



Message from the President

Building further upon our strengths
in “integrity” and “agility”
through the strategies of the new
medium-term management plan
“CONNECT 2020.”

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

The Dai-ichi Life Group's Commitment - Contribute to Resolving Social Issues -

Since our foundation in 1902, the Dai-ichi Life Group has consistently grown, with its commitment to contribute to resolving social issues through the life insurance business. Prior to World War II, we contributed to stability in people's lives by providing savings-type life insurance. After the War, we contributed to Japan's economic growth by investing in companies and protecting people's livelihoods by providing protection-type life insurance. In recent years, we have been contributing to various lifestyles through insurance as well as other products and services. These contributions have enabled us to be a part of people's lives and progress together with Japanese society.

From here on, we will contribute to resolving social issues more than ever before by combining the collective strengths of the Group to meet and exceed the needs of people and communities in every country and region around the world where we operate.

I would like to take this opportunity to explain the strengths that have underpinned the Dai-ichi Life Group's commitment and outline how we plan to contribute to society in the future by utilizing these strengths.

Strengths Underpinning Our Commitment - "Pursue What's Best" and "Spirit of Innovation" -

"Pursue what's best" and "spirit of innovation" are the two strengths that have underpinned the Dai-ichi Life Group's commitment. The business philosophy of our founder, Tsuneta Yano, is embodied in the phrases, "the best rather than the largest" and "think about whether what we are doing will delight people everywhere, or will be dismissed as something they can do without." The reason for our existence is not growing the size of our business, but rather in contributing to the happiness of

people and the progress of society. In other words, providing what is truly needed is valuable to us and forms the essence of "pursue what's best." This philosophy has been passed down for more than a century and is closely related to our Group Mission of "By your side, for life."

The "spirit of innovation" is another business philosophy of our founder Yano, who established Dai-ichi Life as Japan's first mutual company. This was a venture-like challenge unprecedented in Japan at the time. For Yano, it was the inevitable result of pursuing the best approach to insurance company management. Later, unlike many other companies, Yano adopted a high policyholder dividend payout model by purposely setting high insurance premiums. His style of management reinforced the company's financial and management foundations while maximizing profit returns to customers over the long run. This management philosophy improved the credibility of the life insurance business and greatly contributed to the penetration of life insurance and the sound development of the life insurance industry in Japan. This year, which marks the 150th year since the beginning of the Meiji period, Yano was cited by the Government of Japan (Financial Services Agency) as one of the people who contributed to the establishment of Japan's financial system in the Meiji period, and his achievements in the insurance industry were honored.

The achievements of Yano and his team, which continually pursued the best while taking on the challenge of creating new innovations, helped Dai-ichi Life earn the support of countless customers, propelling it to become Japan's second largest life insurer by 1932.

The spirit of Yano continues to live strongly within the Dai-ichi Life Group. With regard to "pursue what's best," in recent years we provide high quality products and services to customers. We provide products not only developed in-house, but we also offer a variety of products and services introduced through strategic partnerships. We have enhanced our sales initiatives as well by establishing the concept of "life plan" as a

consulting method that caters to the needs of customers in various livelihoods. In terms of the "spirit of innovation," we were among the first to expand our business into overseas life insurance and asset management, and we became the first major Japanese life insurance company to demutualize and transition to a holding company structure.

This is how the Dai-ichi Life Group established its current business foundation that stretches across Japan and around the world.

"Integrity" and "Agility"

If I were to express the two strengths "pursue what's best" and "spirit of innovation" in my own words, I would use the term "integrity" for "pursue what's best" and "agility" for "spirit of innovation." I believe it is essential to our future growth that each member of the Dai-ichi Life Group has a strong awareness of the spirit of our founder today, to work toward building upon our strengths. With this in mind, I share these words with our 70,000 employees in Japan and around the world.

The word "integrity" relates to the pursuit of the customer first spirit that satisfies customer needs more so than before, given the constantly changing dynamics

of customers' values and lifestyles. There are major changes taking place in people's needs for life insurance. For example, the main role of conventional insurance products was found in protection to meet customers' financial needs in case of an unforeseen event. In recent years, however, expectations have also been placed on prevention products that meet the needs of customers in terms of health promotion and illness prevention that is one-step ahead. We also play such a role with our ability to provide products and services tailored to the new and broad needs of customers and society, which results in providing value which is instrumental in our customer-first approach. This represents our business, which is based on "integrity" that is well received by customers.

The term "agility" refers to the bold initial actions that we continually take to reform with "integrity." In the future, information and healthcare technologies are expected to evolve further while the structure of society will undergo major changes as well. By taking advantage of changes with "agility" and actively reforming business models, we aim to create opportunities for new growth.

Dai-ichi Life Group demonstrates its strengths in all of the regions and societies where it operates by executing business with "integrity" and "agility." As a result, we believe that we will be able to grow further by bringing joy to an even larger number of customers and communities.

Results of the Previous Medium-term Management Plan - Expanding the Philosophy of "Integrity" and "Agility" Globally -

Under our previous medium-term management plan *D-Ambitious*, which covered the period up to fiscal 2017, we expanded the philosophy of "integrity" and "agility" globally, and greatly picked up the pace of *D-Ambitious* initiatives across the Group.



In Japan, we established a three-brand system composed of Dai-ichi Life, Dai-ichi Frontier Life, and Neo First Life in order to optimally cover the needs of nearly every customer segment. Dai-ichi Frontier Life was spun off from Dai-ichi Life first, in 2007, on the assumption that demand for saving-type products would grow, and since then it has captured the top market share in over-the-counter insurance sales, a position it kept in 2017 as well. Neo First Life, which commenced operations in 2015, continues to grow with sharply increasing sales of medical insurance through agents including insurance shops.

Outside of Japan, our product and channel strategy succeeded as we properly adapted to changes in markets and needs along with local economic growth. In particular, Dai-ichi Life Vietnam and TAL in Australia captured and maintained a high market share in their respective markets. Protective Life in the United States supported profit growth of the Group through its powerful two-pronged business model of acquisitions and retail insurance.

In the Asset Management Business, two different Group companies merged with separate entities to capture even greater growth in their respective businesses and to establish a global business foundation spread across the three markets of Japan, the United States, and Europe.

As a result, the Dai-ichi Life Group expanded and diversified its business foundation globally, and achieved double the profits targeted under the previous medium-term management plan. At the same time, we were able to steadily enhance corporate value, including reaching our targeted total shareholder payout ratio of 40%. Additionally, we transitioned to a holding company structure in October 2016 and laid the groundwork to reinforce our management structure for further growth in the future.



Taking the Group's Strengths to the Next Level -Tackling the Challenges of CONNECT-

The Group will now seek out new growth opportunities by fully harnessing the business foundation we have built up in Japan and overseas, our robust financial foundation, strong brand, and the skills of our talented and highly experienced workforce of 70,000.

The concept behind our efforts will be CONNECT. The name of the new medium-term management plan, kicked off in fiscal 2018, is *CONNECT 2020*, and we have already put various initiatives in place.

Based on the concept of CONNECT, we will pursue connections, such as the creation of unique synergies through collaboration, harnessing the diversity of Group companies inside and outside of Japan, and strengthen partnerships and collaboration with outside business partners. Through these connections we will enhance the value of products, services and channels, and as a result, increase connections

with more customers and communities.

By bringing about these connections through our business, we will respond to the needs of people for improved quality of life*, such as stable living through the penetration of life insurance, improved health, affluent lifestyles in later life, and contribute to new solutions to social issues around the world.

Our approach of contributing to resolve social issues through improved quality of life also matches the vision of the United Nations' Sustainable Development Goals (SDGs). Contributing to resolve worldwide issues through our businesses that harness our strengths will benefit the sustainable development of the international community and, as a result, enhance the Dai-ichi Life Group's growth potential and sustainability.

*Improved quality of life: realizing lifestyles in which people can live as they desire; lifestyles where one lives his/her life.

The Four Strategies of CONNECT

CONNECT comprises four strategies.

First is CONNECT with customers. We will reinforce and diversify our sales channels to ensure the Dai-ichi Life Group's products and services are provided to more customers, and we will enhance the value provided, so that we earn the support of more customers. In Japan, we will accelerate the mutual distribution of products and services across our three brands, strengthen the agent channel, and launch new products focused on improved quality of life, such as health promotion. Outside of Japan, we will contribute to stability of peoples' lives and the penetration of insurance by expanding in emerging countries, especially the Mekong region.

Second is CONNECT with communities. We will work alongside local governments and medical institutions and promote medical and education assistance more than ever before, in the countries where we operate in order to contribute to promoting

people's health through our businesses and help find solutions to issues facing local communities.

Third is CONNECT with diverse business partners. We will work closely with business partners that have diverse customer segments to secure new contact points with various customers. In terms of InsTech initiatives, where new business opportunities can be found, we will speed up the Group's innovation through collaboration and cooperation with various companies, and startups from different industries that offer various strengths.

Fourth is CONNECT with Group companies. We will capitalize on the diversity of our Group companies, with business operations in various countries and regions, to learn from one another and find ways to take each other's initiatives to the next level. This will position us to achieve further growth in each business segment and reinforce the Group's management structure. For example, creating synergies between the life insurance business and asset management business, finding solutions through global exchanges of talent and know-how, and enhancing the Group's collective strengths.

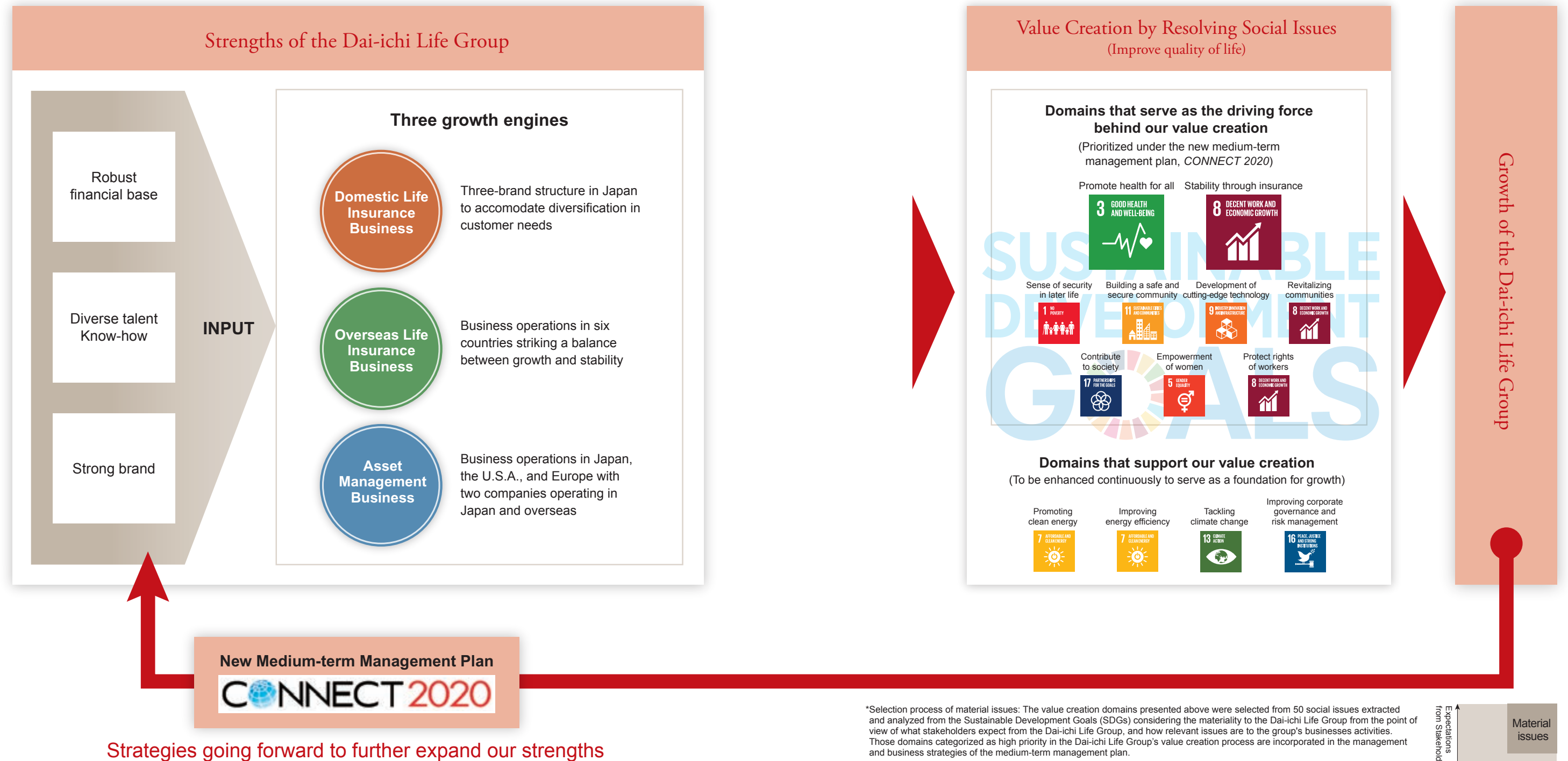
In this way, we will seek to deliver value unique to the Dai-ichi Life Group, through the deployment of a business strategy based on these four connections in each of our businesses inside and outside of Japan.

Lastly

We will continue to leverage our two strengths that we refer to as "pursue what's best" and "spirit of innovation" as we forge the future with "integrity" and "agility" aiming to further contribute to resolve social issues. I kindly ask for your continuing support and guidance of the Dai-ichi Life Group as we move forward.

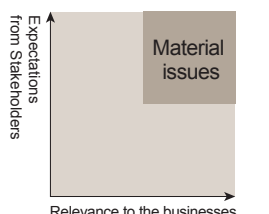
Resolve Social Issues and Achieve Growth by Leveraging Our Strengths

The Dai-ichi Life Group strives to create value by resolving social issues (improve quality of life) and achieve further growth of the Group. These efforts are driven by our unique strengths developed over our 116-year history while we harness the spirit of innovation based on our mission of “By your side, for life” with our customers.



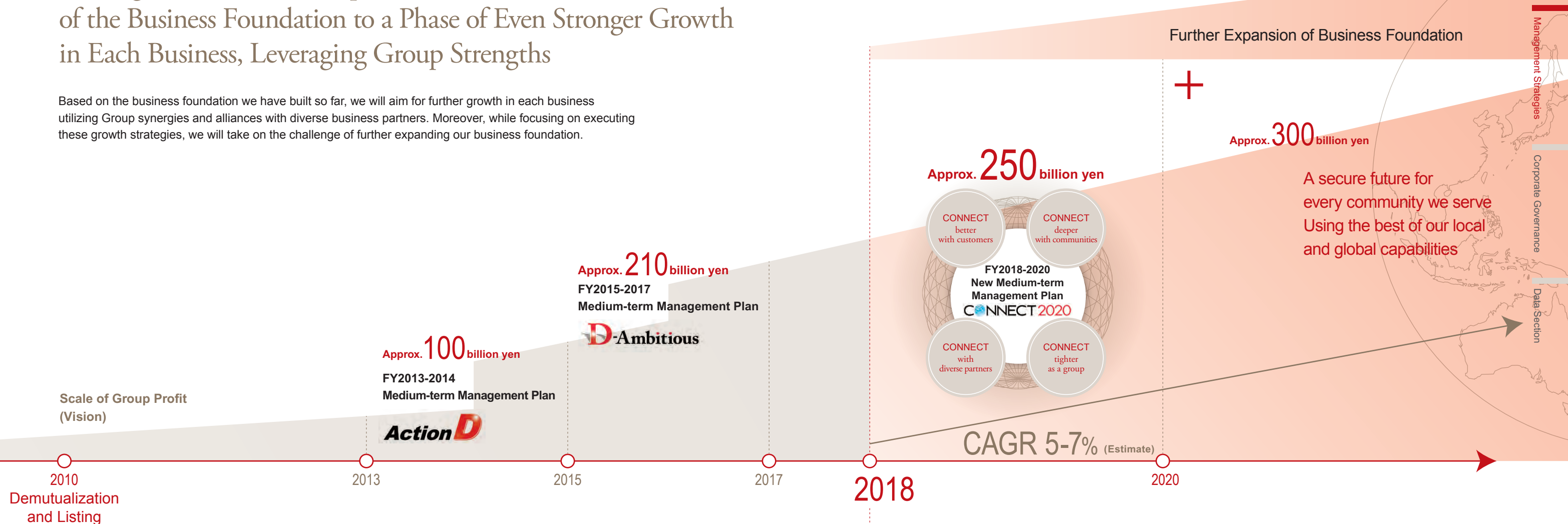
*Selection process of material issues: The value creation domains presented above were selected from 50 social issues extracted and analyzed from the Sustainable Development Goals (SDGs) considering the materiality to the Dai-ichi Life Group from the point of view of what stakeholders expect from the Dai-ichi Life Group, and how relevant issues are to the group's businesses activities. Those domains categorized as high priority in the Dai-ichi Life Group's value creation process are incorporated in the management and business strategies of the medium-term management plan.

*Sustainable Development Goals (SDGs): A set of international development goals to 2030, which was adopted by the UN Sustainable Development Summit held in September 2015. The SDGs consists of 17 goals and 169 targets to realize a sustainable world. SDGs are universal goals applicable not only to developing countries but also developed countries and pledge "No one will be left behind" through the implementation process.



Moving from a Phase of Expansion and Diversification of the Business Foundation to a Phase of Even Stronger Growth in Each Business, Leveraging Group Strengths

Based on the business foundation we have built so far, we will aim for further growth in each business utilizing Group synergies and alliances with diverse business partners. Moreover, while focusing on executing these growth strategies, we will take on the challenge of further expanding our business foundation.



Expand & Diversify Business Foundation

Domestic Life Insurance Business	Established three domestic brands to provide products and services flexibly tailored to customer needs and the economic environment
Overseas Life Insurance Business	Built global trilateral structure through expansion of business operations in Asia-Pacific and expansion into the U.S. market through acquisition of Protective
Asset Management Business	Also expanded asset management business sites in the three regions covering markets in Japan, the U.S.A. and Europe through the launch of Asset Management One and Janus Henderson
Driving Innovation	Established structure to promote InsTech and commenced joint research and industry-academia collaboration with external partners

Achieve Further Growth in Each Business Leveraging Group Strengths

	Promote strengthening and diversification of channels utilizing the three domestic brands, provide products and services that promote improvement in quality of life, and accelerate external partnerships
	In addition to further profit growth in developed countries and expansion of market share in Asian emerging countries, gain first-mover advantage through expansion into early stage markets (e.g. the Mekong region)
	Benefit from market growth in Japan, the U.S.A., and Europe and maximize synergies with Group companies, including all group life insurance companies
	Apply cutting-edge technologies to offer more user-friendly products and services and to improve business operations productivity and also expand into new business domains by establishing innovation labs

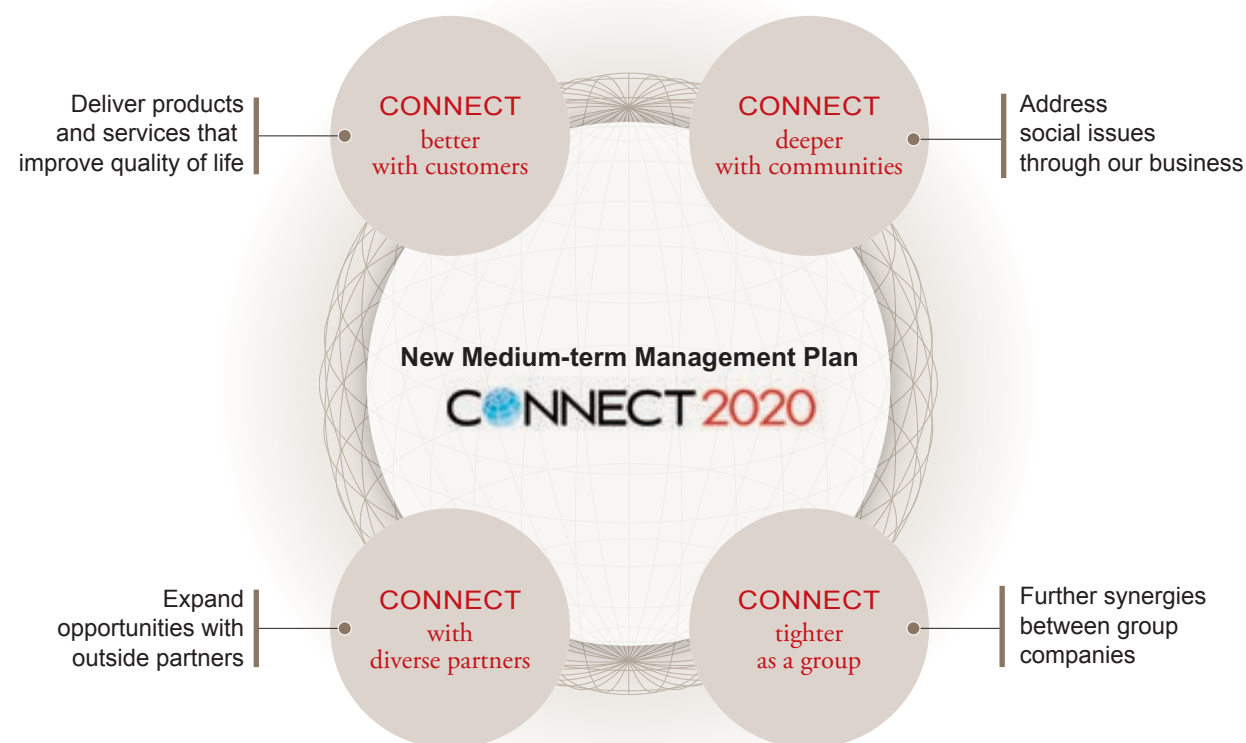
FY2018-2020

Overview of the New Medium-term Management Plan **CONNECT 2020**

With the changes in the external environment and intensification of competition, Dai-ichi Life Group launched a new medium-term management plan, *CONNECT 2020*, from fiscal year 2018. This plan aims to leverage the Group's strengths and further reinforce and expand our business foundation. As a result, we will achieve growth by further enhancing each Group business by focusing on the CONNECT concept, and contributing to the improvement of the quality of life for all.

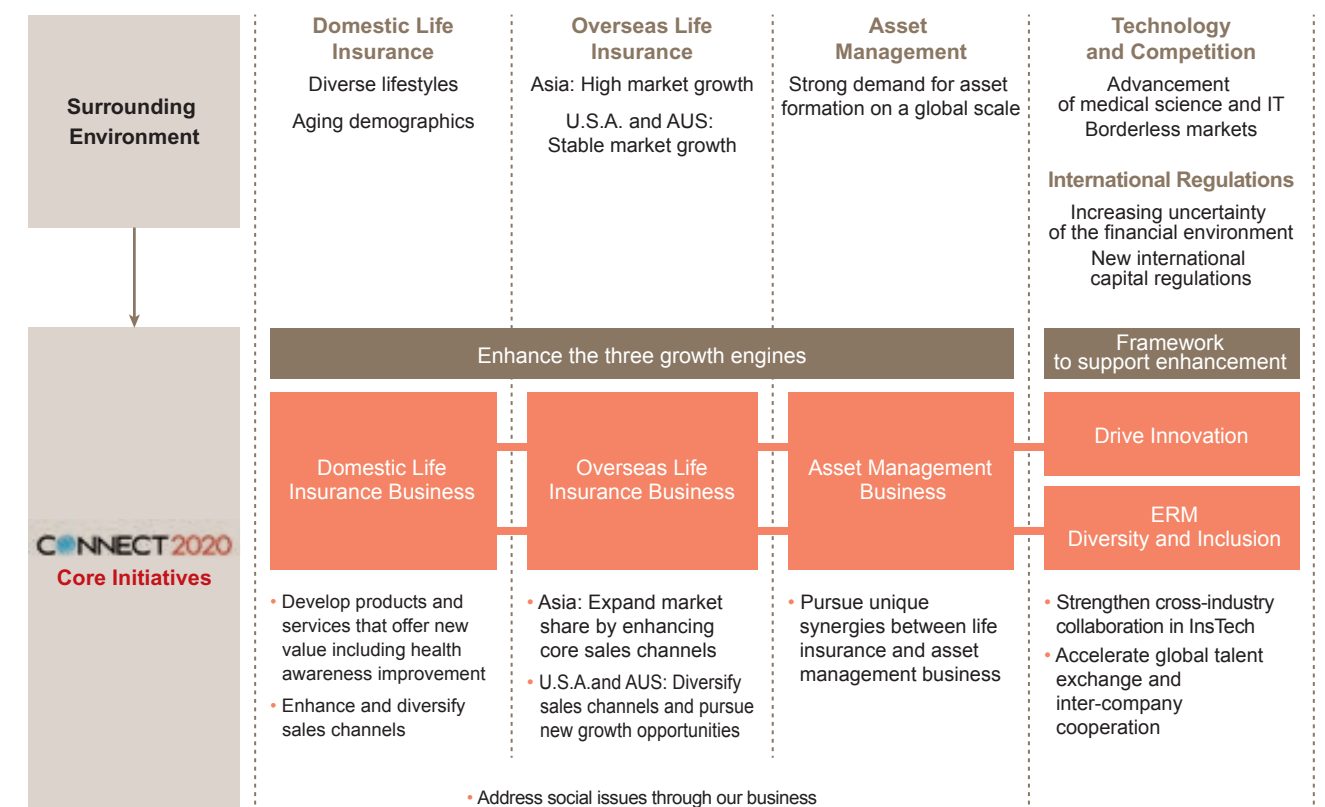


The Four Aspects That Express the CONNECT Concept



Surrounding Environment and Core Initiatives

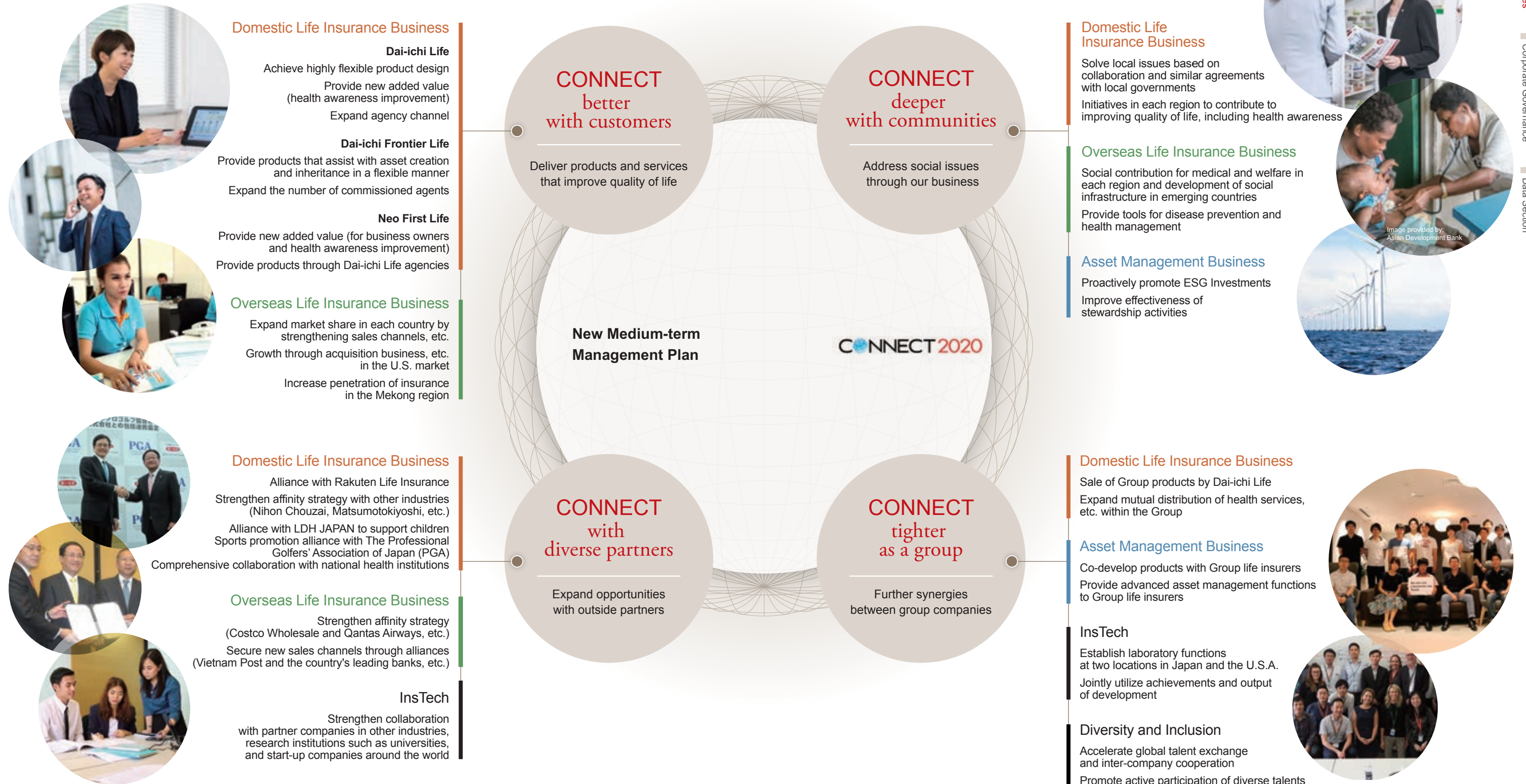
Under *CONNECT 2020*, we will further enhance the three growth engines that make up our strengths against changes in the surrounding environment through the core initiatives below.



Management Objectives and Medium- to Long-term Vision

Indicators			Objectives
Group Management Objectives (Quantitative Targets)	Accounting Profit	Group Adjusted Profit	250 billion yen in FY2020
	Future Profit (Economic Value)	Group Value of New Business	230 billion yen in FY2020
Indicators			Targets for the Medium- to Long-term
Group Medium- to Long-term Vision	Capital Efficiency	Average EV Growth (RoEV)	At least 8% average growth
	Financial Soundness	Economic Solvency Ratio (ESR)	170% to 200% range

Aiming for Growth of Our Group through Our Business Strategy Based on the Four Aspects of CONNECT



Domestic Life Insurance Business



Where We Are and Our Strategy in the Market

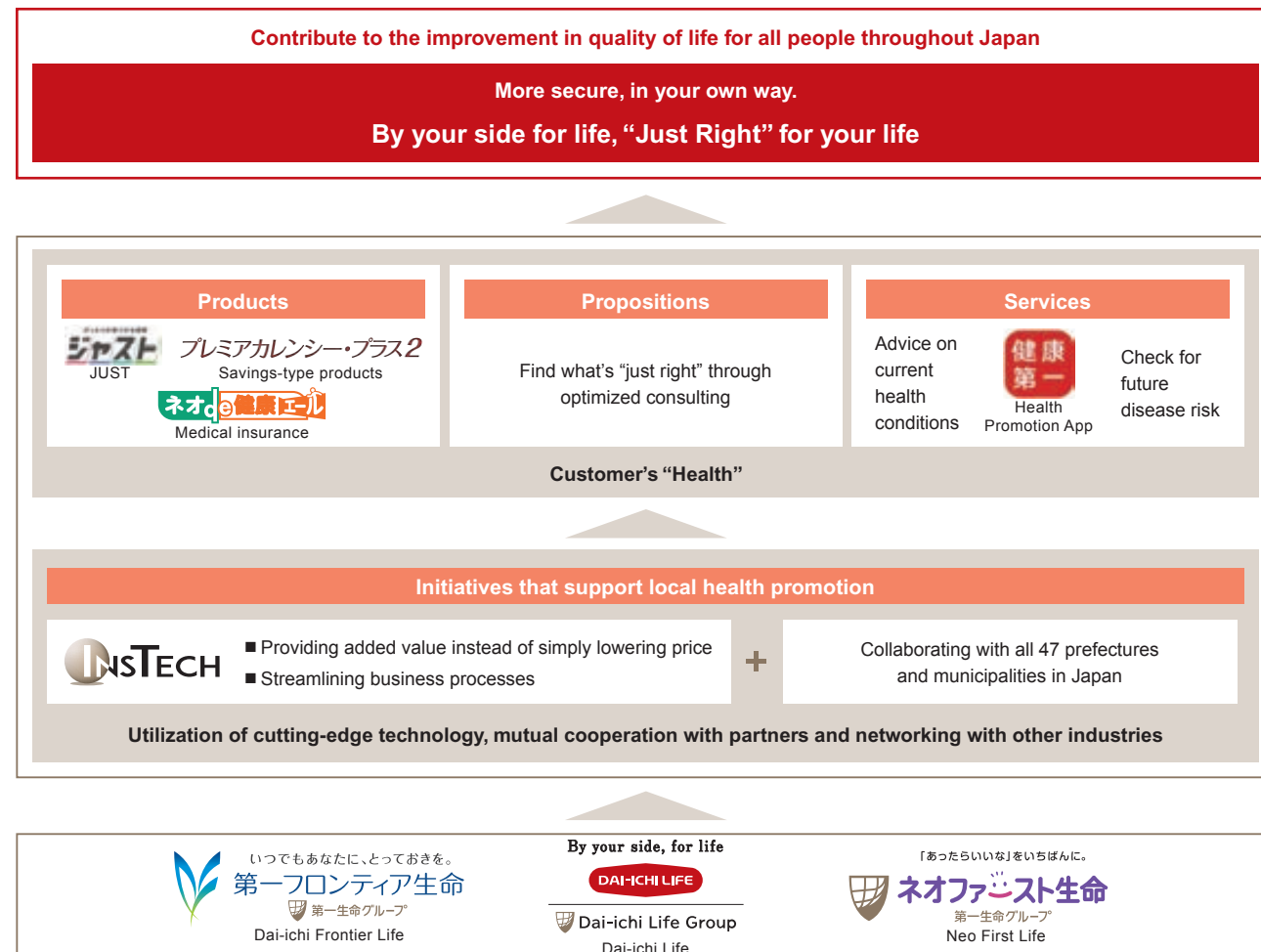
The environment surrounding the life insurance industry is changing dramatically due to such factors as the decline in the working age population, the advent of a super-aging society, the diversification in the lifestyles of customers, and technological innovation.

As we stand “By your side, for life” with our customers, the Group is building a multi-brand, multi-channel structure to deliver products and services provided by the three domestic companies, Dai-ichi Life, Dai-ichi Frontier Life, and Neo First Life, through the optimum channel (Total Life Plan Designers,

banks, walk-in insurance shops, etc.) to respond quickly and accurately to the changing social environment and customer needs. Moreover, in order to provide customers with high-value-added products and services and to build an efficient administrative system, we are making Group-wide efforts to promote our highest priority management strategy, InsTech, which leverages cutting-edge technology.

Through these initiatives, we will continue to upgrade our products, propositions, and services to contribute to improvement in the quality of life for all people throughout Japan.

Initiatives to Improve Quality of Life for All People

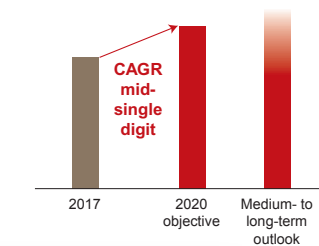


“CONNECT 2020” Strategy

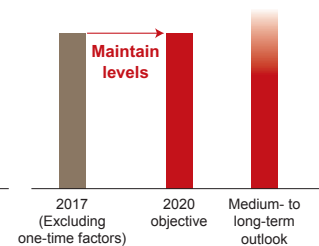
Based on the three-domestic-brand structure, in addition to mutual distribution of products and services, the Group will accelerate the multi-channel strategy by further improving the consulting capabilities of Total Life Designers and proactively expanding the agency channel. Moreover, we will implement a product strategy that promotes improvement in the quality of life while we expand cross-industry collaboration in anticipation of changes in social and customer needs.

Through these efforts, we aim to increase the value of new business and maintain profit levels.

Value of New Business in the Domestic Life Insurance Business



Adjusted Profit in the Domestic Life Insurance Business

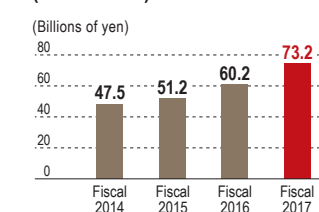


Reflecting on Our Previous Medium-term Management Plan, “D-Ambitious”

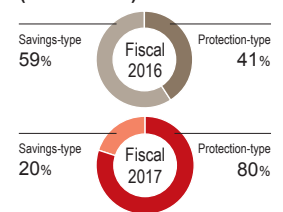
Dai-ichi Life

Dai-ichi Life worked to enhance the consulting capabilities of Total Life Plan Designers and to diversify sales channels through such means as increasing commissioned sales agents. In fiscal 2017, the year ended March 31, 2018, as a result of focusing on sales of protection-type products, there was a dramatic expansion in annualized net premiums from new third-sector policies, and these policies accounted for 80% of sales.

Annualized Net Premium from New Third-Sector Policies (Dai-ichi Life)



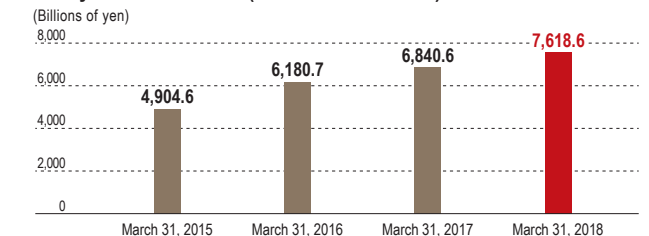
Percentage Breakdown of Annualized Net Premium from New Policies (Dai-ichi Life)



Dai-ichi Frontier Life

In addition to flexibly launching new products to meet diverse customer needs, including asset formation and inheritance, Dai-ichi Frontier Life worked to strengthen relationships with financial institution agencies and increased its number of product-commissioned agents. As a result of these efforts, policy amount in force steadily increased, and Dai-ichi Frontier Life established its position as a top runner in the financial institution over-the-counter sales market.

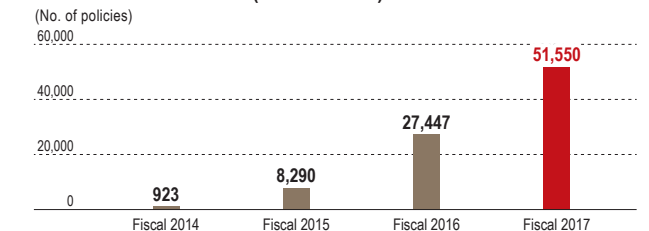
Policy Amount in Force (Dai-ichi Frontier Life)



Neo First Life

Neo First Life achieved steady growth by introducing distinctive products, such as a product with premiums that are based on the policyholder’s Kenko Nenrei® (Health Age) instead of actual age at the time of enrollment in the policy, and increasing the number of commissioned agents, such as banks and walk-in insurance shops. The number of new policies increased steadily, and policies in force topped 100,000.

Number of New Policies (Neo First Life)



*Kenko Nenrei (Health Age) is a registered trademark of JMDC Inc.

“CONNECT 2020” Initiatives

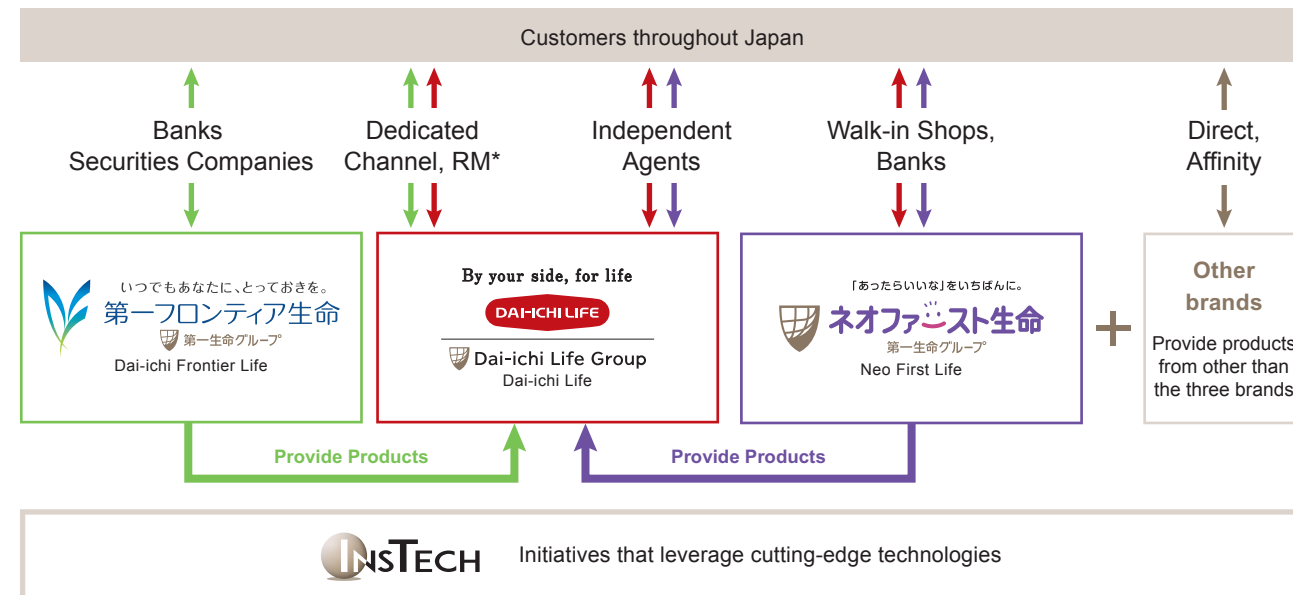


Further Development of a Multi-brand and Multi-channel Structure

By identifying changes in the social environment and customer needs, the Group strives to offer optimal products and services to every customer, using the most convenient channel for them. To this end, in addition to enhancing the consulting capabilities of Total Life Plan Designers, the Group will work to enhance convenience for customers by promoting a multi-channel structure, including proactive expansion of the

agency channel and collaboration with affinity groups. Moreover, the Group will expand mutual distribution of products and services among Dai-ichi Life, Dai-ichi Frontier Life, and Neo First Life while utilizing other brands and working to further expand and evolve the multi-brand structure with a view to providing “Multi-brand + α .”

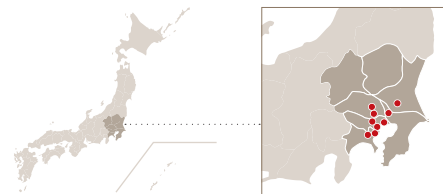
Multi-brand & Multi-channel Structure



* Relationship manager (sales representative for corporate customers)

TOPICS Increasing Strategic Sales Offices

Starting in fiscal 2018, we have been increasing strategic sales offices in the Tokyo metropolitan area, which has a high customer density, to provide sophisticated face-to-face consulting to more customers. Some of the tasks of such offices are centralized at head office organizations to streamline their operations at the same time.



Product Strategy to Drive Improvement in Quality of Life

In addition to improving quality of life for all customers with products and services that provide new added value, we will continue to take on the challenges faced by Japan, such as extending the healthy life span, by providing support for health promotion.

Dai-ichi Frontier Life

プレミアカレンシー・プラス2 / プレミアプレゼント
Savings-type products

- Supports asset formation in an era when people will live to be 100 and for asset inheritance to pass on and leave assets to one's precious family members

Neo First Life

ネオファースト生命
Medical insurance

- Further reduction in premiums are applicable when certain health criteria are met, including smoking habits.
- Premium calculated based on “Kenko Nenrei”^{*1}

^{*1} Kenko Nenrei (Health Age) is a registered trademark of JMDC Inc.

Dai-ichi Life

ジャスト JUST

- Markedly improved flexibility for combining coverage through a radical review of the product system to provide insurance tailored to each customer
- Introduction of new benefits for complications of diabetes, which can lead to many diseases

1st in the Industry^{*2}
健康診断 Health Check-up Discount

- Provides extensive support not only for healthy customers but also people who are trying to improve their health
- Promotes improvement in lifestyle habits and prevents serious medical conditions by encouraging early detection and treatment through health checkup recommendations (also contributes to curbing social security benefit expenses as a result)

健康第一 Health Promotion App

- Upgraded health promotion app gives current health status and future risks based on health checkup results

^{*2} Based on research by Dai-ichi Life as of February 2018. The first product in the life insurance industry to provide discount for health checkup result submission.



Partnership Expansion

The Dai-ichi Life Group strives to create a rich and secure lifestyle and society, and seeks sustainable development together with local communities as a good corporate citizen. Going forward, we will continue contributing to the resolution of diverse local issues through our approximately 40,000 Total

Life Plan Designers and around 1,300 unit offices throughout Japan. Moreover, the Group will continue to expand the network of channels that customers can choose from and provide more information through the expansion of partnerships with other industries and national institutions.

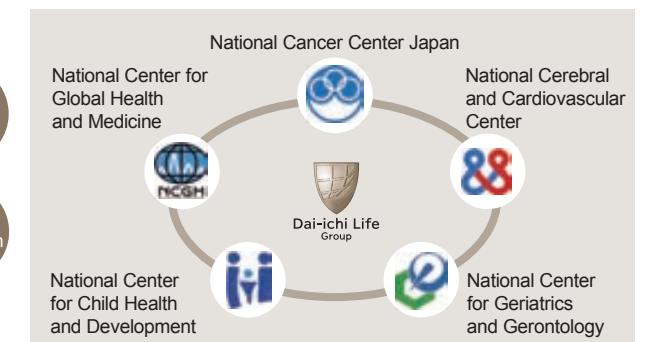
Contributing to Resolve Local Issues



Cross-Industry Collaboration



Information Networks with Five National Institutions



Overseas Life Insurance Business



Where We Are and Our Strategy in the Market

In developed markets, such as North America, stable growth is expected through economic growth and other factors. Growth is expected to continue in the future for emerging markets in Asia and other regions due to high economic growth and increases in insurance penetration rates.

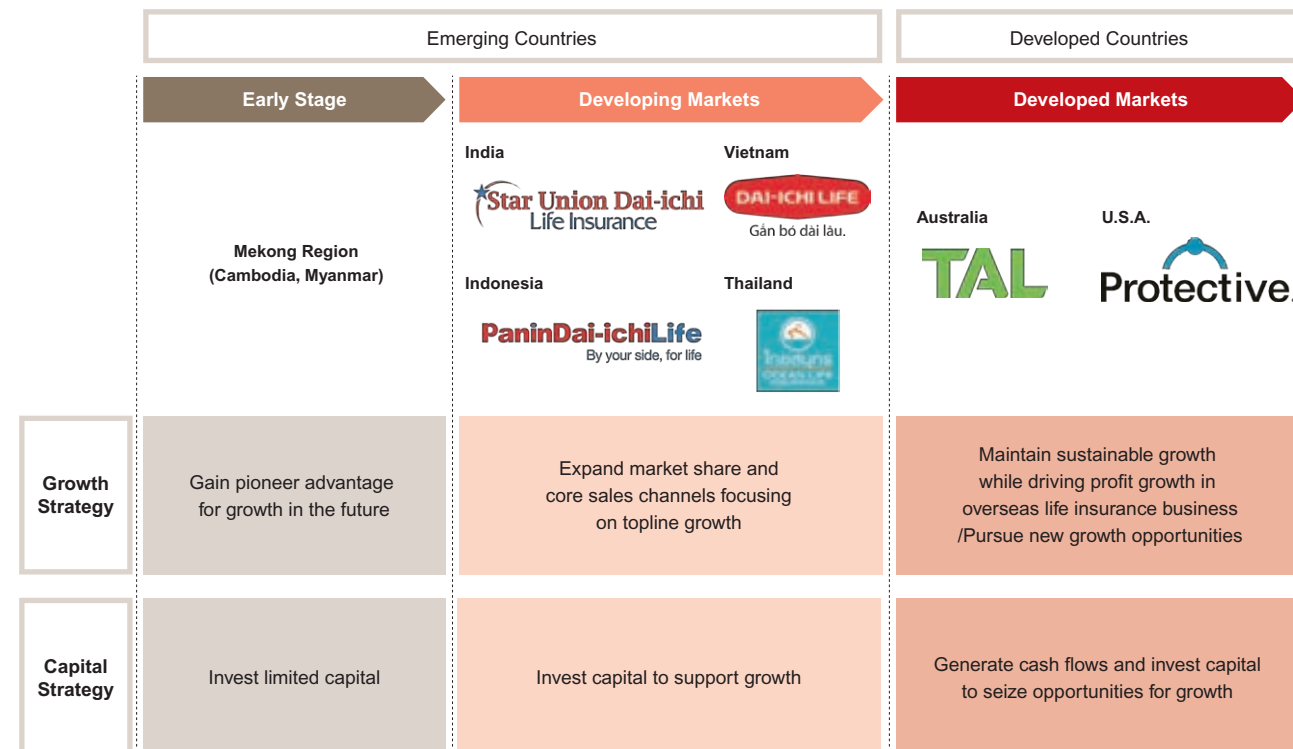
The Dai-ichi Life Group is building a portfolio in its overseas life insurance business that strikes a balance between stable contribution to profits in developed markets and positive impact of growth over the medium to long term in Asian emerging markets. The Group also strikes a balance

between its growth strategy and capital policy through its efforts in ERM* that take into account the growth stage and capital level of each company while aiming for profit growth over the medium to long term.

As a result of these efforts, the contribution of the overseas life insurance business to Group adjusted profit was approximately 20% in the fiscal year ended March 31, 2018.

*Enterprise risk management (ERM) is an effort to increase capital efficiency and corporate value by formulating strategies according to profits, capital, and risks, taking into account the types and characteristics of the risks.

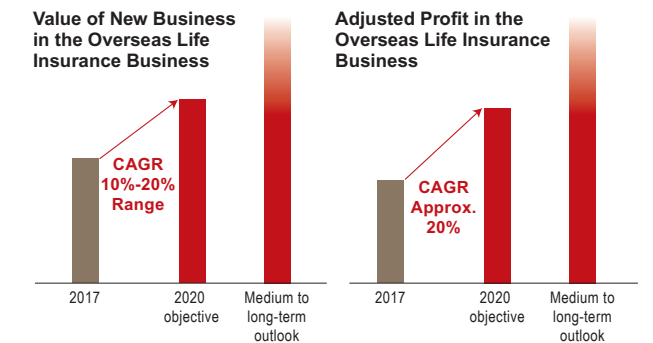
Overseas Life Insurance Business Strategy



“CONNECT 2020” Strategy

In the overseas life insurance business, the Group will aim to resolve the social challenges each country faces and contribute to the stability of peoples' lives through the life insurance business.

In developed markets where Protective and TAL operate, the Group will pursue diversification of channels and new growth opportunities with the aim of stable contribution to profit, while in emerging markets in Asia we will focus on the topline and aim to expand market share through enhancement of existing sales channels and collaboration with new business partners. Furthermore, the Group will promote efficient business development utilizing the knowledge and resources of Group companies in the region for new growth opportunities in the Asia market.



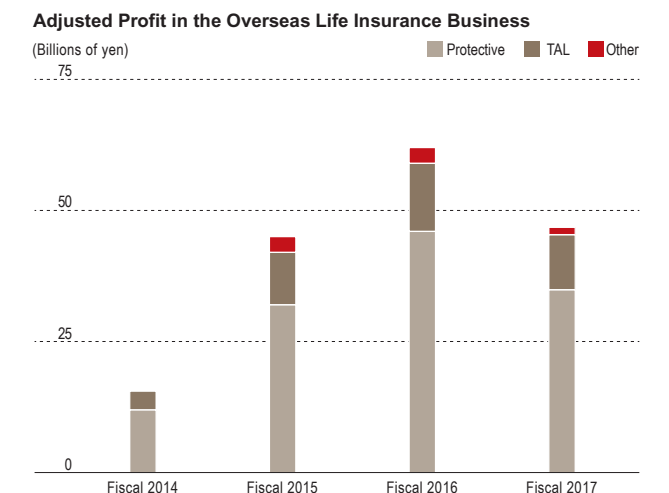
Reflecting on Our Previous Medium-term Management Plan, “D-Ambitious”

Adjusted profit in the overseas life insurance business increased approximately three-fold compared to the fiscal year ended March 31, 2015.

After joining the Dai-ichi Life Group, Protective completed two acquisitions. In addition, in fiscal 2017, Protective acquired an in-force block of individual life and annuity business from Liberty Life Assurance Company of Boston, the largest transaction in Protective's history. TAL worked to develop a multi-channel strategy, and topped* the Australian life insurance (protection-type products) market for five consecutive years.

In emerging markets in Asia, we focused on business growth in each country, including expanding sales channels through alliances with Vietnam Post and the country's leading banks by Dai-ichi Life Vietnam and capturing growth by increasing our shareholding ratio in Star Union Dai-ichi Life.

*Based on annualized net premium from in-force policies as of December 31, 2017.



“CONNECT 2020” Initiatives



Developed markets

Continue to maintain sustainable growth and drive profit growth of overseas life insurance business

Protective



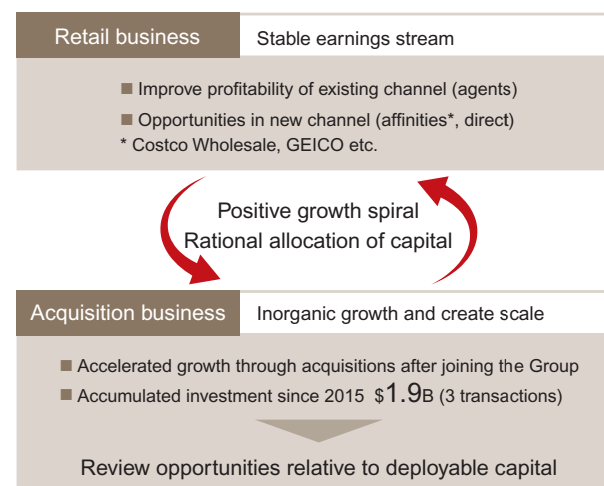
High profit growth based on its unique business model of yielding synergies between retail and acquisition business

Protective operates its business across the U.S. and has achieved growth with a unique business model by which it generates capital through the retail business (life insurance and individual annuities) and expands its business by acquiring blocks of insurance business using the earnings from the retail business to realize sustainable growth.

Going forward, Protective will aim to further increase profit by strengthening and expanding new alliances and through new acquisitions.



Protective Business Model



TAL

Maintaining leading position in the market by diversifying products and channels according to customer needs

TAL has promoted a strategy of specializing in protection-type products. It has maintained a leading position in terms of annualized in-force premiums in the Australian market for protection-type products since 2013 by efficiently combining retail, direct, and group sales channels.

Going forward, in addition to strengthening its sales channels, TAL will aim for solid growth by building better brand recognition, product diversification, and improvement in customer service.



TAL Sales Channels

Retail

- Increase sales through advisor channel including commercial banks
- Develop products serving the life cycle of customers

Group Insurance

- Build long-term partnerships with existing groups
- Develop business through launch of products in collaboration and cooperation with existing groups

Direct

- Continue affinities sales utilizing outside customer base (utilization of direct sales platform with Qantas Airways, etc.)
- Increase sales with strategic partners using digital marketing



Stability
through insurance



Developing markets

Expand market share focusing on topline growth by expanding core sales channels

Dai-ichi Life Vietnam



No.3 market share in terms of first year premium with above market growth

Dai-ichi Life Vietnam has steadily expanded its market share by strategic product development in line with the economic growth and lifestyle changes through the enhanced individual agency channel and newly developed alternative channel (post offices, banks). Going forward, Dai-ichi Life Vietnam will continue to aim for sustainable growth.



Developing the sales network throughout the country by exclusive distribution agreements with Vietnam Post and local banks

Star Union Dai-ichi Life



Expanding bancassurance channel by strengthening partnerships

Star Union Dai-ichi Life aims to further grow the topline and earning capability through more collaboration with joint venture partners, strengthening of wholesalers, and training highly efficient staff in the sales representative (fixed salary) channel.

Panin Dai-ichi Life



Focus on increasing the number of individual agents and establishing and strengthening the over-the-counter sales model at banks

Panin Dai-ichi Life continues to further strengthen sales channels by expanding the roles of individual agents and improving training systems and activity management for sales staff in the bancassurance channel.



OCEAN LIFE

Reinforce individual agency channel by strengthening recruitment and training

OCEAN LIFE aims for sustainable growth through the creation of a platform for future growth that includes continuing to recruit and train new personnel for the individual agency channel, expanding capabilities of leaders to head the channel, and workplace development.

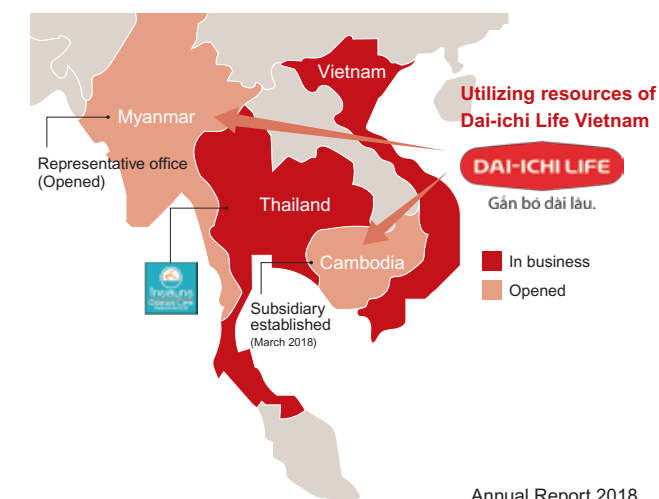


Early stage

Prepare for commencing business in the Mekong region with promising medium- to long-term growth prospects

In addition to having the advantages of being a pioneer through early entry into Mekong emerging countries with prospects for medium- to long-term economic growth and expansion in the life insurance market, we will promote efficient business operations by utilizing the knowledge and resources at our regional headquarters and Dai-ichi Life Vietnam, our Group company in the region, as we aim for further growth.

In March 2018, we established the first subsidiary for a Japanese life insurance group in Cambodia in preparation for commencing the life insurance business.



Asset Management Business

Dai-ichi Life's Asset Management



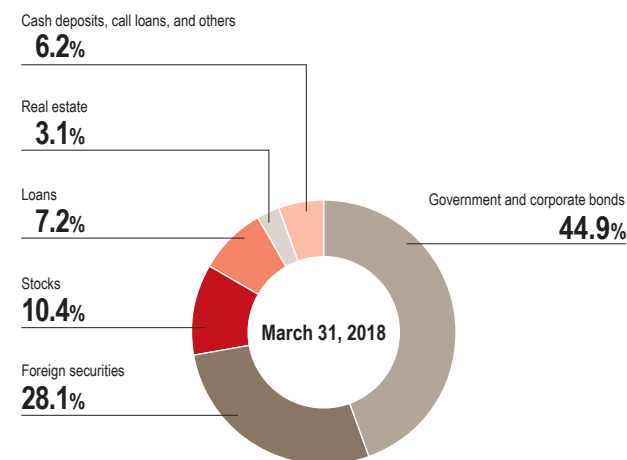
Where We Are and Our Strategy in the Market

Dai-ichi Life conducts asset management with a focus on ALM based on the nature of its insurance policies (insurance liabilities), mainly investing in fixed-income assets in order to fulfill its obligation to pay out claims and benefits over a long period of time in a stable manner. We also strive to increase profitability by flexibly allocating capital to risk assets by taking market trends into account, but only after ensuring the soundness of these assets.

In addition, we are also focused on responsible investment as an institutional investor based on its social responsibilities. As part of these efforts, we carry out stewardship activities that aim to enhance the corporate value of investees and ESG investment* that balances social responsibilities and profitability.

*ESG investment: An approach to investment that considers environmental, social and corporate governance (ESG) criteria

Asset Portfolio (General Account)



Reflecting on Our Previous Medium-term Management Plan, “D-Ambitious”

While interest rates remain low in Japan, markets have become more volatile with the beginning of a rise in U.S. interest rates, election of President Trump, and the U.K.'s decision to leave the E.U. In such an environment, we worked to bolster earnings power and diversify risk through such means as increasing our scope of investment in foreign-currency denominated bonds and expanding investment in project finance and other new and growing sectors. Through these initiatives, we marked the fifth consecutive year of positive spread.

In addition, with the aim of enhancing the effectiveness of our stewardship activities, we established a Responsible Investment Center and a Responsible Investment Committee in 2017. Moreover, starting in 2017, we reinforced our approach to upgrade our ESG investment, including the commencement of “impact investing” aimed at gaining profitability and creating social impact. These efforts have been highly praised, and in March 2018 we received the Japanese Ministry of the Environment's “Principles for Financial Action towards a Sustainable Society Environment” Minister's Award.



“CONNECT 2020” Strategies and Initiatives



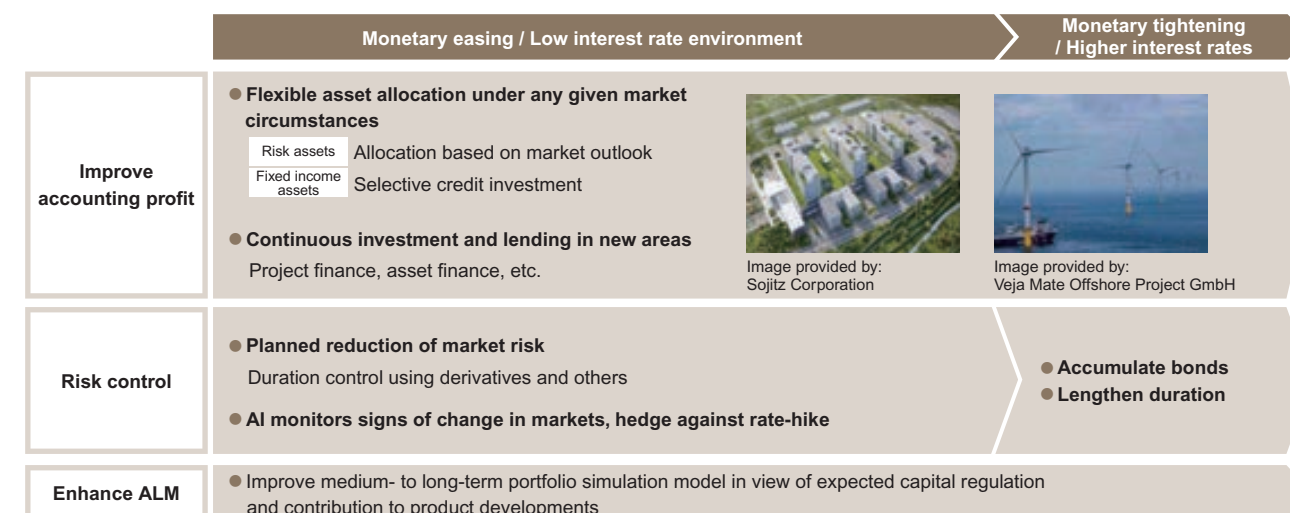
Secure Stable Profitability

The domestic low-interest-rate environment is expected to continue for some time. In order to obtain stable profitability even in such an environment, we will accelerate the initiatives featured in our strategy in the market. We will also aim to enhance soundness by controlling risk through such means as using derivatives and other instruments to control duration, using AI to upgrade our systems for monitoring indications of market fluctuations, and building hedge positions against a hike in interest rates.

In addition, we will continue to enhance the effectiveness of our stewardship activities and seek to deepen responsible investment with sophisticated ESG investment that contributes to ensuring profitability and resolving social issues.

Through these initiatives, we will continue to meet the expectations of stakeholders by ensuring stable earnings power and soundness while we contribute to resolving social issues.

Asset Management Initiatives



Promoting ESG Investments

Active ESG investments that contribute to sustainable development of society, while securing profitability



Contribute to society

Asset Management Business

Asset Management Business



Where We Are and Our Strategy in the Market

The asset management business at the Dai-ichi Life Group is carried out by Asset Management One, which we co-founded with Mizuho Financial Group in Japan, and Janus Henderson Group (Janus Henderson) in global markets, primarily the U.S.A. and the U.K.

The global asset management market is a huge market exceeding ¥9,000 trillion, and high growth in this market is expected to continue due to rising retirement needs in developed countries and economic growth in emerging countries.

Through its entry into the asset management business, the Dai-ichi Life Group aims to benefit from the high market growth prospects and high profitability of asset management companies. In addition, we are pursuing unique Group synergies by providing expertise and advanced asset management capabilities of asset management companies to Group life insurance companies in Japan and overseas, accepting funds for management, co-developing products and other efforts.

History of the Asset Management Business



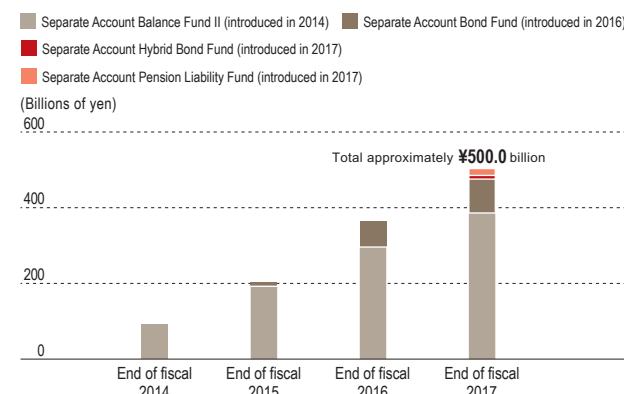
*Total assets under management translated into yen using the exchange rate as of March 31, 2018

Reflecting on Our Previous Medium-term Management Plan, “D-Ambitious”

With the launch of Asset Management One and Janus Henderson, the asset management business at the Dai-ichi Life Group developed into a trilateral structure (Japan, the U.S.A., and Europe), which can benefit from the growth prospects in the world's leading markets.

We also steadily expanded Group synergies, including increasing the provision of asset management capabilities to Dai-ichi Life and Dai-ichi Frontier Life and commencing the provision of asset management capabilities to Protective in the U.S.A. As an example of these synergies, assets under management in the separate account, co-developed by Asset Management One and Dai-ichi Life, have continued to increase steadily.

Trends in Assets under Management (Dai-ichi Life, Separate Account Products)



“CONNECT 2020” Strategies and Initiatives

In anticipation of the completion of post-merger integration, Asset Management One and Janus Henderson, which were launched through their respective management integrations, will shift to the stage of achieving synergies from this integration and aim for profit growth going forward.

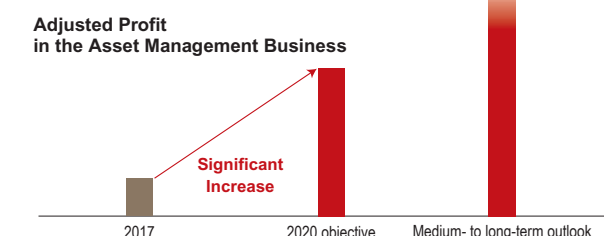
In May 2018, the Company completed the conversion of Janus Henderson into an affiliated company, and going forward we will continue to benefit from the high profit growth at both Asset Management One and Janus Henderson, and the two companies will expand their profit contribution to the Group.

We will also work to strengthen collaboration between the companies, including the mutual use of investment products and sales channels, the expansion of cross-selling of mutual funds, and the commencement of co-development of investment products. In addition, we will increase the provision of competitive asset management capabilities and solutions to Group life insurance companies in Japan and overseas, as we continue further accelerating initiatives aimed at Group synergies.



Accelerate Profit Contribution by Maximizing Integration Synergies

We expect a significant increase in the adjusted profit of the asset management business by maximizing integration effects, including the creation of Group synergies, to drive profit growth for the Dai-ichi Life Group as a whole. We will also aim for further growth over the medium- to long-term.

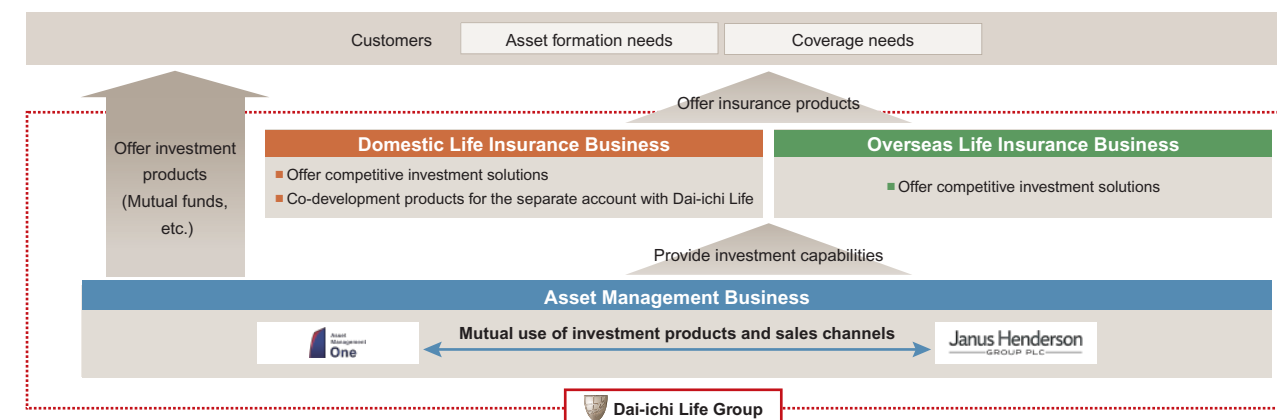


Social Value We Create through Contribution to Improving Quality of Life

We will aim to increase the social value we create through meeting the needs of even more customers for asset formation, and contributing to improving quality of life by creating a

stronger connection between the two companies in the asset management business and Group companies in the life insurance business in Japan and overseas.

Role of Asset Management Business



Driving Innovation

The Group refers to initiatives for creating unique innovation in the life insurance business as “InsTech,” representing a combination of the insurance business and technology, and promotes group-wide initiatives of strategic importance.

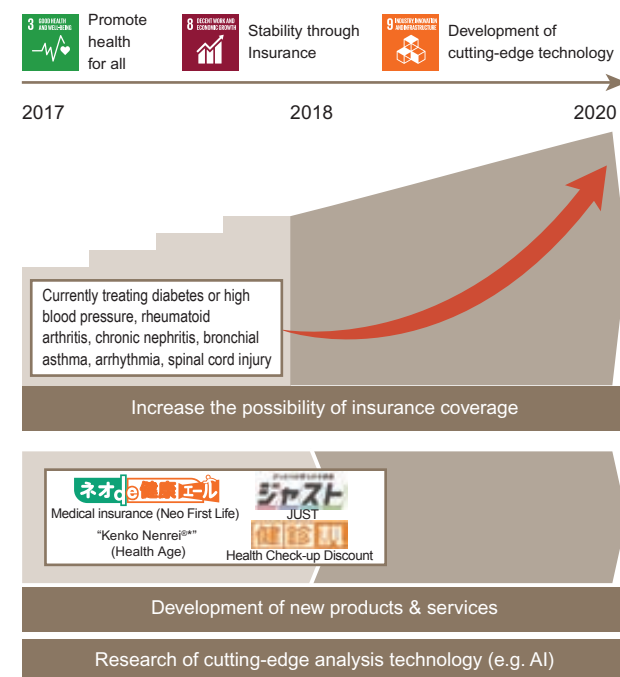


Analysis and Utilization of Medical Big Data

The Group has reviewed underwriting standards based on analysis of medical big data. As a result, it now underwrites approximately 12,000 additional policies a year, which is approximately 1% of Dai-ichi Life's new policies). In addition, the Group has developed new products and services based on the results of analysis of medical big data, such as Kenko Nenrei®* (Health Age) and medical examination discounts.

Going forward, the Dai-ichi Life Group aims to contribute to improving quality of life and promoting extension of a healthy life span using big data analysis.

Offer new products and services while insurance coverage is offered to more people through the analysis of medical big data from internal and external resources



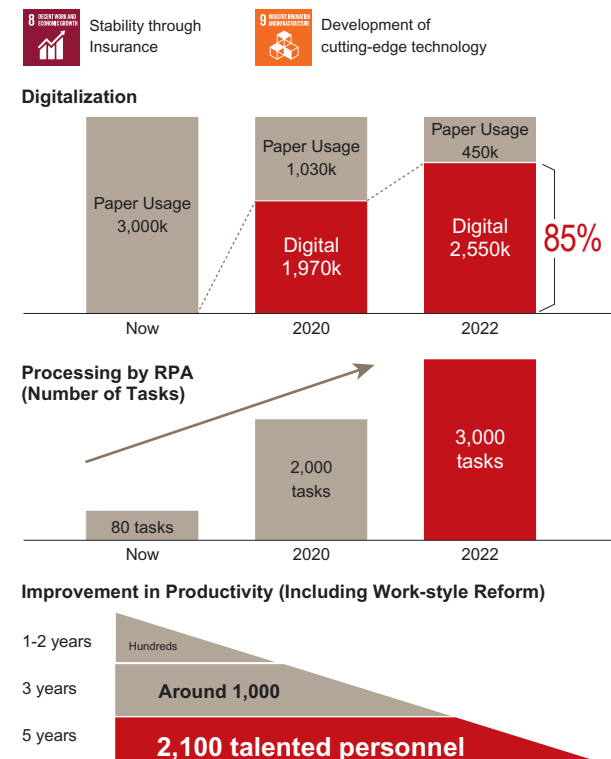
*Kenko Nenrei (Health Age) is a registered trademark of JMDC Inc.

More User Friendly and Higher Productivity Through Innovation

The Group is working to increase convenience for customers by digitalization of various administrative processes and to raise productivity by introducing RPA* and AI technologies. Through these initiatives and other measures such as work-style reform, the Group will shift human resources equivalent to 2,100 personnel into growth sectors over the next five years.

*RPA: Robotic process automation

Significant improvements in convenience and productivity through digitalization of user interface, automation of back office operation

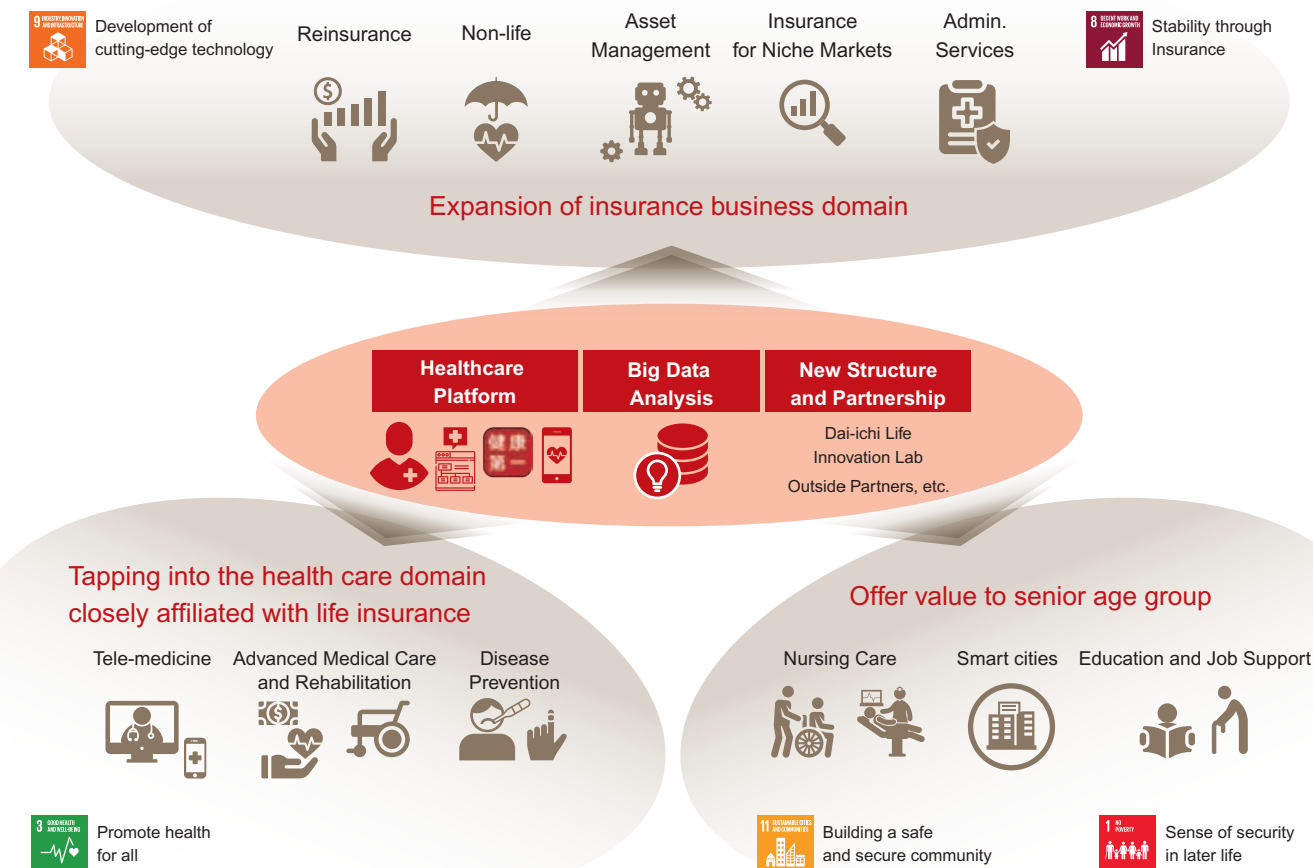


Driving Innovation

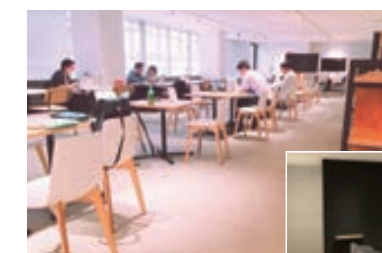
The Group is picking up the pace in innovation to create new markets and hone its competitive edge instead of simply enhancing the current business model and engaging in price competition. In April 2018, the Group established the Dai-ichi

Life Innovation Lab in Shibuya, Tokyo, and Silicon Valley, U.S., as part of its efforts to create markets and create new demand by providing new added value in the healthcare domain and domains that target the senior age group by repeatedly conducting small-scale proof-of-concept studies in a flexible manner.

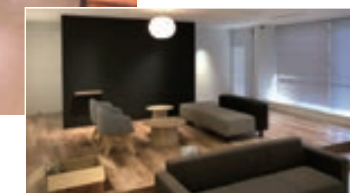
Pursue creation of new social value focusing on three main areas: Expansion of insurance business domain, tapping into the health care domain closely affiliated with life insurance, and offer value to senior age group



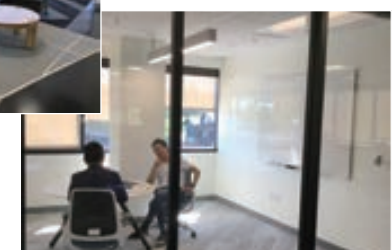
Strengthen global collaboration and actively adopt cutting-edge technology from overseas by establishing labs in Tokyo and Silicon Valley



Dai-ichi Life Innovation Lab Tokyo



Dai-ichi Life Innovation Lab Silicon Valley



Capital Policies and ERM

We ensure adequate capital levels and improve capital efficiency through disciplined allocation of capital for sustainable enhancement of corporate value.

Tatsusaburo Yamamoto
Managing Executive Officer
Corporate Planning Unit



Approach to Capital Policies

The Dai-ichi Life Group practices enterprise risk management (ERM). ERM is a means of appropriately controlling risk and ensuring financial soundness, while improving capital efficiency and enhancing corporate value by allocating capital to businesses that promise higher profits.

During fiscal 2017, despite factors such as the improvement in the monetary and economic environment in Japan and overseas, there were also adverse conditions that included the persistent low-interest-rate environment accompanying the negative interest rate policy in Japan and mounting global geopolitical risk. Moreover, the environment surrounding the Group has been drastically changing with intensified global competition to create new value with the advances in cutting-edge technologies and new entrants to the insurance business from other industries among other factors.

Especially because we are in an era of such radical change, the Group will aim for sustainable enhancement of corporate value by further strengthening initiatives based on our ERM framework to ensure adequate capital levels and improve capital efficiency through disciplined allocation of capital. In addition, we will continue to maintain and enhance our financial soundness given that new capital regulations on internationally active insurance groups are under consideration.

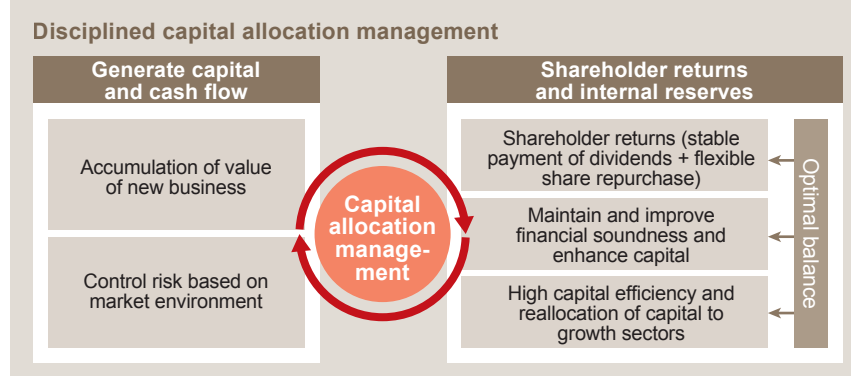
Improving Capital Efficiency

The Group aims to achieve capital efficiency that is higher than the Group's cost of capital and aims to realize an average of at least 8% EV growth (RoEV) over the medium- to long-term.

The Group appropriately manages capital allocation considering cost of capital. For fiscal 2017, initiatives included using derivative transactions to reduce interest rate risk primarily at Dai-ichi Life, investment in the InsTech field, and the acquisition of in-force blocks of individual insurance and annuities in the United States by Protective Life in addition to accumulation of value of new business.

As a result of these efforts, looking at Group EEV as of March 31, 2010 through March 31, 2018, the annualized average rate of change in EV over the eight-year period since our demutualization stands at 11.5%, achieving our medium- to long-term vision of at least 8%.

Improving Capital Efficiency and Corporate Value through ERM Practices



Maintaining and Improving Financial Soundness

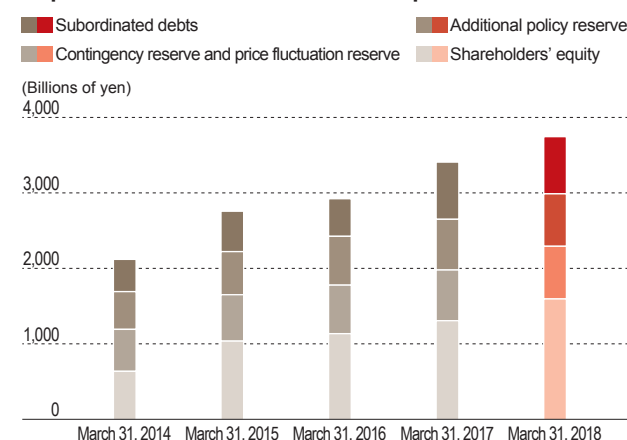
The Dai-ichi Life Group controls financial soundness by integrating various risks and measuring it against shareholders' equity and other figures on an economic value, an accounting and regulations basis.

During fiscal 2017, in order to improve financial soundness, the Group worked on increasing capital levels by accumulating profits through business activities and controlling risk assets.

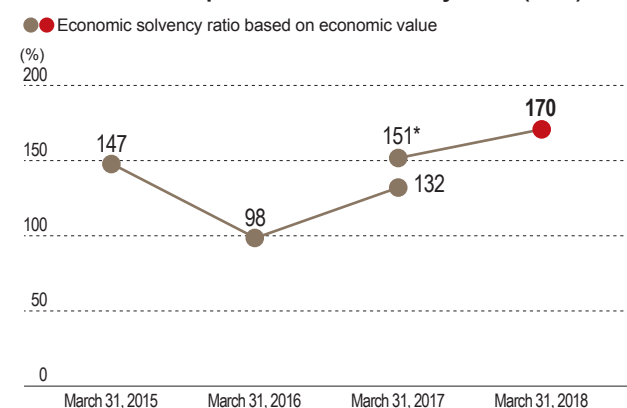
The Group also continually refined its risk management indicators given that new capital regulations on internationally active insurance groups are currently under consideration.

Taking advantage of the grace period until the introduction of international capital regulations, the Group will aim for an economic solvency ratio (ESR) that is stable in the 170–200% range over a medium- to long-term time framework through disciplined risk control.

Capital Base of the Dai-ichi Life Group



Dai-ichi Life Group's Economic Solvency Ratio (ESR)



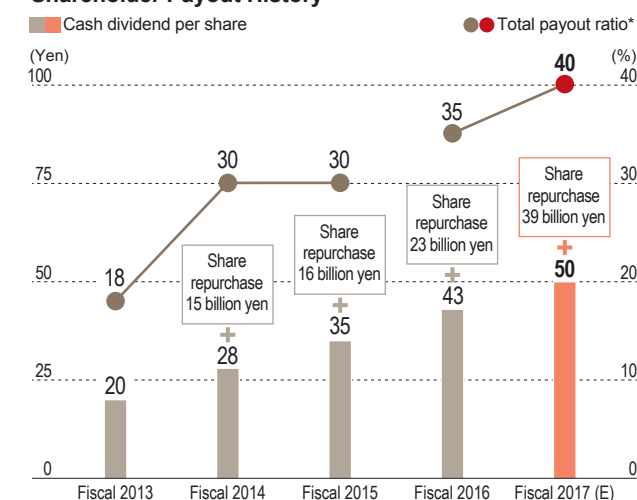
* From March 31, 2017, reflects expected rate of return on asset portfolio in valuation of insurance liabilities

Shareholder Return Policy

For fiscal 2017, shareholder dividends were 50 yen per share, an increase of 7 yen from the previous fiscal year. Together with the repurchase of the Company's shares (up to 39.0 billion yen) announced on May 15, 2018, we expect to achieve a total payout ratio of 40%, which was set out as our objective for the term of our previous medium-term management plan, *D-Ambitious*. In addition, shareholder dividends have increased for five consecutive fiscal years, and the repurchase of the Company's shares has been initiated for four years in a row.

Going forward, stable payment of dividends is our basic direction for shareholder returns. The Group seeks to maintain a total payout ratio of 40% based on adjusted group profit, while aiming to enhance shareholder payout through profit growth. We will determine yearly dividends by taking into account factors including our financial results, the market environment and any regulatory changes. We intend to examine whether to repurchase shares by taking into account factors including our financial results and capital position.

Shareholder Payout History



* Total payout ratio = (total dividends to shareholders + total amount of the Company's share repurchase) / Group adjusted profit (consolidated adjusted net income up to Fiscal 2015)

Risk Management

We will improve financial soundness and enhance corporate value through proactive risk management that captures the essence of life insurance.

Hisashi Takada
Executive Officer
Risk Management Unit



Promotion of ERM and Risk Management

The Dai-ichi Life Group practices enterprise risk management (ERM), which is an approach to improve financial soundness and enhance corporate value at the same time. While appropriate risk management is essential to achieve steady enhancement of corporate value, improvement in financial soundness of the Group cannot be achieved without steady enhancement of corporate value.

The Group engages in risk management focused on its goal of achieving steady enhancement of the Group's corporate value and always keeps in mind that resolving social issues from a customer perspective will lead to sustainable enhancement in the Dai-ichi Life Group's corporate value and ultimately lead to improvement of the financial soundness of the Group.

In addition, the Dai-ichi Life Group has set out a Risk Appetite Policy, stipulating its position on risk taking for each risk category.

Based on the Risk Appetite Policy, the Group controls market risks while taking insurance risks under appropriate pricing and product strategy, and has also formulated strategies with the idea of actively engaging in growth markets in Japan and overseas.

Approach to Risk Management in the Dai-ichi Life Group

For risk management, it is important to understand the essence of the life insurance products offered to customers through the life insurance business.

A life insurance product has various characteristics that differ from other financial products. For example, it is a super-long-term product with an insurance term of several decades or more, and there are uncertainties involving cash flows that fluctuate with mortality rates and morbidity rates. Moreover, protection-type products require efforts to identify latent customer needs and are premised on building a group of insured persons to a certain scale.

The practice of risk management with a correct

understanding of the Dai-ichi Life Group's business characteristics and revenue and expenditure structure, which is set against the background of these characteristics of life insurance, is important for risk management in the Group.

Furthermore, in today's rapidly changing environment surrounding the insurance business, forward-looking, proactive risk management is essential. For example, in order to ensure success of important projects that have a material impact on the Group, such as M&A or development of new products, we take a risk management approach from the planning stage. In cooperation with the department that is responsible for the project, we manage risk in parallel with the project's progress.

Identifying Material Risks

The Dai-ichi Life Group engages in appropriate risk management that begins from early signs of risks by identifying foreseeable risks that could have a major impact on our business and formulating business plans that take these risks into account.

Material Risks for the Dai-ichi Life Group

1. Significant deterioration in financial markets (large fall in interest rates, etc.)
2. Major disaster (major earthquakes, pandemics, etc.)
3. Inability to adjust to changes in the environment (falling population, changes in customer needs, etc.)
4. Brand damage arising from cyber-attacks, system failures, etc.
5. Inadequate regulatory capital and decline in competitiveness associated with regulatory changes

Diversity and Inclusion

By respecting each other, learning from each other, growing together, we will realize innovation and new value creation through the steps of 70,000 employees.

Sumie Watanabe
Executive Officer
Human Resources Unit



The Dai-ichi Life Group must also have diverse talents and capable organization to anticipate diversifying customer values and needs as well as various local challenges in order to deliver products and services that truly delight customers and contribute to local communities. In this sense, the Group promotes diversity and inclusion with the objective to improve job satisfaction of each employee. Thus, implementing systems and work-style reforms that enable diverse work styles to be integrated with corporate culture and working environment to allow every single employee to utilize his/her unique individuality and to contribute in his/her own way in a good health and vitality.

Every single employee will benefit from work-style reform,

human capital development, and promotion of diversity and inclusion and make them part of their daily work with respect for others. A single step of progress of an individual employee could be relatively small, but the steps forward of 70,000 employees can create an impact that leads to innovation and new value creation.

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

Going forward, we will aim to be a global insurance group that continues to be chosen in Japan and globally while diverse individualities of our employees shine through the entire Dai-ichi Life Group to achieve value-creating synergies.



Empowerment of women



Protect rights of workers

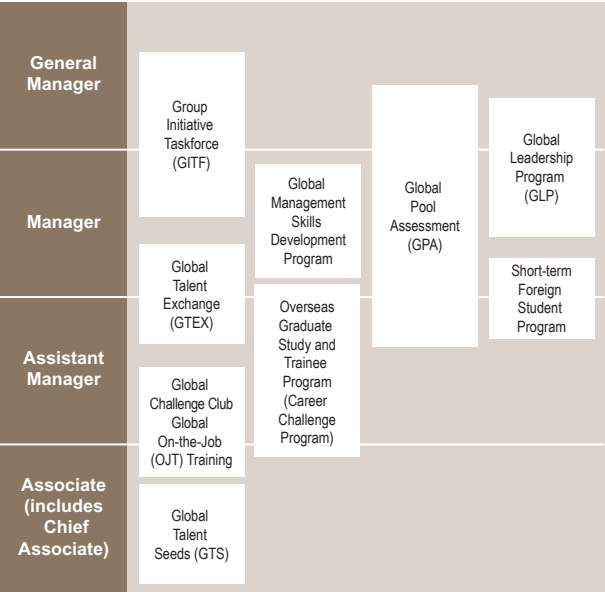
Global Diversity

Developing Global Human Capital and Accelerating Group Synergies



The Group has strengthened the development of global human capital with various initiatives, including capacity development through the Global Human Capital Development Programs and the intake of foreign students to secure and develop highly competitive human capital from a global perspective. In addition, we regularly hold conferences and training where overseas Group companies come together to engage in level- and function-specific networking and share best practices with the aim to create Group-wide synergies.

Global Human Capital Development Programs



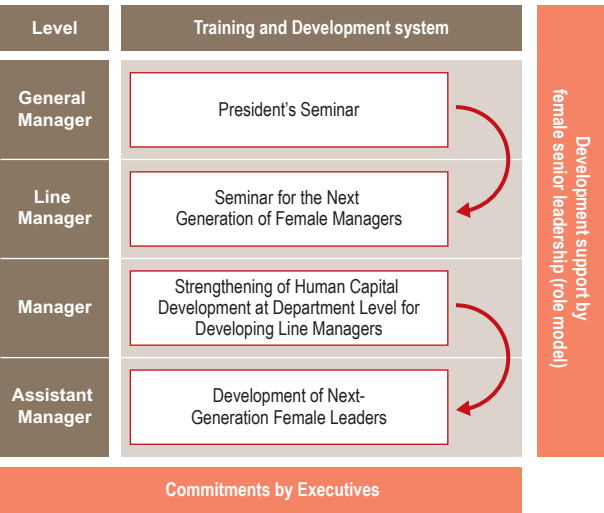
Promoting the Achievements of Female Employees

Creating a Workplace Environment and Developing Human Capital to Allow Employees to Achieve their Full Potential



The Group promotes initiatives based on three main themes, which are “transforming awareness and culture,” “enhancing skill development,” and “promoting work-life balance.” The Group makes particular efforts to develop next-generation female leaders and strives to transform the awareness of female management candidates through the direct involvement of executives in development and the provision of female role models in senior positions. Going forward, we have established a target to increase the percentage of female employees in managerial positions to “more than 25% of all managerial positions during the term of the Medium-term Management Plan” and to “30% by the 2020s,” and we will continue to promote development and establishment of female leaders.

Training and Development System for Next-generation Female Leaders



* Total for the Company, including three domestic life insurance companies (Dai-ichi Life, Dai-ichi Frontier Life, and Neo First Life)

Promoting Active Participation of Employees with Disabilities

Achieving Normalization



The Group proactively employs people with disabilities and create a comfortable working environment for them. The Group employs 965 people with disabilities nationwide. (As of June 2018, employees with disabilities make 2.2% of our total workforce.)



Promoting LGBT Understanding

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, including promoting employee understanding through training and seminars and expanding eligibility for benefits like paid leaves and accommodation allowance.



Promoting Active Participation by Older Employees

Long-standing Experience and Skills Are Assets for Company



The Group has created systems targeting not only those who are currently employed but also employees after retirement age to allow motivated and capable human capital with experience and skills developed over many years to actively contribute. As part of our career support system for middle-aged and older employees and assistance with post-retirement re-employment, the Group has also established a support program (Master Challenge Program) to enhance experience and skills prior to retirement age leading to smooth re-employment following retirement.

Improving Employees' Quality of Life

Promoting Work-Life Balance



At the Dai-ichi Life Group, the two main pillars to promote initiatives are our Family-Friendly System (measures to support work-life balance) and work-style reform. In addition to encouraging strategic utilization of measures to support the balance between work and private affairs and promoting teleworking, we are striving to enhance awareness of diverse work styles through the implementation of training like training on unconscious bias for managers as well as other measures.



Post-merger Integration of Protective Life Corporation Starting to Bring Various Synergistic Effects

The Dai-ichi Life Group has been working on the post-merger integration (PMI) with Protective Life Corporation since acquiring the company in 2015. Seiji Inagaki, president and representative director of Dai-ichi Life Holdings, Inc., and Richard Bielen, president and chief executive officer of Protective Life Corporation, recently sat down to discuss the results from Protective Life Corporation joining the Dai-ichi Life Group as well as the Group's future growth strategy.

Aiming for growth in global markets together as partners who share common values

Inagaki Japan's life insurance industry finds itself in a challenging business climate given the acceleration in the country's declining birthrate and aging population and ongoing low-interest-rate policy. Dai-ichi Life has actively worked on diversification in business and operating regions, with the aim of further reinforcing our business foundations. Over the past 10 years, we have established a three-pronged life insurance group in Japan after opening Dai-ichi Frontier Life and Neo First Life. At the same time, we have expanded our operations in the Asia-Pacific region with an eye on growing to become a

truly global group of companies.

A major milestone in our overseas expansion was our entry into the U.S. market, which is the largest life insurance market in the world. Due to the intense competition in this market, it was extremely challenging for the Dai-ichi Life Group to establish a business foundation that fits the Group's strategy. Given this situation, we looked at Protective Life Corporation as a candidate partner, which offers an excellent business model in terms of originality and strategy, not to mention it has a history of more than 100 years in the U.S. life insurance industry.

Bielen The approach from Dai-ichi Life about an acquisition was also welcomed by Protective. While we had been a publicly traded company for many years and both our management team and employees have a wealth

of experience, we recognized that joining a worldwide financial group would make us financially stronger. We also saw value in being backed by a strong brand.

In terms of corporate culture, too, there are many aspects that resonate with us. As with Protective, Dai-ichi Life is a life insurance company with more than 100 years in the business, and its management focuses on a long-term perspective. Dai-ichi Life's long-standing "customer-first" management philosophy and commitment to be "by your side, for life" and provide customers with long-term security and peace of mind resonated with Protective's management team.

Inagaki We welcomed Protective to the Dai-ichi Life Group as a subsidiary in 2015, and I feel like the PMI process has gone very smoothly.

Bielen This is because Protective saw from the very beginning that we were welcomed openly as a new member of the Group; not purely as an investment vehicle for Dai-ichi Life. Since becoming a member of the Group, Protective has seen a number of new growth opportunities emerge.

Various synergistic effects giving rise to new growth platforms

Inagaki One of the favorable results of Protective joining the Dai-ichi Life Group is its contribution to our bottom line. Protective reported adjusted profit of approximately 35 billion yen in the year ended March 2018, and now the

overseas life insurance business accounts for about 20% of the Group's adjusted profit.

Bielen From our perspective, the greatest result has been the major improvement in how we are evaluated externally now that we have become a member of a multinational corporation. With a stronger financial base, our financial flexibility has increased, which now places us in a position to examine major acquisitions that would have been very challenging when we were a standalone company.

Actually, since joining the Dai-ichi Life Group, Protective has completed three acquisitions. From first-hand experience, I feel that our ability to achieve this growth through M&A has made it possible for Protective to contribute to Dai-ichi Life Group's overall profit growth.

Inagaki One other major achievement is that we have learned a great deal and established new growth platforms since welcoming Protective to the Group because of its distinctive businesses in the U.S. market. This can be viewed as the greatest yield in the sense of creating a foundation for becoming a company that can compete on the global stage.

There have been many synergistic effects, which have been greater than expected. One example is that we have established an innovation lab in Silicon Valley with direct access to leading venture companies. We are now moving forward with full-fledged discussions with local emerging companies in the U.S. so that new services and technologies can be rolled out here in Japan. Additionally, through this expansion into Silicon Valley, we are

Seiji Inagaki

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

Richard Bielen

President and Chief Executive Officer,
Protective Life Corporation

speeding up Insurance Technology (InsTech) initiatives focused on expanding the Dai-ichi Life Group's products and services as well as transforming the way we operate.

Bielen Protective feels the same way about access to new areas of technology. We had discussed partnership opportunities with Silicon Valley companies before Dai-ichi Life's acquisition proposal, but have found that as a member of Dai-ichi Life Group, we can leverage the merits of scale in the exploration and research of new areas of technology. This is another achievement of the acquisition that I would like to emphasize.

I feel another major advantage is that Protective is now able to approach new initiatives aimed at long-term growth, since we are now able to benefit from the strong support of the Dai-ichi Life Group. Protective is now working on operational improvements in various areas, including expanding customer services and agent support, development of a platform in direct channels, and the simplification of underwriting using big data, to name a few.

The common value of “respecting each other, learning from each other, growing together” as a basic tenet of Group management

Bielen The policy of Dai-ichi Life Holdings to empower local management has been a major factor facilitating the efficient execution of business by Protective even after we joined the Group. Our speed of decision making at the senior management level hasn't changed since joining the Group.

Inagaki Protective's Board of Directors has a wealth of experience and is quite diverse. I really respect the management decisions made there. Our policy to entrust operations to management teams in each country is the same for all of our Group companies, regardless of region. Chairman Watanabe, who pursued overseas M&A, presented the basic stance of Group management based on “respecting each other, learning from each other, growing together.” I feel like our philosophy fits into this statement concisely. Life insurance is a highly localized business, and I feel that in terms of Group governance the best option is to have excellent systems developed in each country.

Bielen I appreciate such a policy. Protective's growth strategy is centered on a virtuous cycle involving our retail lines and acquisitions. We have achieved strong growth by acquiring the in-force blocks of other life insurance companies as a way of effectively increasing the scale of our retail lines. When it comes to acquisitions, it is vital



that decisions can be made swiftly.

Inagaki As for Protective's acquisitions, we trust and respect President Bielen's leadership and the wealth of experience of local employees. Of course, we are always monitoring the situation, including the results of due diligence on acquisition candidates and information concerning deals that did not materialize. We have also established rigorous decision-making rules based on the value of a deal, including a hurdle rate.

Bielen I believe “trust” and “transparency” represent the key words symbolizing the relationship between operating company and holding company. We report and seek advice in a prompt manner about various forms of information necessary for governance, such as business strategy and appointment of officers. Resolutions by Protective's Board of Directors are reported regularly to the holding company, and I travel to Japan three to four times a year to meet face-to-face with the holding company's management team.

Inagaki I believe that we will need to develop a global governance system in the future. The next step will be to hold discussions with Mr. Bielen as well as the top management of TAL in Australia and Dai-ichi Life Vietnam, to gather local information from each Group company for use in the Group's strategy.

Achieve further growth by expanding business overseas

Inagaki My desire is to achieve further growth globally through the mutual utilization of knowledge, know-how, and resources of Group companies. Protective has been providing a great amount of knowledge and know-how for creating new business ideas to the Group.

Bielen We have a shared interest in creating more

diversity of thought and experience in Protective and across the group. I believe one aspect of how we contribute to this is through our partnerships with different industries. For example, in our relationship with Costco Wholesale Corporation, we have achieved excellent results by selling directly to Costco members online. This relationship is extremely rare in the U.S. life insurance industry, and it also highlights how we are addressing the trend of digitalization.

Inagaki This is precisely the story that we are looking for. While all of our Group companies have been working on the challenge of securing sales and distribution channels that efficiently open up relationships with new customers, Group companies reflect such precedents in their own initiatives. Going forward, I believe that continuing to share knowledge and know-how between Group companies through venues such as the Global Management Conference, where management from our Group companies gather, will become a major strength of the entire Group.

Bielen Protective has grown with a virtuous cycle at retail lines and acquisitions, and we have a team dedicated to acquisitions. This team has established its own unique approach to acquisitions along with accumulating a great deal of experience and know-how. I believe if we can share this with Group companies in other regions, taking into account the characteristics of each market, it will be extremely beneficial for the growth of the Group.

Inagaki I couldn't agree more. The Dai-ichi Life Group entered the period covered by its new medium-term

management plan called *CONNECT 2020* in fiscal 2018. In the overseas life insurance business, we will work to achieve sustained growth with a balanced business portfolio that combines steady profit growth in Protective and developed-country markets with revenue growth in the emerging markets of Asia. I have high expectations that the overseas insurance business will be a major driver behind our growth.

Bielen Protective will also seek out new and greater synergistic effects so that we can achieve the targets of *CONNECT 2020*. I look forward to building a strong relationship as a good partner to Dai-ichi Life Group.



Protective continues to grow with its distinctive business model

More than 110 years in the life insurance business

Founded in 1907, Protective has been in the life insurance business for more than 110 years. Headquartered in Birmingham, Alabama, the company has operations in all 50 states and approximately 8.3 million policies in force (as of April 2018).

Growth via a virtuous cycle involving the retail lines and acquisitions

Protective has established a distinctive business model that combines the retail lines (life insurance and annuities) and acquisitions. The company has successfully completed 56 acquisitions (as of May 2018) since the 1970s as part of its aggressive acquisitions of in-force blocks of life insurance and annuities. Protective continues to grow by efficiently allocating capital for new M&A opportunities.



Fiscal 2017 results (Excludes the Corporate & Other segment)