

Value Creation Process

Fulfilling our mission “By your side, for life,” the Dai-ichi Life Group will keep on resolving new social issues through improvement of quality of life of people. By mobilizing our Group’s capabilities and spreading globally the value creation based on our philosophy, we will expand our growth potential and sustainability.

Awareness of Our Environment

Diversification of lifestyles

Diverse Values

More free time

Joy of convenient lifestyles

Globalization
Increase of digital natives
Technological advancement (medical/information/science)

In a 100-year Life Society

Surfacing aging population issues

Increase of **chronic diseases and dementia cases**
Life spent in poor health
(Gap between healthy lifespan and average life expectancy)

Approx. 10 years¹

	Average Life Expectancy	Healthy Lifespan	Difference
Male	81.0	72.1	8.8
Female	87.1	74.8	12.4

Concerns of **insufficient funds in later life**
Percentage of people feeling uneasy about financial readiness for old age

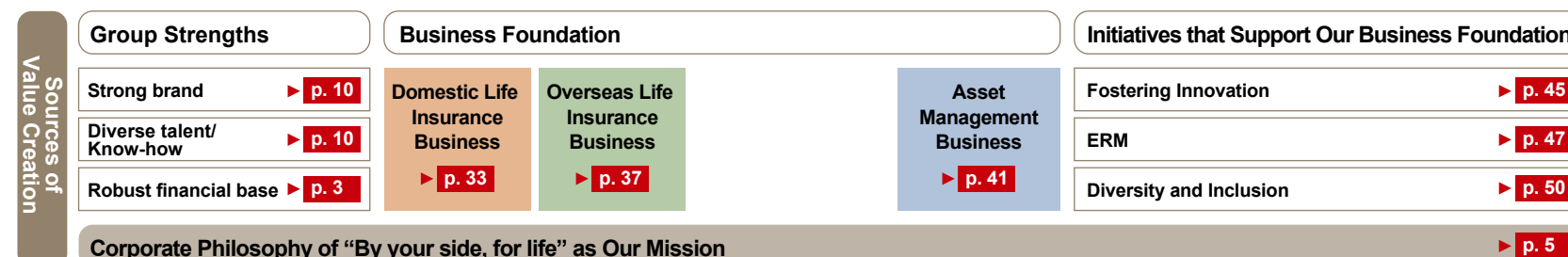
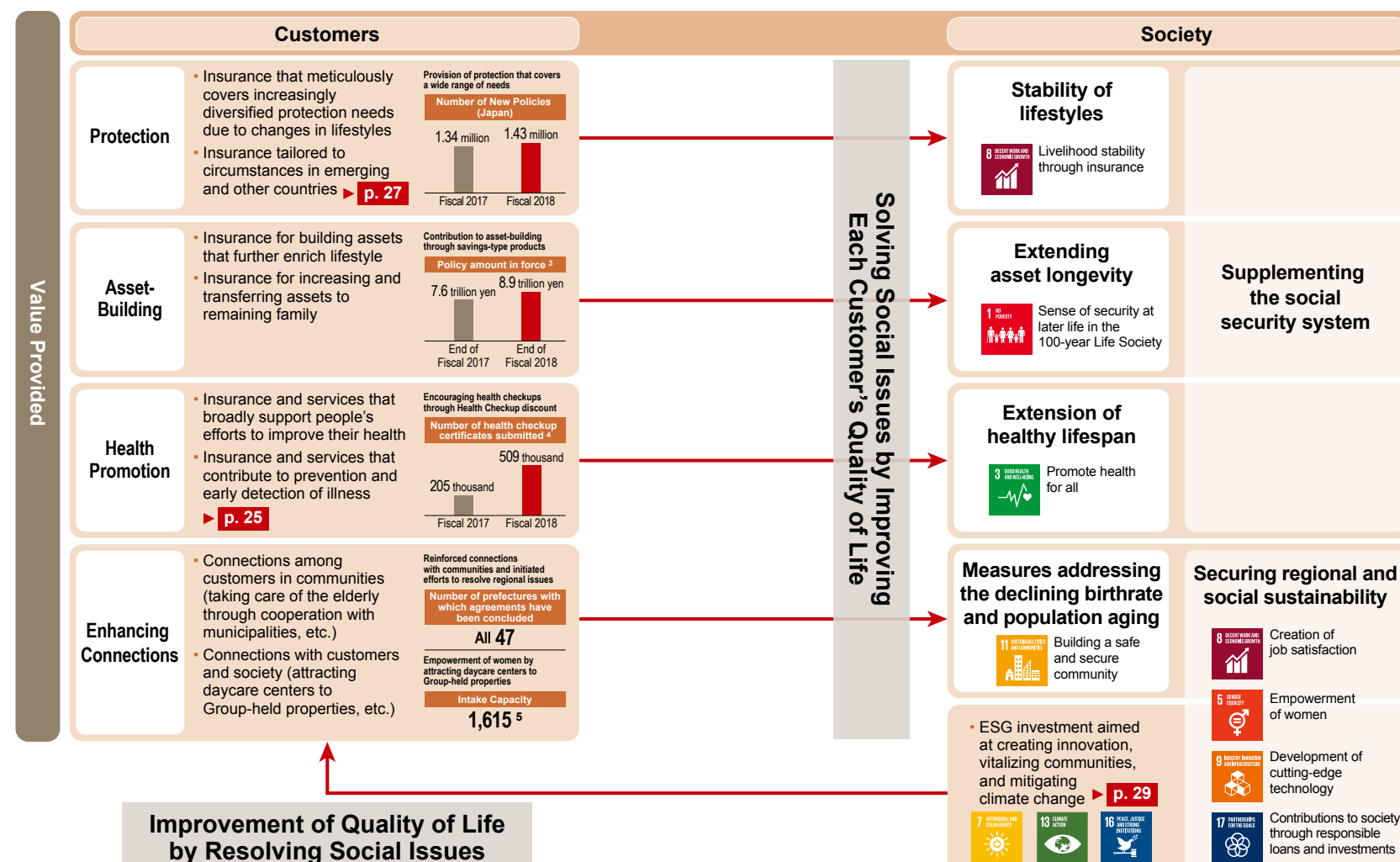
Approx. 70%²

1. “Abridged Life Tables”/“Materials from 11th Meeting of the Expert Committee on Promotion of Healthy Japan 21 (Second Term),” Ministry of Health, Labour and Welfare (2016).
2. 2018 “Nationwide Field Survey on Life Insurance,” JILL.
3. Amount of in-force policies for Dai-ichi Frontier Life.
4. Number of health checkup results received by Dai-ichi Life.
5. Ongoing initiative towards intake of 2,500 children, an equivalent of approximately 10% of the children waiting to enter daycare centers across Japan (as of April 2011).
6. Amounts for fiscal 2014 and fiscal 2017 excluding one-time factors.

Customer Value Creation that the Dai-ichi Life Group Seeks to Achieve

Improving Quality of Life as We Stand “By your side, for life”

As lifestyles continue to diversify, the Dai-ichi Life Group sees the improvement of quality of life as enabling the desired lifestyle and way of living of each individual. We believe that in addition to conventional protection, it is essential to provide value that contributes to asset-building, health promotion and enhancing connections.



Group Growth

Sustained Growth of Our Businesses through Value Creation for Customers and Society

Group In-Force Annualized Net Premiums

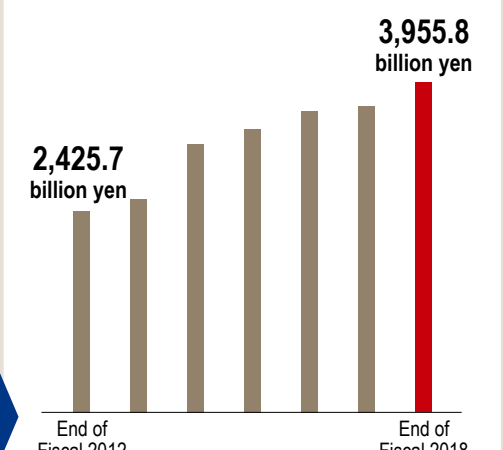
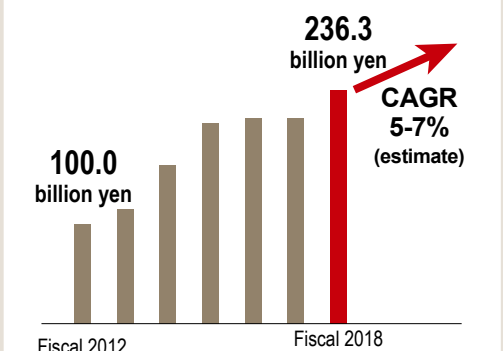


Image Representation of Growth in Group Profit⁶



By growing its business, the Dai-ichi Life Group aims to achieve Group adjusted profit of around 250 billion yen during the term of the current Medium-term Management Plan, and a further increase to the level of approximately 300 billion yen during the next Medium-term Management Plan.

We will further reinforce our business foundation to enhance the quantitative and qualitative value that we provide to our customers and society.