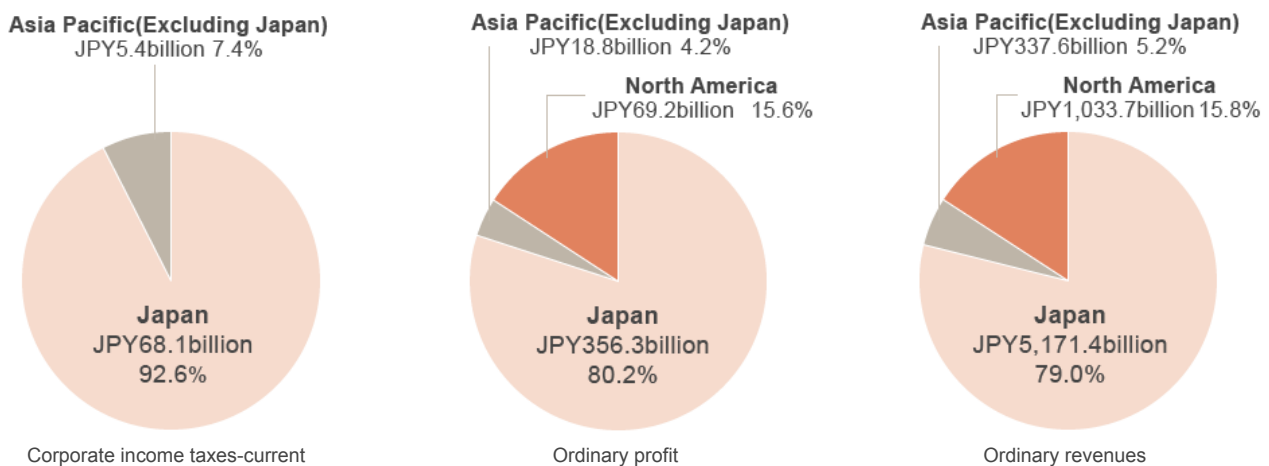
In addition, to confirm the effectiveness of the internal control report, an internal control audit is conducted by an independent auditor. The Dai-ichi Life Group accurately and appropriately prepares financial reports in compliance with the business accounting standards that are generally considered to be fair, such as the governing laws and regulations, generally accepted accounting principles and internal regulations. And we are concerned to make a tax payment in compliance with the relevant tax laws.

We will continue efforts to ensure the reliability of financial reporting going forward by evaluating the effectiveness of the internal control over financial reporting.

Overview of the Dai-ichi Life Group's Results; Tax payment, Ordinary profit and Ordinary revenues (On a combined basis of our primary group companies)

Dai-ichi Life Group accurately and appropriately prepares financial reports in compliance with the business accounting standards that are generally considered to be fair, such as the governing laws and regulations, generally accepted accounting principles and internal regulations.

And we are concerned to make a tax payment in compliance with the relevant tax laws.



Note1:Sum of figures recorded in the Financial Results for the fiscal year ended March 31, 2017 of the group companies.

Note2:"Group companies" represents The Dai-ichi Life Holdings, The Dai-ichi Life Insurance Company, Limited, The Dai-ichi Frontier Life Insurance Co. Ltd., The Neo First Life Insurance Company, Limited, Protective Life Corporation, TAL Dai-ichi Life Australia Pty Ltd, Dai-ichi Life Insurance Company of Vietnam, Limited and The Dai-ichi Life Information Systems Co.,Ltd.

Information Property Protection

Statement of intent

The Dai-ichi Life Group recognizes that compliance with laws and internal regulations, undertaking appropriate measures for information asset protection, and defending information assets from cyber attacks or internal misconduct is the fundamental prerequisite for gaining the trust of our shareholders and other stakeholders.

Policies and other rules on keeping information safe

The group's internal governance policy stipulates the core requirements for implementing practices that ensure the safekeeping of group information. This policy serves as the basis for the policy on group information safekeeping, the stipulations of which include the philosophies underlying the safekeeping of group information, and the rules on group information safekeeping that stipulate more specific approval and reporting systems and other management practices. In order to deal with the increasing ingenuity of cyber-attacks, we have set out Group Rules for Handling Cyber Incidents.

Organizational infrastructure for information safekeeping

Dai-ichi Life has established practices under which important matters relating to keeping information safe are dealt with by the Group Compliance Committee. An information safekeeping group has also been established within the compliance unit to provide a permanent organization for handling the safekeeping of information at group companies. In addition to providing advice and support as needed based on considerations such as the business activities of each group company and the quantity and nature of the information they hold, this information safekeeping group is also involved in implementing appropriate management practices for information safekeeping at these companies. The internal audit unit conducts regular internal audits of how well these measures are operating and reports their findings to the board of directors and executive management board.

Implementation of information safekeeping practices

In accordance with the laws of the relevant countries, the Dai-ichi Life Group has established the policies for the safekeeping of information by introducing security measures where needed and appropriate in order to prevent leaks, loss, or tampering with personal information.

Handling for requests for access to personal information, etc.

If we receive a request such as for the disclosure of personal information belonging to a particular shareholder or other stakeholder, we shall immediately respond as appropriate after confirming that it is the individual in person or a legitimate proxy. Instructions on how to go about disclosure or other requests under the law on the protection of personal information are available on the websites of Dai-ichi Life and its group companies.

Response to requests and similar

Dai-ichi Life will respond promptly and appropriately to requests that relate to the handling of personal information.

Handling of Antisocial Forces

Basic Recognition

All Dai-ichi Life Group's 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. The Dai-ichi Life Group is fully committed to halting the development of any relationships with these forces in all of its transactions to prevent any damage from occurring.

Policies, Regulations, etc. Associated with the Handling of Antisocial Forces

In accordance with the Group Basic Policy on Handling of Antisocial Forces based on the Group 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, the Company has established Group Antisocial Forces Handling Regulations, strengthening its unified Group-wide stance towards eliminating antisocial forces.

Systems for Handling Antisocial Forces

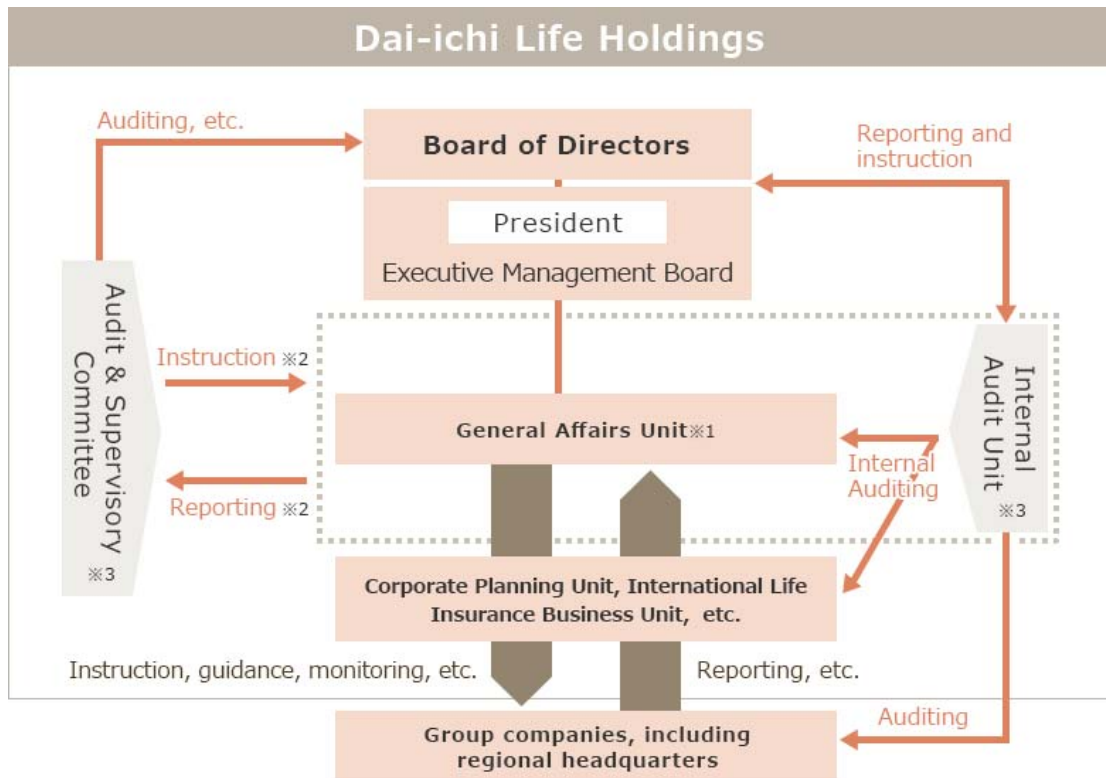
The Company has designated the General Affairs Unit to be in charge of streamlining and strengthening systems to block the development of any relationships with antisocial forces or to prevent damage that may occur, taking into account the attributes of each company, in daily operations and has given guidance and support as required in taking an appropriate response as a group.

We regularly monitor the status of group companies and receive reports on initiatives to eliminate antisocial forces from group companies as Group-wide responses.

The Company has made preparations whereby in the event business with an antisocial force is identified, the matter is reported to a director or other officer in a timely and appropriate fashion and efforts are made to promptly cut off the ties in question. Top management is also appropriately involved through procedures including regular reporting to the Board of Directors concerning the handling status of efforts to sever ties with antisocial forces.

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

Organizational Structure for Severing Relations with Antisocial Forces and Preventing Damage



※1 General Affairs Unit coordinates with other units as appropriate.

※2 Dotted frame shows the entities which Audit & Supervisory Committee makes instruction to, and receives reporting from.

※3 Audit & Supervisory Committee and Internal Audit Unit coordinate with each other.

Internal Audit

To ensure the financial soundness and appropriate business operations of the Group as a whole, the Internal Audit Unit of Dai-ichi Life Holdings conducts internal audits to assure that internal control framework and activities of the Group are appropriate and effective. The measures and practices necessary for ensuring effective internal audit have been put in place, including those for maintaining the independence of the Internal Audit Unit.

Policies and rules

Dai-ichi Life Holdings has stipulated the core philosophies and policies for internal audit in "Internal Control Policy for Dai-ichi Life Group" and "Internal Audit Policy for Dai-ichi Life Group" (the "Internal Audit Policy"). Dai-ichi Life Holdings has also established "Internal Audit Regulations for Dai-ichi Life Group" in accordance with the Internal Audit Policy to define the principles of internal audit and to effectively and efficiently implement all the activities relating to Group's internal audit.

Organizational structure

Dai-ichi Life Holdings has set up the Internal Audit Unit as an independent organization to ensure its effective checking function to other organizations. The Internal Audit Unit verifies and assesses the appropriateness and effectiveness of internal control framework and activities of the Group, identifies flaws, provides advice for improvement and reports to the Board of Directors, Executive Management Board, etc. on the results of internal audits.

Reporting to the Audit Committee

Dai-ichi Life Holdings has the Audit Committee in which external directors have a majority. The Internal Audit Unit conducts internal audits under audit policy, plans and perspectives of the Audit Committee, and reports to the Audit Committee on its internal audit plans and results.

Human Rights Awareness

Basic Policy

The Dai-ichi Life Group has adopted Dai-ichi's Social Responsibility Charter (DSR Charter) as values cherished by all employees and has declared that it would make efforts to respect human rights as an item in the DSR Charter.

With this background, in May 2014 Dai-ichi Life announced its participation in the United Nations Global Compact (UNGC), a UN framework for the UN and corporations to achieve sustainable growth. We will continually endeavor to develop employees who always think of others and take action in any situation based on a correct understanding and awareness of human rights.

In addition, respect for human rights constitutes the management foundation of companies, and we will aim to become a company rooted in the value of "respect for human rights" in the pursuit of human happiness.

Dai-ichi Life established the Dai-ichi Life Human Rights Declaration (Three Pillars of the Human Rights Declaration) in 1986. We also included matters concerning human rights in the Code of Conduct for employees in order to improve the awareness of employees towards human rights.

Dai-ichi Life 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 corporate social responsibility and act accordingly.

Dai-ichi Life's Code of Conduct (Excerpt)

- 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, race, ethnicity, religion, social status, disabilities, sexual orientation, or gender identity and any other reasons.
- Employees shall not conduct sexual harassment or power harassment. In addition, employees shall not allow others to conduct these types of acts.

Click [here \(60KB\)](#)  for details about Dai-ichi Life's Code of Conduct.

Specific Initiatives

| Internal Initiatives

Dai-ichi Life makes efforts to promote human rights awareness based on the view that respect for human rights constitutes the management foundation of companies.

Human resources support companies, and it is vital to persistently and repeatedly take initiatives aimed at promoting human rights awareness of employees in order to deepen each employee's proper understanding and awareness of human rights issues and tie these into daily activities.

Although human rights issues are wide-ranging, we strive to promote human rights awareness on as many occasions as possible, including training by affiliation targeting all employees as well as training for Human Rights Awareness Committee members, and training for newly hired employees particularly focusing on anti-discrimination against Burakumin, promotion of normalization, harassment prevention, and promotion of understanding of LGBT.

In fiscal 2015, we conducted training to promote understanding of LGBT for all employees for the first time. Also in fiscal 2016, we set up the LGBT contact point for employees in establishing a system that allows employees to consult about anxieties and concerns related to work. We believe such support that enables each employee to engage in lively participation leads to respect for the diverse values of employees.

We will seek to become a company that boosts productivity and achieves sustainable growth by firmly incorporating the value of "respect to human rights" into corporate actions through promotion of human rights awareness to employees.

> [Human Rights Awareness](#) 

| External Initiatives

Initiatives for Customers

Dai-ichi Life takes various initiatives for diverse customers while cherishing the value of "respect for human rights." Please see Dai-ichi Life's website for details.

> [LGBT-Friendly](#) 

External Activities

Dai-ichi Life 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 within the company.

Stakeholder Communication

We understand our customers, Local community/society, Shareholder/investor, business partners, and employees as stakeholders who are deeply involved in our business activities. Based on opinions and evaluations obtained through active communication with various stakeholders, we aim to promote higher quality activities and enhance corporate value by reflecting our understanding of issues in our business activities.



Stakeholder Dialogue

The Dai-ichi Life Group's Basic Approach

The Dai-ichi Life Group holds a stakeholder dialogue every year to provide opportunities for two-way dialogue between outside experts and internal officers and employees as a means of reflecting various stakeholders' opinions in the Group's business activities. We invite experts in a wide range of fields and reflect their opinions and assessments in the Group's business activities taking into account the latest social conditions, with a view to taking high-quality initiatives.

Aiming to Build a Global Governance System that Achieves Sustainable Value Creation

The Dai-ichi Life Group has promoted business diversification and geographical diversification proactively, seeking to enhance its sustainable creation of value. We invited Nicholas E. Benes, Representative Director of The Board Director Training Institute of Japan—who has extensive knowledge in the area—to discuss the Dai-ichi Life Group's ideals for its future governance.



Seiji Inagaki (Right)
President and
Representative Director

Nicholas E. Benes
Representative Director
The Board Director
Training Institute of Japan

Morinobu Nagahama (Left)
Director (Senior Audit &
Supervisory Committee Member
(Full-Time))

Toshiaki Sumino (Left)
Executive Officer,
Chief of Corporate Planning Unit

Rieko Sato (Right)
Outside Director (Audit &
Supervisory Committee Member)

Profile of Nicholas E. Benes

After obtaining a JD/MBA degree in the United States, Nicholas Benes joined the investment banking division of J.P. Morgan. He worked there for 11 years with responsibility in a variety of product areas. He subsequently established an M&A advisory boutique in Japan. In addition to serving as an outside director at numerous companies, in 2013 he proposed the creation of Japan's Corporate Governance Code. He currently serves as Representative Director of The Board Director Training Institute of Japan, which provides training and consulting for executives and directors with the aim of strengthening governance.

Outline of the Stakeholder Dialogue

Theme	Aiming to Build a Global Governance System that Achieves Sustainable Value Creation

External Stakeholder	<ul style="list-style-type: none"> Nicholas E. Benes, Representative Director, The Board Director Training Institute of Japan
Participants from the Company	<ul style="list-style-type: none"> Seiji Inagaki, President and Representative Director Morinobu Nagahama, Director (Senior Audit & Supervisory Committee Member (Full-Time)) Rieko Sato, Outside Director (Audit & Supervisory Committee Member) Toshiaki Sumino, Executive Officer, Chief of Corporate Planning Unit

* The affiliation and position are at the time when the dialogue was held for producing Annual Report (published in August, 2017).

Building a governance system that supports the expansion and diversification of business

The Group transformed itself through demutualization and shifted to a holding company structure to respond swiftly and optimally to changes in the business environment

Benes | Management at Dai-ichi Life has changed significantly over the past 10 years, with overseas expansion in 2007, demutualizing and listing in 2010, and shifting to a holding company structure in 2016. Could you explain the background to these changes?



Inagaki | The domestic life insurance business environment has become increasingly challenging. Take the declining population and the introduction of the negative-interest-rate policy, for example. In this environment, the Group has promoted both business and geographical diversification in order to maintain its ability to sustainably create value. Specifically, we have created three domestic life insurance companies, expanded into the overseas life insurance business, including the Asia-Pacific region and the U.S., and strengthened our domestic and overseas asset management businesses. We have now become a diversified group with three domestic life insurance companies, six overseas life insurance companies, and two domestic and overseas asset management companies. We have continuously sought to develop the optimal governance system for tackling changes in the business environment and achieving healthy growth. The results of these efforts translated into the process of shifting from a mutual company to a stock company, and then to a holding company structure.

Benes | What were the main objectives for shifting to a holding company structure?

Inagaki | The Group aims to speed up growth through the reallocation of capital within the Group. Within the Group, an extremely large but mature domestic life insurance business co-exists with new businesses that have yet to grow to significant size. We opted for a holding company that can focus on governance of the entire Group, rather than giving a single operating company the role of appropriately and swiftly determining how much capital to allocate to each business. Another objective was to build the business foundation for executing bold strategies in the future. For example, whereas the business scope of subsidiaries of life insurance companies is strictly regulated under the Insurance Business Act, an insurance holding company can expand into a wide range of business.



Pursuing best practice as a company with an Audit & Supervisory Committee

Leveraging a sophisticated internal control system in pursuit of highly effective governance

Benes | Could you explain the reasons why Dai-ichi Life Holdings chose to be a company with an Audit & Supervisory Committee?

Inagaki | Before our final decision, there were differing opinions, and we had serious discussions with all members of our board and senior executives. The reason why we finally decided to be a company with an Audit & Supervisory Committee was the belief that since the holding company's main duty is the management and administration of Group companies, it is best for its Board of Directors to act as a "monitoring board" focusing on supervisory functions.

Benes | Do you think governance is working well, as a company with an Audit & Supervisory Committee?

Nagahama | Yes. The Audit & Supervisory Committee at Dai-ichi Life Holdings strives to ensure highly effective governance. Once we launched the system, we wanted to run it as one having the best practices. We set high standards, taking into account the Companies Act and the expectations of society, and based on the know-how we have built up to date. I myself have been involved in the Company's internal control system for a long time, having also served as the officer in charge of internal auditing. At present, as the Chairman of the Audit & Supervisory Committee, I am constantly working to increase the efficiency of supervision while utilizing the internal control system, including liaising between the internal audit units and our external audit firm.



Benes | The life insurance business is based on long-term policies that run for several decades. Actuarial accounting is also complex, so a high level of expertise and a long-term management perspective is required. Is it difficult to deeply understand the business and make the supervisory functions work?

Nagahama | At the Audit & Supervisory Committee, we take plenty of time to interview each executive officer. After identifying the business issues raised by each executive, we check whether and how these issues are actually addressed in the execution of duties by that person.

Sato | In the beginning, I did not necessarily support adoption of the Audit & Supervisory Committee system. The corporate auditor (kansayaku) system is unique to Japan and is sometimes described as difficult for people from overseas to understand, but its corporate auditors are endowed with extremely strong authorities and an "independent decision-making" system in which each individual corporate auditor can request reports and carry out investigations. So, some argue that governance functions meaningfully because of this aspect. Compared to this, in the case of the Audit & Supervisory Committee, it is not the individual members who have the authority to investigate but the committee that makes such decisions, as a group. Nevertheless, in the course of discussions, I came to recognize that an extremely sophisticated internal control system was already established at the Company. I realized that if it was linked well to the internal control system, the functions of the Audit & Supervisory Committee would be fulfilled when an issue was raised by an outside director, even if that person did not have an individual authority to investigate. Believing that Dai-ichi Life Holdings could achieve highly effective governance that would be a model to other companies with an Audit & Supervisory Committee if we "aim for best practice," I supported adoption of the new system on that assumption. Now that we have made the transition, my concerns have been eliminated, and I actually think that we can check the appropriateness of the execution of directorial duties more widely than regular corporate auditors.

Benes | How do you make sure that the outside directors are informed well enough to maintain effective oversight?

Nagahama | Since the establishment of the holding company in October 2016, the Board of Directors has met 12 times, and the Audit & Supervisory Committee has met more frequently. In addition to that, preliminary briefings are held for the outside directors, depending on the importance of the agenda items.

Sato | Including some internal events we participate in so that we can understand the business better, I think we actually visit the Company about three times a month. Also, I do think that the outside directors are well informed, including the advance distribution of materials for the Board of Directors. Moreover, aside from meetings that are conducted internally, we have independently held "executive session" meetings that allow for free discussion between the outside board members, in order to deepen our understanding of agenda items and enhance discussions.



Benes | That's an extremely positive initiative. Exchanging opinions in such forums will stimulate discussion at the Board of Directors.

Inagaki | I myself have served on the Board of Directors at U.S.-based Janus Capital Group (now Janus Henderson Group) as an outside director. We had onsite meetings once a quarter in principle, with video conferences held when necessary.

Benes | There is also the approach of reducing the frequency of meetings while deepening debate at each individual meeting. Were there any other initiatives like that at the Janus Board of Directors that could be instructive?

Inagaki | At the Audit Committee, which was a sub-committee to the Board of Directors, there were various innovations to enhance the effectiveness of governance. For example, the executive directors would leave the meeting to give the Audit Committee members, composed of the auditor and the outside directors, the opportunity to exchange opinions among themselves. I felt that it was a very sound organization. We hope to pursue the best governance for the Group while also learning from such cases at overseas companies.

Building a global management system in anticipation of the next generation

Focusing on securing and training diverse personnel as a true global company

Benes | The overseas business has come to account for about 30% of consolidated net income in fiscal 2016, so having a global management structure will be even more important going forward. Could you explain under what kind of structure you currently use?

Sumino | We supervise and support each overseas Group company through regional headquarters established in New York and Singapore. We hold an Executive Summit with the aim of sharing our corporate philosophy and values with overseas Group management. We also try to share information, strategies and policies at each level within the Group at events such as the Global Management Conference, where managers from each company get together.

Benes | Are there any cases in which the management of overseas Group companies take part in the management of the holding company?

Inagaki | At the moment, there are five executives who are treated as executive officers of the Company, and they take part onsite or by conference call when we deliberate on overseas strategy matters.

Benes | Training the next generation of personnel to run the global business in the future is also important.

Sumino | Exactly. In order to build up a diverse employee base, we are actively promoting mid-career employment and the employment of non-Japanese personnel, in addition to hiring new college graduates. While expanding the pool of human capital in this way, I hope that we will also be able to train people who can drive the overseas business, and develop candidates for next-generation executive positions in the process. We are also enhancing global employee interaction and training programs. In fiscal 2016, about 30 overseas Group employees participated in interaction programs in Japan, and we plan to increase this number to around 50 in fiscal 2017. In conjunction with these efforts, I think we have to develop a multi-lingual internal information infrastructure, to support the globalization of our business.



Benes | Speaking from my own experience, increasing diversity and cementing human networks within the Group will be a major advantage in remaining globally competitive. The individual strengths of talented personnel combined with human networks will surely help you to overcome the challenges you face to come up with new ideas.

"Respecting each other, learning from each other, growing together"

Benes | I think that when you try to strengthen the supervisory and oversight functions for overseas Group companies, there is always a possibility of friction due to cultural differences and other factors. As a holding company, what approach do you take to this?

Inagaki | The life insurance business is basically a local business, and it is a business that will not run well based on top-down instructions and orders alone. Koichiro Watanabe, Chairman of the Board, expressed the approach that forms the basis of the Company's global management, in the concepts of "respecting each other," "learning from each other," and "growing together." At a very fundamental level, I think that these concepts express the essence of good governance. The Dai-ichi Life Group has treasured this mindset since the days when it was a mutual company devoted to the domestic life insurance business. These concepts have remained alive after the Group has transformed itself through business and geographical diversification, and I would like to make sure that they will be resolutely passed on in the future.



Stakeholder Dialogue

Customers

Group Policy

We take the following initiatives in order to improve our products and services with a view to achieving the group mission of "By your side, for life."

Specific Initiatives

Collection of opinions and requests through various contacts with customers

The Dai-ichi Life Group works to improve our products and services by proactively collecting opinions and requests through various contacts with customers such as Total Life Plan Designers (sales representatives), contact centers (call centers), insurance shops (consulting counters), our website, and agents.



Dai-ichi Life Insurance Shops

Seminars and Exchange Events for Managers

At Dai-ichi Life, we hold events for managers throughout Japan with a view to providing information to corporate customers (managers) and helping them resolve management issues. Specifically, we hold seminars where specialists from inside and outside the company give lectures, as well as exchange events aimed at exchange of information and business matching among managers. We will continue planning and holding events tailored to the needs of society and communities in an effort to not only improve corporate customer satisfaction but also contribute to the revitalization of local economies and industries.

Roundtable Conference with Customers

Customer Satisfaction Survey

Advisory Committee for Business Quality

Consumer Focus Group Program

Visits to the National Consumer Affairs Center of Japan

> Please see "Initiatives for Customers" for details.

Shareholders and Investors

Group Philosophy

At the Dai-ichi Life Group, we take the following initiatives for the purpose of disclosing company information in a timely and appropriate manner and using useful requests and opinions from dialogue with shareholders and investors as reference for company management.

Specific Initiatives

General Meeting of Shareholders

At Dai-ichi Life, we hold the Annual General Meeting of Shareholders in late June of each year to report important matters concerning the company to shareholders for them to resolve such matters. In addition to the explanation of business operations and the management plan given by the president, we are working to enhance two-way communication through questions and answers. Furthermore, we are taking initiatives such as online exercise of voting rights and participation in the electronic voting rights execution platform for institutional investors with an eye to improving the environment for exercising voting rights.

* We will hold the Annual General Meeting of Shareholders as Dai-ichi Life Insurance Company, Limited until Fiscal 2016, and as Dai-ichi Life Holdings, Inc. from Fiscal 2017.



Financial Results Conference Call

We hold a Financial Results Conference Call four times a year where senior management explains the Dai-ichi Life Group's financial results to institutional investors and analysts. The Dai-ichi Life Group's top management directly explains such matters followed by a question and answer session. The Financial Results Conference Call is made widely available via online streaming.

Financial Analyst Meeting

We hold a Financial Analyst Meeting twice a year where the president explains the Dai-ichi Life Group's strategy to institutional investors and analysts. The president directly explains such matters followed by a question and answer session. The Financial Analyst Meeting is made widely available via online streaming. In addition, we hold "Analyst Day" in which officers in charge of major departments directly explain their management strategies, and make the explanatory materials widely available via online streaming.



Visit to Domestic and Foreign Institutional Investors and Separate Response

We have separate dialogues with more than 300 domestic and foreign institutional investors a year. Of those institutional investors, more than 100 are foreign institutional investors with whom we actively communicate including separate response by senior management.

Response to Inquiries from Sell-side Analysts, etc.

We respond to inquiries as necessary from sell-side analysts working for securities companies who analyze financial results and compile a report of stock price forecasts.

Interaction with individual investors

We participate in IR events which bring together more than 100 companies every year and hold company information sessions nearly 20 times a year. We engage in active exchange mainly through the explanation of the Dai-ichi Life Group, including strategy and financial results, to individual investors who actively conduct equity investment.



IR Event



Presentation by the president

Seminar for Individual Investors

We hold seminars for individual investors about 20 times a year to explain the company profile, financial results, and the Dai-ichi Life Group's initiatives aimed at future growth.

Community and Society

Group Philosophy

At the Dai-ichi Life Group, we take the following initiatives for the purpose of growing together with the community and society as a good corporate citizen.

Specific Initiatives

Collaboration with External Organizations

The Dai-ichi Life Group carries out various activities by working with external organizations in order to contribute to the community and society. Specifically, we conduct blood donation activities for employees with the Japan Red Cross, charity sales promotion events to employees with local welfare facilities and organization as the exhibitors, and volunteer awards in conjunction with the Japan Philanthropic Association in order to further enhance social contribution activities of employees. Going forward, we will pursue contribution activities that are needed by the community and society by incorporating external perspectives through close collaboration with external organizations.



Blood donation activities for employees

Dialogue with Outside Experts

At the Dai-ichi Life Group, we regularly conduct dialogues by outside experts and the company's executives in order to utilize various opinions from stakeholders in management. We will continue making efforts so that we can steadily fulfill our social responsibilities and grow by asking about opinions and requests concerning business activities overall and using such information to improve day-to-day activities as much as possible.



Stakeholder Dialogue for Fiscal 2017

Partnership with Local Governments

At the Dai-ichi Life Group, we assist local communities in resolving the challenges they face by concluding partnership agreements tailored to local governments using our strength of having branch offices throughout Japan. We have established cooperative relations with local governments in a wide array of fields, including cancer awareness agreements under which we mainly provide health and medical information for raising the cancer examination rate and agreements on activities to check up on elderly residents that support the safe living of the elderly. Going forward, we will continue pushing ahead with partnerships with more local governments to support community revitalization.



Agreement signing ceremony
Governor Hirai of Tottori Prefecture
(Second from the left)
President Inagaki of Dai-ichi Life
(Fourth from the left)

Business Partners

Group Philosophy

At the Dai-ichi Life Group, we take the following initiatives for the purpose of promoting fair and equitable business dealings with suppliers and contractors of goods and services, and agents to build sound relationships.

Specific Initiatives

Initiatives for Contractors

At Dai-ichi Life, when selecting contractors, we evaluate them according to multiple perspectives, including information safety management and elimination of anti-social forces, and conduct site visits as required. And, once a year, we conduct a regular inspection of the contract details, as we strive to manage our outsource business properly and professionally.

For our work related to underwriting and maintaining insurance contracts, and our business duties, including printing and sending documents and forms to customers, the company outsources part of that to outside contractors.

Consideration for the Environment during Selection of Business Partners

Dai-ichi Life regularly conducts surveys of the environmental initiatives of our major business partner. And, in addition to installing environmentally-friendly OA equipment, we promote "Green Purchasing," which is the preferential purchasing of products that put little load on the environment. In addition to formulating our company's "Green Purchasing Guidelines," when purchasing office consumables, etc., as a rule, we purchase Green Purchasing-compatible products through our in-house bulk purchasing system.

Training, Education, and Support for Agents

At Dai-ichi Life, we outsource the sales of our products to professional agents of Sompo Japan Nipponkoa Insurance with whom we have forged a comprehensive business alliance and support activities, including presentation of proposal methods and preparation of insurance design, for the purpose of providing total consulting services which cover life insurance and non-life insurance to customers. In addition, we hold an awards ceremony every year to honor agents that achieved remarkable sales results for our products. Also, Dai-ichi Frontier Life has established a call center for agents separate from its customer call center. Each call center continually works to strengthen its system for responding promptly and accurately to inquiries about products and procedures.

Employees

Group Philosophy

At the Dai-ichi Life Group, we take the following initiatives for the purpose of ensuring a positive work environment where diverse human resources can play active roles.

Specific Initiatives

Message from the President

At the Dai-ichi Life Group, we have established an initiative that connects directly the president and employees by utilizing the company's intranet. 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 given by the president on special occasions such as on anniversaries of the company's founding, etc. This initiative provides interactive communication so that employees are also able to convey to the president any 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.



Message from the President over the intranet (Image)

Dialogue with Top Management

At the Dai-ichi Life Group, we conduct dialogue with top management as an opportunity for top management to seriously listen to employee views. Within this framework, executives visit the workplace and share with employees the background and views associated with various business challenges, in addition to management directly fielding questions and opinions from employees. Internal communications are invigorated through such direct discussions, and this framework also works to create an organization brimming with energy and a sense of unity.



Dialogue with Top Management

Determining Employee Satisfaction

At the Dai-ichi Life, we have 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.

Whistleblowing System (Internal and External Consultation Service)

To enhance corporate governance, the Dai-ichi Life Group has established a consultation service within each company and with external lawyers in accordance with the Whistleblower Protection Act to act as a channel through which employees can directly report and consult on important compliance matters. Specifically, the consultation service within each company receives reports concerning violations of laws and regulations and internal rules and outside lawyers of the external consultation service handle and resolve matters reported by employees of each company under a system independent from management. Going forward, we will work to enhance governance and the trust of customers by listening sincerely to various feedback.

Consultation Service Related to Human Resources

At the Dai-ichi Life Group, for the purpose of handling various consultations concerning career path with a view to enhancing employees' human resource value, career advisors with special skills offer appropriate advice in order to encourage those seeking consultation to resolve matters on their own, and support the career development of employees.

Labour Unions

The Dai-ichi Life Labour Union employs a union shop system whereby both in-house staff and sales representatives are union members. There are some 52,000 people (as of April 1, 2017) to whom the conditions of union membership apply. The company and the union engage in an active exchange of opinions via discussions held in various committees to both realize a wealthier and more cheerful lifestyle for union members, and so as to create a satisfying and positive workplace for them.

GRI Content Index

Sustainability Reports is based on the Core option of the Sustainability Reporting Guidelines. Therefore, only material aspects (that were selected as material issues for the Dai-ichi Life Group) are disclosed in Specific Standard Disclosure.

GRI Standards

G4 Guidelines

GENERAL DISCLOSURES

Organizational profile

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 102: GENERAL DISCLOSURES 2016	102-1	Name of the organization	> Corporate Profile	
	102-2	Activities, brands, products, and services	> List of Group Companies	
	102-3	Location of headquarters	> Corporate Profile	
	102-4	Location of operations	> List of Group Companies	[Number of countries where the organization operates] is not reported.
	102-5	Ownership and legal form	> Corporate Profile > Basic Stock Information	
	102-6	Markets served	> List of Group Companies	
	102-7	Scale of the organization	> Corporate Profile > List of Group Companies > Sustainability Data (Employees) > Financial Highlights: Dai-ichi Life Holdings (Consolidated)	

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
	102-8	Information on employees and other workers	> Sustainability Data (Employees)	
	102-9	Supply chain	> Stakeholder Communication	
	102-10	Significant changes to the organization and its supply chain	There have been no material restatements during the period	
	102-11	Precautionary Principle or approach	> Risk Management	
	102-12	External initiatives	> Participation in External Initiatives	
	102-13	Membership of associations	> Participation in External Initiatives	

Strategy

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 102: GENERAL DISCLOSURES 2016	102-14	Statement from senior decision-maker	> Message from the President	

Ethics and integrity

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 102: GENERAL DISCLOSURES 2016	102-16	Values, principles, standards, and norms of behavior	> Group Sustainability Approach	


Governance

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 102: GENERAL DISCLOSURES 2016	102-18	Governance structure	> Corporate Governance Structure > Structure	

Stakeholder engagement

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 102: GENERAL DISCLOSURES 2016	102-40	List of stakeholder groups	> Stakeholder Communication	
	102-41	Collective bargaining agreements	> Employees (Labor Union) > Financial Highlights: Dai-ichi Life Holdings (Consolidated)	
	102-42	Identifying and selecting stakeholders	> Stakeholder Communication > Handling of Antisocial Forces	
	102-43	Approach to stakeholder engagement	> Stakeholder Communication > Sustainability Data (Interactions with Customers)	
	102-44	Key topics and concerns raised	> Stakeholder Communication > Initiatives for Customers > Sustainability Data (Interactions with Customers)	


Reporting practice

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 102: GENERAL DISCLOSURES 2016	102-45	Entities included in the consolidated financial statements	> Corporate Profile	
	102-46	Defining report content and topic Boundaries	> Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB) 	


GRI Standard / Disclosure		Page number(s) and / or URL(s)	Omission	
	102-47	List of material topics	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB) PDF 	
	102-48	Restatements of information	There have been no material restatements during the period	
	102-49	Changes in reporting	There have been no material restatements during the period	
	102-50	Reporting period	> Sustainability Reports	
	102-51	Date of most recent report	> Sustainability Reports	
	102-52	Reporting cycle	> Sustainability Reports	
	102-53	Contact point for questions regarding the report	> Sustainability Reports	
	102-54	Claims of reporting in accordance with the GRI Standards	GRI Standard	
	102-55	GRI content index	GRI Standard	
	102-56	External assurance	> Initiatives for Society and Environment: Greenhouse Gas Emissions Verification Report	

MATERIAL TOPICS


ECONOMIC PERFORMANCE

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB)  	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Message from the President > Strategy 	
GRI 201: ECONOMIC PERFORMANCE 2016	201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> > Financial Information 	


ANTI-CORRUPTION

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB)  	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Compliance 	
GRI 205: ANTI-CORRUPTION 2016	205-1	Operations assessed for risks related to corruption	<ul style="list-style-type: none"> > Compliance 	[Total number and percentage of operations assessed for risks related to corruption] is not reported.
	205-3	Confirmed incidents of corruption and actions taken	There have been no material restatements during the period	


ANTI-COMPETITIVE BEHAVIOR

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB)  	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Compliance 	
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There have been no material restatements during the period	



MATERIALS

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB)  	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Initiatives for Society and Environment 	
GRI 301: MATERIALS 2016	301-1	Materials used by weight or volume	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives) 	

ENERGY

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB)  	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Initiatives for Society and Environment 	
GRI 302: ENERGY 2016	302-1	Energy consumption within the organization	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives) 	
	302-2	Energy consumption outside of the organization	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives) 	

WATER

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB)  	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Initiatives for Society and Environment > The Dai-ichi Life Insurance Company, For Environment > Environmental Action  	
GRI 303: WATER 2016	303-1	Water withdrawal by source	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives) 	

EMISSIONS

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB) PDF 	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Initiatives for Society and Environment 	
GRI 305: EMISSIONS 2016	305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives) 	
	305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives) 	
	305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives) 	

EFFLUENTS AND WASTE

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB) PDF 	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Initiatives for Society and Environment > The Dai-ichi Life Insurance Company, For Environment > Environmental Action ↗ 	
GRI 306: EFFLUENTS AND WASTE 2016	306-2	Waste by type and disposal method	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives) 	Waste disposal method is in accordance with the local government's instructions.

ENVIRONMENTAL COMPLIANCE


GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB) PDF 	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Initiatives for Society and Environment 	
GRI 307: ENVIRONMENTAL COMPLIANCE 2016	307-1	Non-compliance with environmental laws and regulations	There have been no material restatements during the period	

EMPLOYMENT


GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB) PDF 	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Initiatives for an Accommodating Work Environment > The Dai-ichi Life Insurance Company, Diversity and Inclusion > Work-Life Balance ↗ 	
GRI 401: EMPLOYMENT 2016	401-1	New employee hires and employee turnover	> Sustainability Data (Employees)	[new employee hires and employee turnover by age group] is not reported.

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
	401-3	Parental leave	> Sustainability Data (Employees)	[the total number of employees that were entitled to parental leave] is not reported.

TRAINING AND EDUCATION

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB)  	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Employees 	
GRI 404: TRAINING AND EDUCATION 2016	404-2	Programs for upgrading employee skills and transition assistance programs	<ul style="list-style-type: none"> > Sustainability Data (Employees) > The Dai-ichi Life Insurance Company website: Human Resource Development ↗ 	

DIVERSITY AND EQUAL OPPORTUNITY

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB)  	

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Initiatives for an Accommodating Work Environment > The Dai-ichi Life Insurance Company website: Work-Life Balance ↗ 	
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> > Sustainability Data (Corporate Governance) > Sustainability Data (Employees) > Initiatives for an Accommodating Work Environment 	Data [by age group] is not reported.


HUMAN RIGHTS ASSESSMENT

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB) PDF 	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Human Rights Awareness 	
GRI 412: HUMAN RIGHTS ASSESSMENT 2016	412-2	Employee training on human rights policies or procedures	<ul style="list-style-type: none"> > Human Rights Awareness > Sustainability Data (Human rights awareness education (Dai-ichi Life)) 	[Total number of hours in the reporting period devoted to training on human rights policies] is not reported.


LOCAL COMMUNITIES

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB)  	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Initiatives for Society and Environment 	
GRI 413: LOCAL COMMUNITIES 2016	413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> > Initiatives for Society and Environment > Sustainability Data (Engagement with Local Communities) 	This indicator isn't related to this report because the Group has only one business segment.

CUSTOMER PRIVACY

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB)  	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Information Property Protection 	
GRI 418: CUSTOMER PRIVACY 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<ul style="list-style-type: none"> > Information Property Protection (There have been no substantiated complaints regarding breaches of customer privacy and losses of customer data) 	

SOCIOECONOMIC COMPLIANCE

GRI Standard / Disclosure			Page number(s) and / or URL(s)	Omission
GRI 103: MANAGEMENT APPROACH 2016	103-1	Explanation of the material topic and its Boundary	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB)  	
	103-2	The management approach and its components	<ul style="list-style-type: none"> > Compliance 	
GRI 419: SOCIOECONOMIC COMPLIANCE 2016	419-1	Non-compliance with laws and regulations in the social and economic area	There have been no material restatements during the period	

GRI Content Index

Sustainability Reports is based on the Core option of the Sustainability Reporting Guidelines. Therefore, only material aspects (that were selected as material issues for the Dai-ichi Life Group) are disclosed in Specific Standard Disclosure.

GRI Standards

G4 Guidelines

General Standard Disclosures

Strategy and analysis

Indicators		Published Categories and Additional Information
G4-1	Statement from the most senior decision-maker of the organization	> Message from the President

Organizational profile

Indicators		Published Categories and Additional Information
G4-3	The name of the organization	> Corporate Profile
G4-4	The primary brands, products and services	> List of Group Companies
G4-5	Report the location of the organization's headquarter.	> Corporate Profile
G4-6	The number of countries where the organization operates	> List of Group Companies
G4-7	The nature of ownership and legal form	> Corporate Profile > Basic Stock Information
G4-8	The markets served	> List of Group Companies

Indicators		Published Categories and Additional Information
G4-9	The scale of the organization	<ul style="list-style-type: none"> > Corporate Profile > List of Group Companies > Sustainability Data (Employees) > Financial Highlights: Dai-ichi Life Holdings (Consolidated)
G4-10	The total number of employees	<ul style="list-style-type: none"> > Sustainability Data (Employees)
G4-11	The percentage of total employees covered by collective bargaining agreements	<ul style="list-style-type: none"> > Employees (Labor Union)
G4-12	Describe the organization's supply chain	<ul style="list-style-type: none"> > Stakeholder Communication
G4-13	Any significant change during the reporting period	<ul style="list-style-type: none"> > Sustainability Reports

Commitments to external initiatives

Indicators		Published Categories and Additional Information
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organization	<ul style="list-style-type: none"> > Risk Management
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	<ul style="list-style-type: none"> > Participation in External Initiatives
G4-16	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization	<ul style="list-style-type: none"> > Participation in External Initiatives

Identified material aspect and boundaries

Indicators		Published Categories and Additional Information
G4-17	All entities included in the organization's consolidated financial statements	<ul style="list-style-type: none"> > List of Group Companies
G4-18	The process of defining the report content and the Aspect boundaries	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB) PDF

Indicators		Published Categories and Additional Information
G4-19	All material Aspects	<ul style="list-style-type: none"> > Process for Identifying Material Issues > The Comparison Chart of the Dai-ichi Life Group's material issues (GRI, ISO26000) (193KB) PDF
G4-20	Aspect Boundary for each material aspect within the organization	> Process for Identifying Material Issues
G4-21	Aspect Boundary for each material	> Process for Identifying Material Issues
G4-22	The effect of any restatement	There have been no material restatements during the period
G4-23	Significant changes from previous reporting periods in the scope and Aspect Boundaries	There have been no material restatements during the period

Stakeholder engagement

Indicators		Published Categories and Additional Information
G4-24	List of stakeholder groups engaged by the organization	> Stakeholder Communication
G4-25	The basis for identification and selection of stakeholders with whom to engage.	<ul style="list-style-type: none"> > Stakeholder Communication > Handling of Antisocial Forces
G4-26	The organization's approach to stakeholder engagement	> Stakeholder Communication
G4-27	The key topics and concerns that have been raised through stakeholder engagement	<ul style="list-style-type: none"> > Stakeholder Communication > Initiatives for Customers

Report profile

Indicators		Published Categories and Additional Information
G4-28	Reporting period for information provided	> Sustainability Reports
G4-29	Date of most recent previous report	> Sustainability Reports
G4-30	Reporting cycle	> Sustainability Reports
G4-31	The contact point for questions regarding the report	> Sustainability Reports
G4-32	The 'in accordance' option the organization has chosen	GRI Guidelines Version 4

Indicators		Published Categories and Additional Information
G4-33	The external assurance	> The Dai-ichi Life Insurance Company website: Environment : Performance ↗

Governance

Indicators		Published Categories and Additional Information
G4-34	The governance structure of the organization	> Corporate Governance Structure > Structure

Ethics and Integrity

Indicators		Published Categories and Additional Information
G4-56	The organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	> Group Sustainability Approach

Specific Standard Disclosures

Category: Economic

Aspect: Economic performance

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	> Message from the President > Strategy > Process for Identifying Material Issues
G4-EC-1	The direct economic value generated and distributed	> Financial Information

Category: Environmental

Aspect: Materials

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for Society and Environment
G4-EN1	Materials used by weight or volume	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives)

Aspect: Energy

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for Society and Environment
G4-EN3	Energy consumption by primary energy source.	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives)
G4-EN5	Energy Intensity	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives)

Aspect: Water

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for Society and Environment
G4-EN8	Total water withdrawal by source	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives)

Aspect: Emissions

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for Society and Environment
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1).	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives) > The Dai-ichi Life Insurance Company website: Environment : Management System ↗
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2).	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives) > The Dai-ichi Life Insurance Company website: Environment : Management System ↗

Aspect: Effluents and Waste

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for Society and Environment
G4-EN23	Total weight of waste by type and disposal method.	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives) • Waste disposal method is in accordance with the local government's instructions.

Aspect: Compliance

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for Society and Environment
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	Not Applicable

Aspect: Transport

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for Society and Environment
G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives)

Aspect : Overall

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for Society and Environment
G4-EN31	Total Environmental Protection Expenditures and Investments by Type	<ul style="list-style-type: none"> > Sustainability Data (Environmental Initiatives)

Category: Social

Sub-Category: Labor Practices and Decent Work

Aspect: Employment

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for an Accommodating Work Environment > The Dai-ichi Life Insurance Company, Diversity and Inclusion > Work-Life Balance ↗
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region.	<ul style="list-style-type: none"> > Sustainability Data (Employees)

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
G4-LA3	Return to work and retention rates after parental leave, by gender.	<ul style="list-style-type: none"> > Sustainability Data (Employees) • [the total number of employees that were entitled to parental leave] is not reported.

Aspect: Training and Education

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Employees
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	<ul style="list-style-type: none"> > Sustainability Data (Employees) > The Dai-ichi Life Insurance Company website: Human Resource Development ↗

Aspect: Diversity and Equal Opportunity

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for an Accommodating Work Environment
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	<ul style="list-style-type: none"> > Sustainability Data (Corporate Governance) > Sustainability Data (Employees) > Initiatives for an Accommodating Work Environment

Category: Social

Sub-Category: Human rights

Aspect: Investment

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Human Rights Awareness > Process for Identifying Material Issues
G4-HR2	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.	<ul style="list-style-type: none"> > Human Rights Awareness > Sustainability Data (Human rights awareness education)

Category: Social

Sub-Category: Society

Aspect: Local Communities

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for Society and Environment
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> > Initiatives for Society and Environment > Sustainability Data (Engagement with Local Communities) • This indicator isn't related to this report because the Group has only one business segment.

Aspect: Anti-corruption

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Compliance > Process for Identifying Material Issues
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	<ul style="list-style-type: none"> > Compliance
G4-SO5	Confirmed incidents of corruption and actions taken	There have been no material restatements during the period

Aspect: Anti-competitive Behavior

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Compliance > Process for Identifying Material Issues
G4-SO7	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	There have been no material restatements during the period

Aspect: Compliance

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Compliance > Process for Identifying Material Issues
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	There have been no material restatements during the period

Category: Social

Sub-Category: Product responsibility

Aspect: Product and Service Labeling

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	<ul style="list-style-type: none"> > Group Sustainability Approach > Structure > Process for Identifying Material Issues > Initiatives for Customers
G4-PR5	Results of surveys measuring customer satisfaction.	> Sustainability Data (Interactions with Customers)

Aspect: Customer Privacy

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	> Information Property Protection
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	> Information Property Protection (There have been no substantiated complaints regarding breaches of customer privacy and losses of customer data)

Aspect: Active Ownership

Category, Material Aspect, DMA and Indicators		Published Categories and Additional Information
DMA	Disclosure on Management Approach	> The Dai-ichi Life Insurance Company website: Our Initiatives under Japan's Stewardship Code ↗
G4-FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues.	> The Dai-ichi Life Insurance Company website: Our Initiatives under Japan's Stewardship Code ↗
G4-FS11	Percentage of assets subject to positive and negative environmental or social screening.	> The Dai-ichi Life Insurance Company website: ESG Investment and Lending ↗

ISO26000

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

6.2 Organizational governance

Core Subjects and Issues	Location
	<ul style="list-style-type: none"> > Message from the President > Group Sustainability > Governance > Stakeholder Communication > Initiatives for an Accommodating Work Environment

6.3 Human rights

Core Subjects and Issues		Location
Issue 1	Due diligence	> Human Rights Awareness
Issue 2	Human rights risk situations	—
Issue 3	Avoidance of complicity	<ul style="list-style-type: none"> > Human Rights Awareness > Handling of Antisocial Forces > The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor ↗
Issue 4	Resolving grievances	> Stakeholder Communication
Issue 5	Discrimination and vulnerable groups	<ul style="list-style-type: none"> > Human Rights Awareness > Initiatives for an Accommodating Work Environment
Issue 6	Civil and political rights	> Human Rights Awareness
Issue 7	Economic, social and cultural rights	<ul style="list-style-type: none"> > Initiatives for Health > Initiatives for Society and Environment
Issue 8	Fundamental principles and rights at work	<ul style="list-style-type: none"> > Human Rights Awareness > Initiatives for an Accommodating Work Environment > Stakeholder Communication - Employees > The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor ↗

6.4 Labour practices

Core Subjects and Issues		Location
Issue 1	Employment and employment relationships	<ul style="list-style-type: none"> > Human Rights Awareness > Initiatives for an Accommodating Work Environment > The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor ↗
Issue 2	Conditions of work and social protection	<ul style="list-style-type: none"> > Human Rights Awareness > Initiatives for an Accommodating Work Environment > Stakeholder Communication - Employees
Issue 3	Social dialogue	<ul style="list-style-type: none"> > Stakeholder Communication - Employees
Issue 4	Health and safety at work	<ul style="list-style-type: none"> > Initiatives for Health
Issue 5	Human development and training in the workplace	<ul style="list-style-type: none"> > The Dai-ichi Life Insurance Company, Limited website: Human Resource Development ↗

6.5 The environment

Core Subjects and Issues		Location
Issue 1	Prevention of pollution	<ul style="list-style-type: none"> > Initiatives for Society and Environment > The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor ↗
Issue 2	Sustainable resource use	<ul style="list-style-type: none"> > Initiatives for Society and Environment > The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor ↗
Issue 3	Climate change mitigation and adaptation	<ul style="list-style-type: none"> > Initiatives for Society and Environment > The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor ↗
Issue 4	Protection of the environment, biodiversity and restoration of natural habitats	<ul style="list-style-type: none"> > Initiatives for Society and Environment

6.6 Fair operating practices

Core Subjects and Issues		Location
Issue 1	Anti-corruption	<ul style="list-style-type: none"> > Group Sustainability Approach > Compliance
Issue 2	Responsible political involvement	-
Issue 3	Fair competition	> Compliance
Issue 4	Promoting social responsibility in the value chain	—
Issue 5	Respect for property rights	—

6.7 Consumer issues

Core Subjects and Issues		Location
Issue 1	Fair marketing, factual and unbiased information and fair contractual practices	> Stakeholder Communication: Customers
Issue 2	Protecting consumers' health and safety	-
Issue 3	Sustainable consumption	-
Issue 4	Consumer service, support, and complaint and dispute resolution	<ul style="list-style-type: none"> > Stakeholder Communication: Customers > The Dai-ichi Life Insurance Company, Limited website: Insurances Benefit/Claim Payments ↗
Issue 5	Consumer data protection and privacy	<ul style="list-style-type: none"> > Information Property Protection > Handling of Personal Information
Issue 6	Access to essential services	-
Issue 7	Education and awareness	> Stakeholder Communication: Customers





6.8 Community involvement and development






Core Subjects and Issues		Location
Issue 1	Community involvement	> Initiatives for Society and Environment
Issue 2	Education and culture	> Initiatives for Society and Environment
Issue 3	Employment creation and skills development	-
Issue 4	Technology development and access	-
Issue 5	Wealth and income creation	-
Issue 6	Health	> Initiatives for Health
Issue 7	Social investment	> Initiatives for Society and Environment

Sustainable Development Goals (SDGs)



In September 2015, the United Nations adopted "Transforming our world: the 2030 Agenda for Sustainable Development". This agenda includes 17 goals and 169 associated targets, described as Sustainable Development Goals (SDGs).

Below we summarize the Dai-ichi Life Group's initiatives associated with these goals where we have an impact. We will contribute to the achievement of SDGs by promoting our activities aiming to achieve a sustainable society.

	Goals	Initiatives	Location
	1. No poverty End poverty in all its forms everywhere	Inclusive Business Bonds ^{*1} and Microfinance bonds ^{*2} as part of ESG investment and lending	> Initiatives for Society and Environment (Society)
	2. Zero hunger End hunger, achieve food security and improved nutrition and promote sustainable agriculture	^{*1} Investment in and lending to business that integrates low-income groups of the world into the business value chain ^{*2} Investment in and lending to micro or small-sized enterprises in developing countries	
	3. Good health and well-being Ensure healthy lives and promote well-being for all at all ages	Health promotional activities of each region by entering into cancer awareness agreements with local governments	> Initiatives for Health - External Initiatives (for Customers and People in Local Communities)
		Providing information regarding health and medical and nursing care services through sales activities	> Initiatives for Health - External Initiatives (for Customers and People in Local Communities)
		Promoting employee lifestyle improvement and thoroughly undertaking of medical checkup by the health seminars and the health advancement campaigns	> Initiatives for Health - Internal Initiatives (for Employees)
	4. Quality education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	The continuing education support in India by the Group Company, including to school facilities repair, supply of fixtures and equipment, and provision of annual tuition support	> Initiatives for Society and Environment (Society)

Goals		Initiatives	Location
	5. Gender equality Achieve gender equality and empower all women and girls	Reform of employee awareness and improvement of the human capital development system to provide more opportunities for female employees Establishment of the target to increase the percentage of female managerial employees in the Medium-term Management Plan	> Initiatives for an Accommodating Work Environment
		Invitation of daycare and nursing facilities and after-school day-care centers to the real estate properties we own Subsidies to newly established daycare and nursing facilities for purchasing equipment through the Dai-ichi Life Foundation	> Initiatives for Society and Environment (Society)
	6. Clean water and sanitation Ensure availability and sustainable management of water and sanitation for all	Not Applicable	-
	7. Affordable and clean energy Ensure access to affordable, reliable, sustainable and modern energy for all	The investment in the offshore wind farm construction project by adoption of trust structure to invest in overseas project finance	> Initiatives for Society and Environment (Environment) > The Dai-ichi Life Insurance Company, Limited News Release "The Dai-ichi Life to invest in Offshore Wind Farm" PDF
	8. Decent work and economic growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Improving access to insurance through providing high-quality products and services to respond to the diversifying needs of customers	> Initiatives for Customers
		Creating a positive workplace for employees by promoting work-life balance and enhancing our training programs	> Initiatives for an Accommodating Work Environment
	9. Industry, innovation and infrastructure Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	A continuing activity that the Group Company has built concrete bridges in remote rural areas in Vietnam	> Initiatives for Society and Environment (Society)
		The "InsTech" which creates innovation unique to the life insurance business from both insurance business and technology perspectives	> Initiatives for Health - External Initiatives (for Customers and People in Local Communities)

Goals		Initiatives	Location
	10. Reduced inequalities Reduce inequality within and among countries	Promoting efforts for "Diversity and Inclusion", including to working to actively recruit people with disabilities and create a comfortable working environment, Human rights awareness, and becoming LGBT-friendly	<ul style="list-style-type: none"> > Initiatives for an Accommodating Work Environment > Human Rights Awareness
		Providing information regarding dementia, geriatrics and gerontology through sales activities in collaboration with professional organizations	<ul style="list-style-type: none"> > Initiatives for Health - External Initiatives (for Customers and People in Local Communities)
	11. Sustainable cities and communities Make cities and human settlements inclusive, safe, resilient and sustainable	Promoting reduction of energy usage, CO2 emissions, paper usage and waste material, and reduction of the load on the urban environment	<ul style="list-style-type: none"> > Initiatives for Society and Environment (Environment)
	12. Responsible consumption and production Ensure sustainable consumption and production patterns	Cutting consumption of resources by reducing use of paper, promoting green procurement, and encouraging the recycling of waste	<ul style="list-style-type: none"> > Initiatives for Society and Environment (Environment)
	13. Climate action Take urgent action to combat climate change and its impacts	Engaging in mangrove planting in Indonesia, which has effects on strengthening resilience to natural disasters, reducing marine pollution, and conserving inland freshwater ecosystems Engaging in activities aimed at protecting the natural environment including to sponsoring tree-planting organizations	<ul style="list-style-type: none"> > Initiatives for Society and Environment (Environment)
	14. Life below water Conserve and sustainably use the oceans, seas and marine resources for sustainable development		
	15. Life on land Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		

Goals		Initiatives	Location
	16. Peace, justice and strong institutions Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Developing systems to promote compliance in the group's operations	> Compliance
		Halting the development of any relationships with antisocial forces in all of our transactions to prevent any damage from occurring	> Handling of Antisocial Forces
	17. Partnerships for the Goals Strengthen the means of implementation and revitalize the global partnership for sustainable development	Supporting the initiatives of international development financial institutions through investment in social contribution-type bonds	> Initiatives for Society and Environment (Society)
		Promoting activities aiming to achieve a sustainable society through the multi-stakeholder partnerships and participation in various initiatives	> Participation in External Initiatives

Sustainability Data

Scope of information: Unless otherwise stated, figures are for Dai-ichi Life Holdings

Corporate Governance

Corporate structure	Committee governance structure, including auditors, etc.
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Directors

	2016/10	2017/6
No. of directors	18	15
(No. of external directors)	6	5
(No. of non-Japanese directors)	1	1
(No. of female directors)	1	1
No. of external directors who are independent	6	5

Auditors and other committee members

	2016/10	2017/6
No. of auditors and other committee members	5	5
(No. who are also external directors)	3	3
No. of external directors who are independent	3	3

Nominations advisory committee

	FY2016	FY2017
Chairperson	External director	External director
No. of committee members	5	5
(No. who are internal directors)	2	2
(No. who are external directors)	3	3

Remuneration advisory committee

	FY2016	FY2017
Chairperson	External director	External director
No. of committee members	6	5
(No. who are internal directors)	2	2
(No. who are external directors)	4	3

Composition of executive officers (including directors with other roles)

	FY2016	FY2017*
No. of executive officers	35	32
(No. of women)	2	2
(No. of non-Japanese)	1	1
Ratio of women	6%	6%

* As of June 26, 2017

IR activities

	March year 2013	March year 2014	March year 2015	March year 2016	March year 2017
Financial results briefings	4	4	4	4	4
Management briefings	2	2	2	1	2
Analyst days and briefings	0	0	1	1	1
Engagements with institutional investors	Approximately 200 companies in Japan More than 100 companies overseas	Approximately 200 companies in Japan More than 100 companies overseas	Approximately 100 companies in Japan More than 200 companies overseas	Approximately 140 companies in Japan 360 companies overseas	Approximately 100 companies in Japan 300 companies overseas

Interactions with Customers

Engagement with customers (Dai-ichi Life)

	FY2012	FY2013	FY2014	FY2015	FY2016
No. of shops	82	81	82	77	75
No. of agencies*	2,597	2,590	2,950	3,056	3,352

* Data up to FY2015 are for agencies of Sompo Japan Nipponkoa Insurance (the former Sompo Japan Insurance before FY 2014). FY2015 data is the total of all agencies.

Consultation service for payment difficulties (Dai-ichi Life)

	FY2012	FY2013	FY2014	FY2015	FY2016
No. of inquiries to disputes service	202	172	149	152	153
No. of consultations with external lawyer	6	11	6	15	16
No. of times payment arbitration used	6	8	1	5	2

Customer feedback (Dai-ichi Life)

No. of interactions

	FY2012	FY2013	FY2014	FY2015	FY2016
Disputes	68,174	44,691	51,253	46,929	43,943
└ Breakdown by dispute reason					
└ Taking out insurance policy	6.5%	8.3%	8.9%	9.7%	9.3%
└ Premium payment	7.1%	7.0%	6.5%	6.9%	6.0%
└ Procedures	30.3%	29.0%	27.9%	27.1%	25.4%
└ Payment of claims and benefits	15.3%	14.9%	13.9%	14.3%	15.9%
└ Other	40.8%	40.6%	42.5%	41.8%	43.4%
Expressions of thanks	60,060	107,817	233,633	385,695	560,562
Comments or requests	-*1	1459*2	2,916	3,146	2,928
Customer satisfaction (individuals)	-*3	-*3	70.7%	70.9%	71.6%
Customer satisfaction (organizations)	87.5%	87.9%	91.0%	90.6%	91.6%

*1 No data as only commenced in February 2014

*2 Data for February to March 2014

*3 No data as web survey only commenced in FY2014

Payout of claims and benefits (Dai-ichi Life)

x100 million yen

	FY2012	FY2013	FY2014	FY2015	FY2016
Payout for death, serious disability, or designated illness, etc.	4,396	4,354	4,382	4,347	4,375
Benefit payout for hospitalization or surgery, etc.	1,233	1,266	1,280	1,260	1,268
Policy maturity payment, annuity, or pension, etc.	12,598	11,815	12,252	11,222	11,057

No. of payments for claims and benefits (Dai-ichi Life)

		FY2012	FY2013	FY2014	FY2015	FY2016
Payout for death, serious disability, or designated illness, etc.	No. of payments	80,482	82,066	85,979	87,640	91,727
	No. of payments declined	3,495	3,701	3,539	3,689	3,774
Benefit payout for hospitalization or surgery, etc.	No. of payments	936,899	980,602	1,032,693	1,070,988	1,127,594
	No. of payments declined	32,840	30,086	29,376	35,421	35,028

* Excluding policy maturity and annuity payments, etc.

* Figures calculated in accordance with The Life Insurance Association of Japan's accounting reference model.

Activities as an Institutional Investor (Dai-ichi Life)

Stewardship	Approval of May 2014 "Japan stewardship code" rules for responsible institutional investors
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Stewardship (Dai-ichi Life)

	FY2014	FY2015	FY2016
No. of voting companies	2,206	2,247	2,271
No. of companies consenting to all company proposals	1,903	1,961	2,031
No. of companies consulted during voting	302	286	240
No. of companies abstaining from one or more company proposals	1	0	0
Consultations with constructive objectives	110	233	277

Employees

No. of employees by region (consolidated basis)

	FY2013	FY2014	FY2015	FY2016
Japan	57,462	55,982	56,503	57,262
Asia/Pacific (excluding Japan)	2,050	2,189	2,401	2,580
North America	-	2,476	2,542	2,764
Total	59,512	60,647	61,446	62,606

* The figures are for the number of staff employed by Dai-ichi Life Group (Dai-ichi Life Holdings and its consolidated subsidiaries, excluding staff that have other concurrent roles with Dai-ichi Life Holdings and staff that have been seconded outside the Group, but including staff that have been seconded to the Group), and do not include executive officers. As part-time and other temporary staff number less than 10%, they are not recorded.

Gender composition (Dai-ichi Life Holdings and three domestic life insurance companies)

		FY2013	FY2014	FY2015	FY2016
Japan	No. of employees	55,906	54,454	55,033	57,272
	Male	10%	10%	9%	9%
	Female	90%	90%	91%	91%

* Includes both full-time contract and company staff.

No. of employees (Dai-ichi Life)

Breakdown of no. of employees*1		FY2013	FY2014	FY2015	FY2016
Total*2	Male	1,221	1,201	1,167	1,196
	Female	42,145	41,061	41,816	43,884
Total*3	Male	3,951	3,855	3,772	3,418
	Female	8,286	7,973	7,862	7,740
Total	Male	5,172	5,056	4,939	4,614
	Female	50,431	49,034	49,678	51,624
	Total	55,603	54,090	54,617	56,238

*1 Equals the number of employees in Japan. As part-time and other temporary staff number less than 10%, they are not recorded.

*2 The number of Total Life Plan Designers employed includes those who have signed an outsourcing contract with the Company and also are registered as life insurance agents, totaling 1,301 as of the end of fiscal 2013, 1,412 for fiscal 2014, 1,485 for fiscal 2015, and 1,585 for fiscal 2016. Those with assistant duties were 603 at the end of fiscal 2013, 567 for fiscal 2014, 512 for fiscal 2015, and 469 for fiscal 2016.

*3 Includes both full-time contract and company staff.

Composition of management staff (Dai-ichi Life Holdings and three domestic life insurance companies)

		FY2013 *	FY2014 *	FY2015 *	FY2016
Japan	Male	2,957	2,783	2,744	2,724
	Female	667	808	836	873
	Percentage female (%)	18.4%	22.5%	23.3%	24.2%

* FY2013 figures are for Dai-ichi Life only. FY2014 and FY2015 figures are for domestic life insurance companies.

Employee details (Dai-ichi Life)

	FY2013	FY2014	FY2015	FY2016
New recruits (life planners)	8,666	8,465	8,645	8,550
New recruits (back office)	719	703	756	996
Mean age (life planners)	47 years 1 month	47 years 5 months	47 years 5 months	47 years 1 month
Mean age (back office)	43 years 9 months	44 years 2 months	44 years 7 months	44 years 10 months
Mean years of service (life planners)	10 years 6 months	10 years 11 months	10 years 11 months	10 years 8 months
Mean years of service (back office)	13 years 11 months	14 years 5 months	14 years 10 months	14 years 11 months
Mean monthly remuneration (life planners)	255,000 yen	252,000 yen	252,000 yen	265,000 yen
Mean monthly remuneration (back office)	297,000 yen	301,000 yen	304,000 yen	297,000 yen
Employee satisfaction*	3.48	3.51	3.58	3.63

* Employee satisfaction surveys are used as a tool for quantitatively assessing the current situation and effectiveness of initiatives, and to facilitate the resolution of issues.

Calculation method: Mean score (out of five) of main questions in questionnaire.

Percentage of employees with disabilities (Dai-ichi Life Group)

	FY2013	FY2014	FY2015	FY2016
Percentage of employees with disabilities	2.16%	2.25%	2.23%	2.22%

* Percentage of employees as of June 1 in the following year

Work/life balance (Dai-ichi Life)

	FY2013	FY2014	FY2015	FY2016
Instances of childcare leave	1,056	1,077	1,143	1,261
No. of staff on short working hours (for childcare)	303	379	390	446
No. of staff receiving benefits to pay for childcare services	3,912	3,713	3,571	3,726
No. of staff taking nursing leave	250	274	234	212
No. of staff using "Family" relocation program	35	46	24	18
No. of male staff taking childcare leave	43.8%	56.0%	85.5%	77.8%
Average monthly overtime (back office staff)	6.9 hours	7.6 hours	7.7 hours	7.9 hours
Average annual days of paid leave	12.3 days	12.3 days	12.7 days	13.0 days
Mean percentage of annual paid leave taken	65.9%	66.0%	68.1%	69.4%

Headquarters training of life planners (Dai-ichi Life)

	FY2012	FY2013	FY2014	FY2015	FY2016
No. of trainees at headquarters	974	992	1,335	1,280	1,814
Total training time	110,000 hours	130,000 hours	170,000 hours	170,000 hours	250,000 hours
Classroom time per trainee	14 hours 39 minutes	14 hours 39 minutes	13 hours 56 minutes	14 hours 10 minutes	13 hours 21 minutes

* A centralized training program was conducted at headquarters to provide life planners selected from throughout the country with a high level of education so that they would be equipped to satisfy customer's various needs.

Human rights awareness education (Dai-ichi Life)

	FY2013	FY2014	FY2015	FY2016
No. of sessions	15	20	19	26
No. of attendees*	169,068	166,231	167,002	264,497

* Cumulative total of attendees

Engagement with Local Communities

Public good donations (Dai-ichi Life)

Category: Health improvement

x 1 million yen

Organizations	Working with communities, NPOs, and other organizations, running voluntary programs
Implementation plan	Nationwide rollout of health programs, assisting with and celebrating health initiatives, educating people about insurance
Sum for FY2014	363
Sum for FY2015	559
Sum for FY2016	650
Outcomes of FY2016 initiatives	<ul style="list-style-type: none"> • Support for action on health issues • Winners of the FY2016 Public Health Award (10 organizations and 5 individuals, total prize money of 25 million yen) • Awareness raising for cancer screening with local governments • Holding health seminars with experts, provision of health information with medical institutions, etc. • Raising public awareness of health through promotional activities by nationwide sales staff • Care for the elderly by staff who have completed a training course on caring for people with dementia • Working through NPOs to support school meals for children in developing nations suffering from hunger or malnutrition (approximately 26,540 meals in FY2016) • Support for medical research institutions • Support for healthy living by assisting with fun runs (Run with You)

Category: Building a better world for the next generation

x 1 million yen

Organizations	Collaboration with NPOs and other organizations, participation in social welfare programs, cooperative activities
Implementation plan	Nursery school projects, consumer and financial/insurance literacy education, providing opportunities for children
Sum for FY2014	193
Sum for FY2015	298

Sum for FY2016	193
Outcomes of FY2016 initiatives	<ul style="list-style-type: none"> • Total of 30 million yen distributed to 44 nursery schools • Support for working mothers by increasing number of nursery schools • Promotion and spread of consumer education (96 presentations given, attended by 1,853 people, 3,555 free educational materials distributed) • Yellow Badge with traffic accident insurance for elementary school new entrants. Approximately 1,110,000 badges handed out (for April 2017 new entrants). • Human resource development through actuarial science course at The University of Alabama in USA • Human resource development and training for people involved in insurance policy and practice in Asia • Support for junior tennis players (96 participants in elementary school tennis tournament (48 boys/48 girls))

Category: Environmental protection

x 1 million yen

Organizations	Work with philanthropic organizations, running voluntary programs, etc.
Implementation plan	Participation in biodiversity program, urban greening, awards programs, etc.
Sum for FY2014	71
Sum for FY2015	77
Sum for FY2016	75
Outcomes of FY2016 initiatives	<ul style="list-style-type: none"> • Help prevent global warming and protect biodiversity through projects to assist greening, community building and promoting engagement with nature. • Thirteen grants to Green Environmental Plans Awards, one to the Omotenashi no Niwa (hospitality garden) program, and eleven awards to the Green City Awards.

Category: Contributing to local communities

x 1 million yen

Organizations	Work with NPOs, participation in programs, local community activities with NPOs, etc.
Implementation plan	Participation in local community activities
Sum for FY2014	5.6
Sum for FY2015	5.2
Sum for FY2016	29.5
Outcomes of FY2016 initiatives	<ul style="list-style-type: none"> • Percentage of volunteer activity involvement 76.8%

- 356 volunteer activity programs (cumulative total)
- Support for Kumamoto earthquake and Tohoku earthquake recovery

Category: Support for art and culture

x 1 million yen

Organizations	Work with NPOs, participation in programs, etc.
Implementation plan	Assistance with overseas art exhibition, providing venues and economic support for young artists, aesthetic education by providing music
Sum for FY2014	249
Sum for FY2015	136
Sum for FY2016	128
Outcomes of FY2016 initiatives	<ul style="list-style-type: none"> • Renoir exhibition: approximately 667,000 visitors • Support for VOCA modern art exhibition (three prize winners, total prize money of 5 million yen, three exhibits by individual prize winners in Dai-ichi Life gallery) • Support for concerts at nursery schools, schools, medical and welfare facilities (45 support activities given, attended by 5,478)

Donations (Dai-ichi Life Holdings and Dai-ichi Life)

x 1 million yen

	FY2013	FY2014	FY2015	FY2016
Donations	528	623	635	751

Volunteer activities by staff (Dai-ichi Life)

	FY2013	FY2014	FY2015	FY2016
No. of projects undertaken	309	362	439	356

* Cumulative totals for corresponding fiscal year

Awareness-raising and educational work (Dai-ichi Life)

Description		FY2013	FY2014	FY2015	FY2016
Health seminars, medical seminars	No. of seminars	-	252	324	260

Description		FY2013	FY2014	FY2015	FY2016
Health seminars, medical seminars	No. of attendees	-	19,880	23,908	24,159
Consumer education, financial/insurance literacy (Life Cycle Game II)	No. of copies distributed (free of charge)	3,480	2,635	2,782	3,555
	No. of sessions held	47	21	48	96
	No. of attendees	1,658	586	2,022	1,853
Insurance education seminars (FALIA) *	No. of seminars	4	6	7	6
	No. of attendees	123	256	198	148

* Undertaken by the Foundation for the Advancement of Life & Insurance Around the World (FALIA), an philanthropic organization established by Dai-ichi Life

Environmental Initiatives

Environmental performance data

CO2 emissions

	FY2012	FY2013	FY2014	FY2015	FY2016	
						Coverage (%)
Scope 1 + Scope 2 (t-CO2)	146,500	144,000	141,000	156,100	154,300	100
Scope 1 (t-CO2)	14,700	15,600	14,900	14,600	14,000	100
Scope 2 (t-CO2)	131,800	128,400	126,100	141,500	140,300	100
Scope 3 (t-CO2)	-	4,430	4,690	4,933	158,124	77

Energy consumption, Transportation, Specific energy consumption

	FY2012	FY2013	FY2014	FY2015	FY2016	
						Coverage (%)
Total energy consumption (GJ)	1,434,203	1,450,644	1,433,190	1,526,624	1,509,703	100
Electric power consumption (GJ)	1,024,020	995,338	961,516	1,061,668	1,055,167	100
Fuel consumption (GJ)	270,877	278,743	286,834	279,241	269,453	100

	FY2012	FY2013	FY2014	FY2015	FY2016	
						Coverage (%)
Steam and chilled/hot water consumption (GJ)	139,306	176,563	184,840	185,715	185,083	100
Transportation						
Transportation (t-km)	2,209,000	1,968,857	1,518,006	1,383,759	1,369,085	77
Specific energy consumption						
Electric power consumption (MWh)	284,450	276,483	267,088	294,908	293,102	100
Floor space (km ²)	2,790	2,774	2,737	2,735	2,724	77
Specific energy consumption (MWh/km ²)	101	99	97	95	95	77

Water, Waste material, Paper

	FY2012	FY2013	FY2014	FY2015	FY2016	
						Coverage (%)
Water use (million m3)	1,815	1,655	1,675	1,725	1,567	90
Waste material (t)	484	441	412	496	551	86
Paper consumption (t)	9,849	8,116	6,509	6,559	6,998	95
Paper waste recycled (t)	2,925	2,789	2,350	1,850	1,800	77
Percentage of green procurement (%)	93	91	90	91	90	77

CO2 emissions

Scope 1 (t-CO2)	Domestic: Calculated by applying the coefficient of the Act on Promotion of Global Warming Countermeasures in FY 2009 International: Calculated using each country's emissions coefficient according to the GHG Protocol, and using each country's coefficient for the emissions coefficient
Scope 2 (t-CO2)	
Scope 3 (t-CO2)	Calculated based on "the database of emission unit values (Ver.2.3) of the Report on Emissions Unit Values for Calculation of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain" and "Basic database (Ver.1.01) of Carbon footprint communication program"
↳ [Category 1] Purchased goods	Office paper usage and printing
↳ [Category 2] Capital goods	Capital assets

CO2 emissions	
↳ [Category 3] Fuel and energy related activities not included in Scope 1 or 2	Electricity
↳ [Category 4] Transportation and delivery (upstream)	In-house distribution operations
↳ [Category 5] Waste generated in operations	Waste of 3 business offices of headquarters (Hibiya, Toyosu and Shin-Oi)
↳ [Category 6] Business travel	Domestic and overseas
↳ [Category 7] Employee commuting	In-house employees
↳ [Category 12] End-of-life treatment of sold products	Brochures and printed materials for customers
Energy consumption and Specific energy consumption	
Electric power consumption (GJ)	Domestic: Calculated based on the provisions of Article 7, Paragraph 3 of the law concerning the rationalization of energy usage (Act on the Rational Use of Energy) International: Calculated using each country's emissions coefficient according to the GHG Protocol Units of MWh of electric power converted as 3.6 GJ/MWh Fuel consumption totalizes kerosene, heavy fuel oil and gas consumption
Fuel consumption (GJ)	
Steam and chilled/hot water consumption (GJ)	
Transportation	
Transportation (t-km)	Calculated based on the law concerning the rationalization of energy usage (Act on the Rational Use of Energy) The total transportation related to pamphlets, etc. of the Group
Water, Waste material, and Paper	
Water use (million m3)	The scope of reporting is based on Environmental Reporting Guidelines, and calculated based on bills from the waterworks department
Waste material (t)	Amount of waste excluding paper waste, as defined in the Waste Disposal and Public Cleansing Act (waste generated from business sites)
Paper waste recycled (t)	The scope of reporting is based on Environmental Reporting Guidelines, and calculated based on purchase system data
Paper consumption (t)	
Percentage of green procurement (%)	Percentage of purchased items acquired through centralized company purchasing
Common Item	
Coverage (%)	No. of staff at companies reporting on that item ÷ Total number of staff at Dai-ichi Life Holdings and 26 group companies covered by reporting x 100

Environmental accounting (Dai-ichi Life)

x 1 million yen

Category* ¹	Cost* ²	FY2013	FY2014	FY2015	FY2016
Energy efficiency	Capital	686	795	1,066	978
	Expenditure	12	11	11	11
Reduction in resource use	Capital	0	0	0	0
	Expenditure	101	78	75	79
Environmental protection	Capital	0	0	0	0
	Expenditure	55	71	78	77
Environmental information	Capital	0	0	0	0
	Expenditure	5	34	5	10

*1 Categories are taken from the Dai-ichi Life Mid-Term Environmental Action Plan.

*2 Capital investment and some expenditure on reducing resource use apply to Hibiya headquarters, Toyosu headquarters, and Shinooi office only.

Economic benefits of environmental protection measures (Dai-ichi Life)

x 1 million yen

	FY2013	FY2014	FY2015	FY2016
Savings from reduction in electric power consumption* ¹	1,105	1,134	1,501	811
Savings from reduction in paper consumption	473	297	218	378

*1 Calculated based on average unit price per 1kWh of electricity used

Reduction in energy use by investment properties

	FY2012	FY2013	FY2014	FY2015	FY2016
No. of buildings	125	118	113	107	107
Electric power consumption (kWh)	51,351,722	51,717,715	50,355,256	48,494,006	48,982,454
Gas consumption (m3)	1,925,106	1,903,953	1,834,088	1,760,586	1,774,988
Hot and cold water consumption (MJ)	25,129,778	27,427,450	25,094,330	28,871,550	28,407,807

	FY2012	FY2013	FY2014	FY2015	FY2016
CO2 emissions (t-CO2)	25,307	25,518	24,717	24,035	24,230

Actual data on reduction in communal consumption in buildings managed by Dai-ichi Building

Lineup of Main Products and Services of the Dai-ichi Life Group in our Pursuit of a Sustainable Society

Products and Riders

Name	Consideration of ESG *			Outline	Companies offered at
	E	S	G		
Crest Way		○		Wholelife nursing care insurance	Dai-ichi Life
Waiver of Premium Rider (2013)		○		A rider that allows for the exemption of insurance premium payments after diagnosis with one of the three deadly diseases, physical disabilities, or when long-term care is required	
Children's Support / Mickey		○		An insurance to prepare educational funds for children to go on to university	
Lady Yell More (Support for Women)		○		A rider that pays out benefits in the event of a prescribed surgical procedure related to a disease most prevalent in women	
KARADA KAKUMEI (body revolution)		○		An insurance whose premiums are calculate after renewal based on health age instead of actual age the younger	Neo First Life
Living Needs Rider		○		A rider that pays out insurance proceeds early if diagnosed with an illness and less than six months to live	Dai-ichi Life Neo First Life
Designated Substitute Claimant Rider		○		A rider that allows a prescribed proxy to request payment of insurance proceeds, under special circumstances where the policyholder cannot claim their insurance benefit	Dai-ichi Life

Name	Consideration of ESG *			Outline	Companies offered at
	E	S	G		
Advanced Medical Treatment Rider		○		A 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.	Dai-ichi Life
Pension rider		○		A rider that pays out death benefits using pension instead of a lumpsum payment	Dai-ichi Life Dai-ichi Frontier Life
Bone Marrow Donor Benefits		○		Benefits are paid when bone marrow stem cells or peripheral blood stem cells are harvested from the donor (provider)	Dai-ichi Life Neo First Life
Group Credit Life Insurance Specific Condition Compensation Rider		○		A rider that allocates the insurance payout to the repayment of a home loan in the event that the policyholder dies, suffers from one of the prescribed advanced disabilities, is diagnosed with one of the three deadly diseases or 16 states, or is in a state that requires nursing care	Dai-ichi Life
Medical Switch		○		A system that allows a medical riders that has been subscribed to be changed to whole life medical insurance without a medical examination or notice	
Switch Plan		○		A system allows a policy holder to review their current coverage based on their life stage and make changes to the required coverage	
Baton Pass Plan		○		A system that allows for a policy that has been subscribed to be carried over to a new policy for the family	
Policy renewals		○		A system where the same policy coverage and amount can be carried over upon maturity regardless of health condition	Dai-ichi Life Neo First Life
Rider additionafter subscription		○		A system where a new rider can be added to a policy that has been subscribed without changing the coverage or maturity	

Name	Consideration of ESG *			Outline	Companies offered at
	E	S	G		
Rider modification		○		A system where a medical rider that has been subscribed can be changed to the latest medical rider without health examination or declaration	Dai-ichi Life

* ESG stands for Environment, Society and Governance.

The above represents a quick summary of our products and services as of June 2017.

Services

Name	Consideration of ESG *			Outline	Companies offered at
	E	S	G		
Contact Centers (Call Centers)		○		In response to changing lifestyles, our toll-free contact centers are open both weekdays and weekends to answer questions and help customers complete procedures for enrollment * Neo First Life: Call centers are open weekdays and Saturdays	Dai-ichi Life Neo First Life
Toll-free hotline exclusively for seniors		○		An exclusive tollfree customer service hotline for customers over the age of 70	Dai-ichi Life
"KENKO DAIICHI" App		○		A new type of smartphone app for health promotion that provides various services with the aim at encouraging voluntary changes in the awareness and behavior by the customers	
Health Age Check		○		A web content that the user can calculate the health age only by inputting one's health examination results, such as age, sex, blood pressure	Dai-ichi Life Neo First Life
Health Hotline		○		A free telephone consultation service for health, medical, lifestyle and psychological health questions or issues	Neo First Life
Dai-ichi Life Health Support Desk		○		Provides broadranging options for consultation from daily health to psychological health as an ancillary service to products for corporate customers	Dai-ichi Life

Name	Consideration of ESG *			Outline	Companies offered at
	E	S	G		
Medical Support Service		○		A service available 24 hours a day 365 days a year by telephone that provides consultations and information about health, medical treatment, childcare, and nursing care	Dai-ichi Life
Advanced Medical Information Station		○		A website that provides basic knowledge, technologies and medical institutions related to advanced medicine	
Internet Service for Policyholders	○	○		Website for policy coverage inquiries and carrying out various procedures	Dai-ichi Frontier Life
Website for Policyholders	○	○		A website that provides various information and services to verify policy details and carry out procedures	Dai-ichi Life
Paperless enrollment procedures	○			Provides customers with seamless services, from policy applications, and health declaration to premium payments, using the DL Pad, a tablet computer for sales and business use	
Regularly providing information on benefit payouts		○		Every year policyholders receive a booklet called the Total Life Plan Report which contains payout records for the previous 10-year period and instances where special attention is required	
Results of the field survey of welfare programs		○		A questionnaire is conducted on the status of welfare programs by corporate customers and the results are provided to customers in the form a report (booklet)	
Automatic policyholder loans		○		A system where the policy cancellation fee, if any, is automatically added to premiums to keep the policy in effect, even if premiums have not been paid and the grace period is over	
Policy reinstatement		○		A system where policy that has been voided can be reinstated	Dai-ichi Life Neo First Life
Proceeds Quick Reception Service		○		A service where claims for a death benefit that fulfill certain conditions can be paid out on the same day when needed for funeral costs or other final expenses	Dai-ichi Life

Name	Consideration of ESG*			Outline	Companies offered at
	E	S	G		
Simplified Death Benefit Receiving Service		○		A service where up to five million yen of a death benefit is paid out simply by submitting the prescribed claim form, death certificate and a copy of the applicant's personal identification document, even when time is still needed to prepare other official documents	Dai-ichi Life
Adult Guardianship Support		○		A service that refers a judicial scrivener who can support legal procedures for a customer who needs the appointment of an adult guardian	
Trust contract agent for Omoi no Teikibin		○		An intermediary service as a trust contract agent for Omoi no Teikibin (regular death benefit payment service), a trust product of Mizuho Trust & Banking * Omoi no Teikibin involves the policyholder customizing the use of his/her death benefit before his/her death and the policyholder concludes a trust agreement with a trust bank so that when they pass away the death benefit is paid out to a person predetermined by the policyholder with the decided upon specifics	
Consulting and information provision for inheritance and the survivor pension system		○		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, in order to facilitate the inheritance process	
DVD-ROM version of the guide on policy terms and conditions	○			Policyholders receive a copy of their guide on policy terms and conditions on a DVD-ROM	
Terms and conditions online	○			The guide on policy terms and conditions is published online	
Outside Lawyer Consultation System		○	○	A system where customers who are not satisfied with our explanation of payment of premiums or benefits can request to consult with a lawyer with no contractual ties to Dai-ichi Life free of charge	Dai-ichi Life

Name	Consideration of ESG*			Outline	Companies offered at
	E	S	G		
Payment Examination Committee System		○	○	<p>A system the Payment Examination Committee deliberates on the results of payment assessments from an objective and neutral perspective in case a customer is not satisfied with our explanation of payment of premiums or benefits</p> <p>* The Payment Examination Committee comprises only outside professionals, such as lawyers, physicians, and experts in consumer issues, to ensure objectiveness</p>	Dai-ichi Life

* ESG stands for Environment, Society and Governance.

The above represents a quick summary of our products and services as of June 2017.