

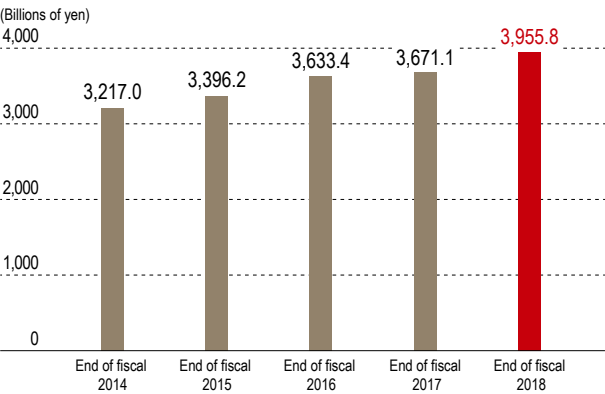
Financial

Financial and Revenue Base

Top-Line Indicators

Annualized Net Premium from Policies In force

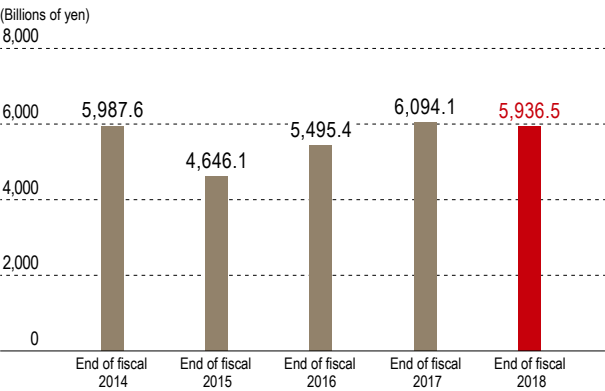
3,955.8 billion yen



Corporate Value Indicators

Group European Embedded Value (EEV)

5,936.5 billion yen



Financial Soundness Indicators

Economic Solvency Ratio 169 %
Consolidated Solvency Margin Ratio 869.7 %

Capital Efficiency Indicators

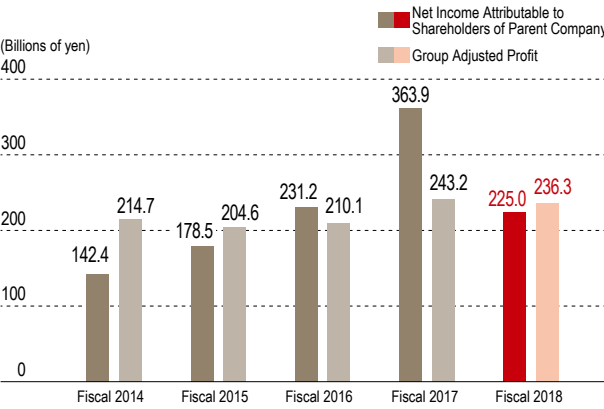
ROEV (Average Since Demutualization) 10.2 %

* An indicator of the Company representing the source for shareholder returns.
** The upper limit of the Company's stock repurchase amount of 28.0 billion yen is included in the 94.6 billion yen for fiscal 2018, as resolved at the May 15, 2019 Board of Directors meeting.
*** Total payout ratio was based on consolidated adjusted net income until fiscal 2015, and Group adjusted profit from fiscal 2016.
**** Rating for Dai-ichi Life (as of July 31, 2019). The ratings represent the opinions of the rating agencies, and do not guarantee the payment of insurance benefits, etc. The ratings may change at the discretion of the rating agencies.

Profit Indicators

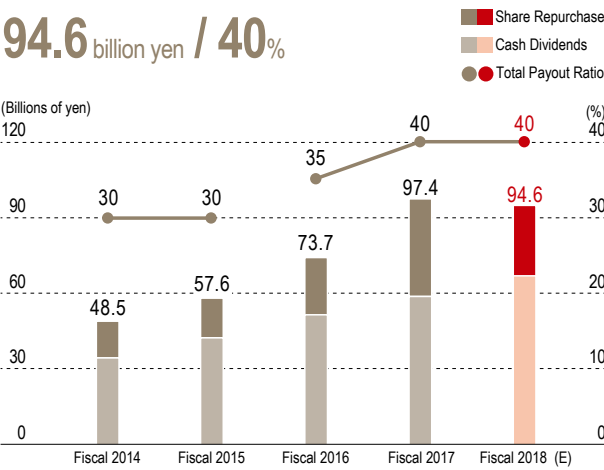
Net Income Attributable to Shareholders of Parent Company / Group Adjusted Profit*

225.0 billion yen / 236.3 billion yen



Total Shareholder Payout** / Total Payout Ratio***

94.6 billion yen / 40 %



Rating Information****

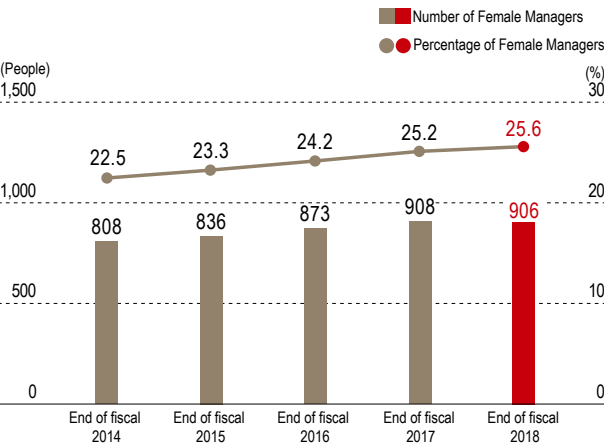
Rating and Investment Information (R&I) AA- Insurance claims paying ability
Japan Credit Rating Agency AA- Ability to pay insurance claims
Standard & Poor's (S&P) A+ Insurer financial strength rating
Fitch Ratings (Fitch) A+ Insurer financial strength rating

Non-Financial

Human Resources

Number of Female Managers/
Percentage of Female Managers

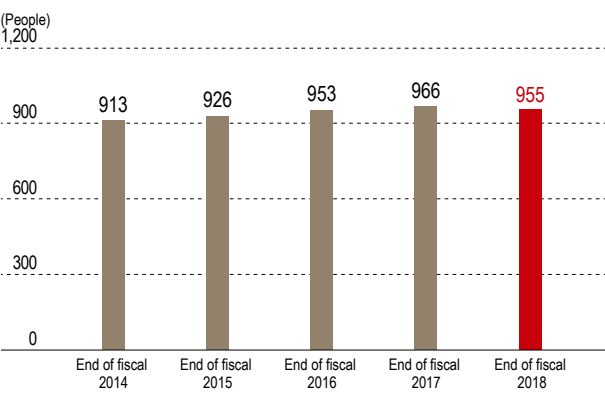
906 / 25.6 %



Note: Total for the Company, including three domestic life insurance companies. Figures as of the end of the fiscal year are represented by figures from April 1 of the following fiscal year.

Number of Employees with Disabilities

955



Note: Total of the Company, Dai-ichi Life, Dai-ichi Life Challenged, Dai-ichi Life Business Services, and Dai-ichi Life Information Systems. Figures as of the end of each fiscal year are represented by figures from April 1 of the following fiscal year.

Strong Brand

Japan

No. of policies in force of three Group insurance companies



Vietnam

No. of policies in force



U.S.A.

No. of policies in force



Australia

No. of customers



Inclusion in the ESG Indices

Dai-ichi life Holdings has been highly evaluated by ESG rating organizations internationally, and we are incorporated into the following ESG indices (as of 2019 August).



Assessment on Stewardship Activities of Dai-ichi Life



PRI is a global standard for responsible investment set forth by the United Nations. Dai-ichi Life was given the highest rank of A+ by PRI in an assessment on stewardship activities in fiscal 2018.

“By your side, for life,” the Philosophy We Embrace



Our office building at the time of our founding (Shinemon-cho, Nihombashi, Tokyo)

Since **1902**

By your side, for life – the origin of our founding philosophy

At the end of the Meiji era, with many insurance companies in Japan merely pursuing profits and as the true value in life insurance was not understood, the trust in the industry was yet to be established.

With a spirit of innovation, Tsuneta Yano, our founder, established Dai-ichi Life as the first mutual company in Japan.

By bringing about high policyholder dividends by setting optimal insurance premiums and rigorous cost reductions, life insurance which, at the time, was seen as a pure loss unless you die, gradually came to be recognized as a useful way of building assets, building public trust in the life insurance industry.

Just a start-up company at the time, Dai-ichi Life was a pioneer in gaining customers' trust through pursuit of what's best and through life insurance business we contributed to more secure livelihood for the population, which was a social issue at the time.



Executives and employees at the time of our founding



2019

A secure future for every community we serve. Using the best of our local and global capabilities.

It is 117 years since the founding of Dai-ichi Life. Today Dai-ichi Life Group is a global insurance group with three companies in Japan, seven companies in seven countries overseas, and two asset management companies, one in Japan and one overseas.

Our founder's pursuit of what's best and innovation spirit as the driving forces behind the Group mission, By your side, for life, will lead our Group's 70,000 employees globally.

A secure future for every community we serve, using the best of our local and global capabilities. The Dai-ichi Life Group will continue to meet the diverse needs of people in all countries and regions around the world where we serve, in addition to contributing to solving social issues.

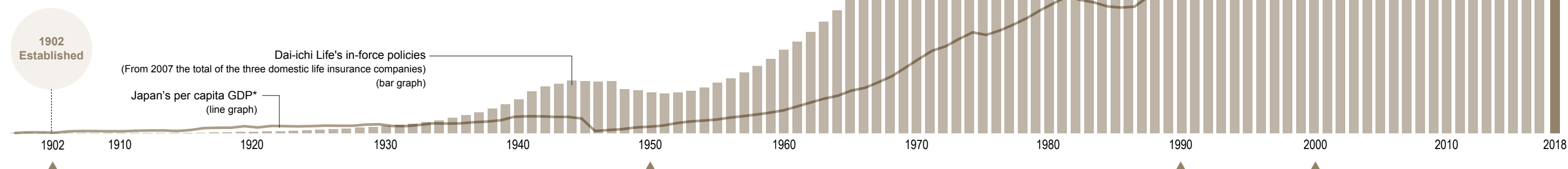


A History of Solving Social Issues for Over a Century

The history of the Dai-ichi Life Group is a history of helping to solve social issues through the life insurance business and related services.

Since our founding, we have grown in a tandem with the development of Japan while solving social issues by offering peace of mind that matches the needs of people in each era.

In line with our mission, “By your side, for life,” all Group companies will continue to take on the challenge of solving social issues in Japan and overseas by providing new value in step with changes in the times.



1900s

Livelihood security becomes a social need when social infrastructure is underdeveloped

- Supporting asset building with savings-type products
- Contributing to the eradication of tuberculosis



- Provided insurance with outstanding savings features across Japan amid expansion in business, providing support for the population's asset building
- Established Hoseikai with the goal of preventing and treating tuberculosis, which was the biggest cause of death in Japan at the time

1950s

Urgent need to restore independence and develop infrastructure in a post-war reconstruction era

- With income growth, promoting protection-type products to support family well-being
- Contributing to public health by addressing cardiovascular diseases and cancer treatment
- Contributing to post-war reconstruction through investment and lending



- Contributed to the stability of post-war household finances by providing protection-type products for emergencies
- Established the Public Health Award, honoring the efforts of groups and individuals who make outstanding contributions in the field of public health and hygiene
- Supported infrastructure development and corporate growth to underpin post-war reconstruction through investment and lending

1990s

Aging society and diversifying protection needs

- In addition to death coverage, addressing the needs of an aging society by providing insurance policies for healthcare, nursing care.



- Contributed to forming diverse life plans through proposals and follow-up based on the unique Total Life Plan concept
- Enhanced the added value of the Total Life Plan through a bold alliance strategy (alliances with non-life and cancer insurers, etc.)

2000s

Emergence of new customer needs and social issues due to the diversification of values and advances in science and technology

- Contributing to improving people's quality of life by providing diverse products and services leveraging advances in science and technology



- Developed a product strategy and services that encourage improving the quality of life, including health promotion through the three domestic brands, and established a system for delivering products and services through optimal channels
- Expanded business partnerships anticipating changes in customer and social needs and pursued new value leveraging advances in science and technology



“Pursue What’s Best” – Serve Customers with Integrity

Based on the customer-first commitment set out by our founder, Tsuneta Yano, Dai-ichi Life Group has constantly aimed for business management that achieves its growth by facing and resolving the issues of customers and society. This conviction remains unchanged till now and will not change in the future as the Group's business operations are expanding globally.

The founder, **Tsuneta Yano**



“Spirit of Innovation” – Challenge to Change with agility

The history of the Dai-ichi Life Group is also a history of constantly taking on the challenge of innovation. Starting with the bold move to establish Dai-ichi Life as Japan's first mutual company, and our demutualization in 2010 and subsequent transition to a holding company structure, we have demonstrated innovation in step with the times.

Today, we continue rising tirelessly to the challenge of innovation, beginning in 2007 when we started to develop our domestic multi-brand strategy in anticipation of diversifying customer needs and also as the first Japanese life insurance company to expand overseas.



Ceremony for demutualization and listing on the stock exchange (2010)

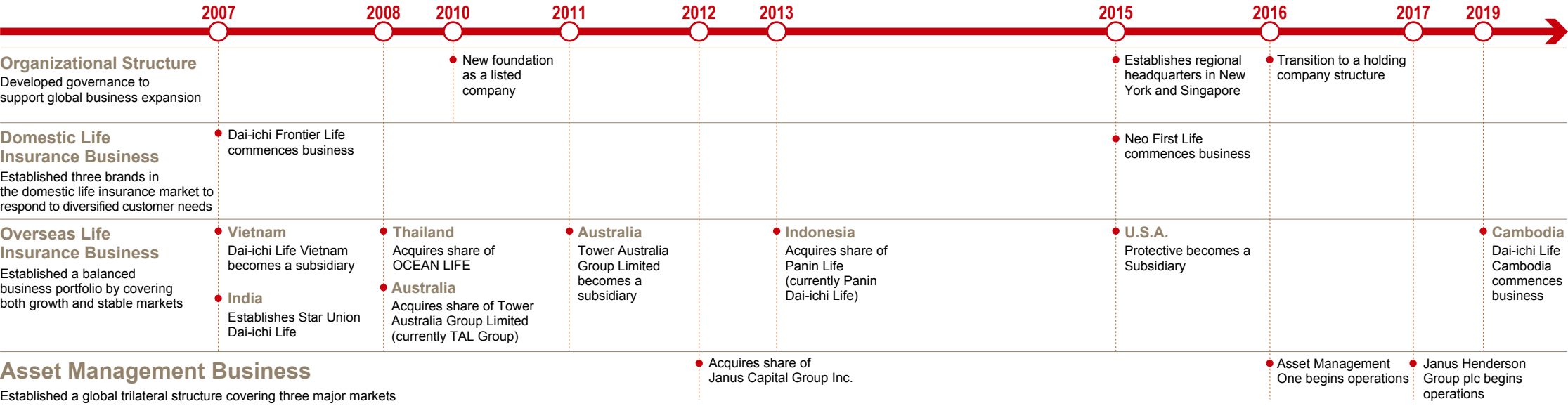
* Maddison Project Database, version 2018. Bolt, Jutta, Robert Inklaar, Herman de Jong and Jan Luiten van Zanden (2018), “Rebasing ‘Maddison’: new income comparisons and the shape of long-run economic development”, Maddison Project Working paper 10. For the references to the original research on individual countries, see Appendix A of Bolt et al. (2018).

Business Foundation to Support Growth

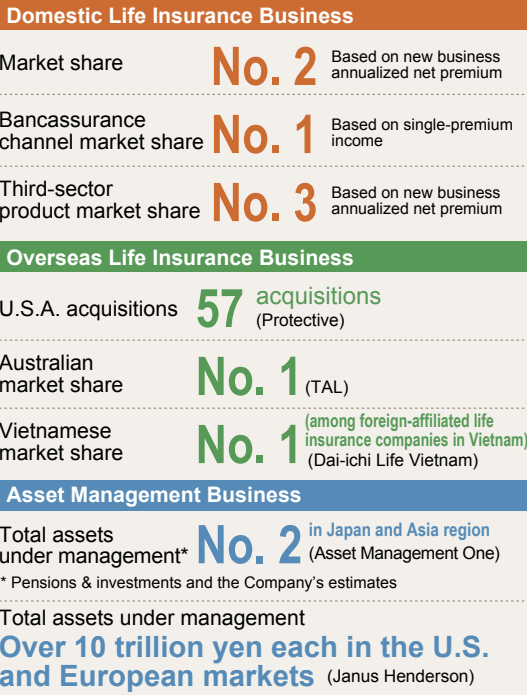
By diversifying and expanding our business for the past 10 years while leveraging such Group strengths as diverse human resources, know-how, well-known brands, and the sound financial base cultivated since our founding, we have built a solid business foundation on a global scale.



The Dai-ichi Life Group's History of Reform Since 2007



Solid Business Base



Talent and know-how



Progress in global business diversification

