

# Governance at Dai-ichi Life Group

Dai-ichi Life Holdings, Inc.  
Outside Director  
Koichi Maeda

2018/9/7

Dai-ichi Life Holdings, Inc.



**Dai-ichi Life**  
Holdings

# Brief Bio

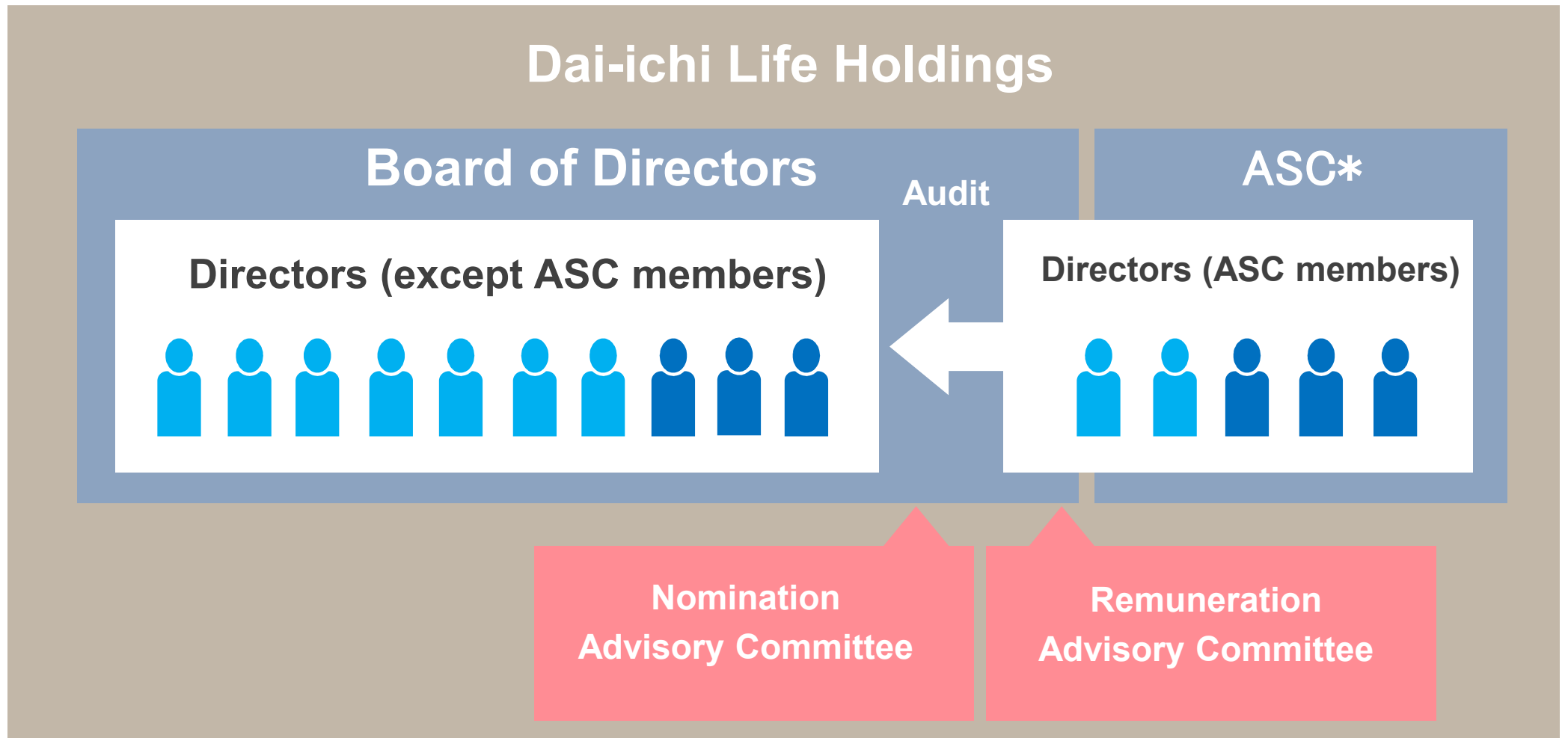


Dai-ichi Life  
Holdings

Apr. 1975	Joined <u>Nippon Telegraph and Telephone Public Corporation</u>
Jun. 2004	Director, Senior Vice President, General Manager of Consumer & Office Division, <u>NTT Communications Corporation</u>
Aug. 2006	Director, Senior Vice President, Deputy General Manager of Net Business Division
Jun. 2008	Director, Executive Vice President, Deputy General Manager of Net Business Division
Jun. 2009	Representative Director, Senior Executive Vice President of Consumer Business Promotion Division, <u>Nippon Telegraph and Telephone East Corporation</u> , Representative Director and President of NTT East Properties, Inc.
Jun. 2012	Representative Director and President of <u>NTT Finance Corporation</u>
Jun. 2016	Director, Chief Executive Counselor
Oct. 2016	Director of <u>Dai-ichi Life Holdings, Inc.</u> (to present)
Jul. 2017	Chief Executive Counselor of NTT Finance Corporation
Jul. 2018	Adviser to the President of NTT Finance Corporation (to present)

# Governance Structure at Dai-ichi Life Holdings

## Dai-ichi Life Holdings



**Inside directors**



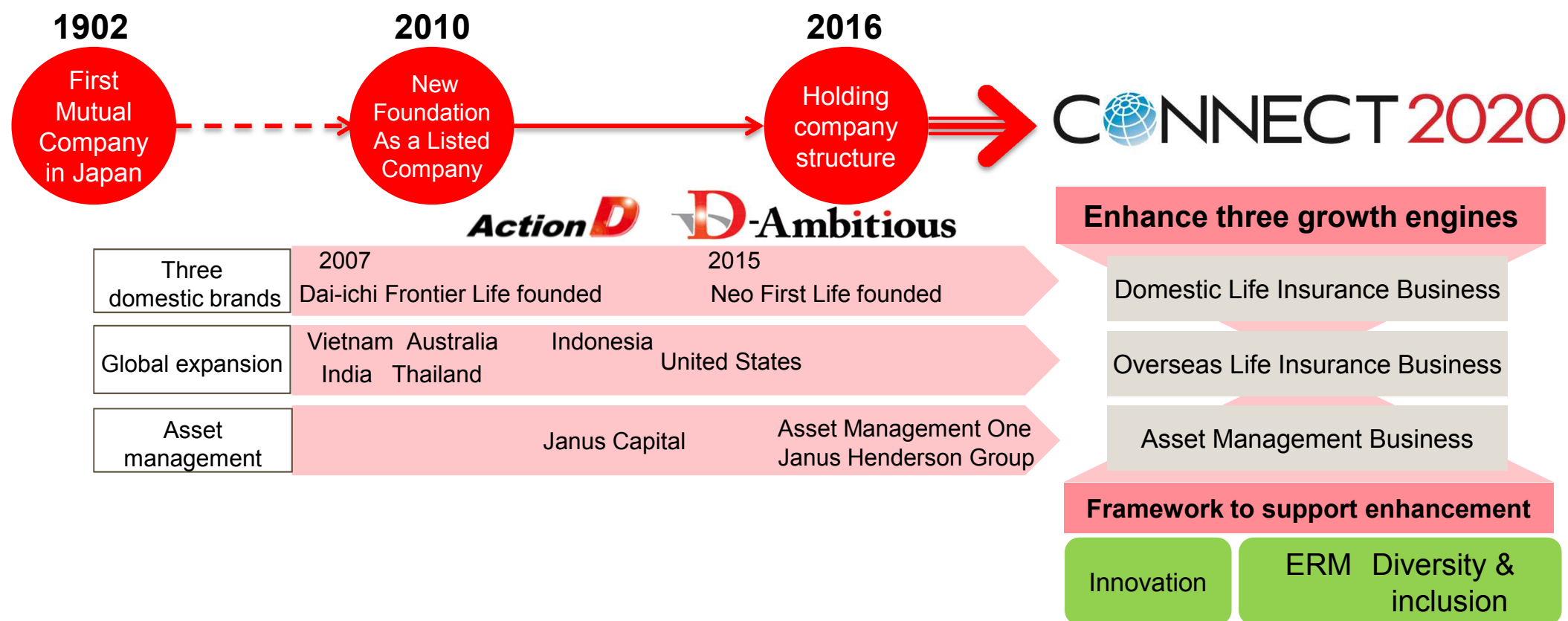
**Outside  
directors**

6 outside directors, including two females  
and a foreign national, out of 15 directors (40%)

\*Audit & Supervisory Committee

# New Medium-term Business Plan “CONNECT2020”

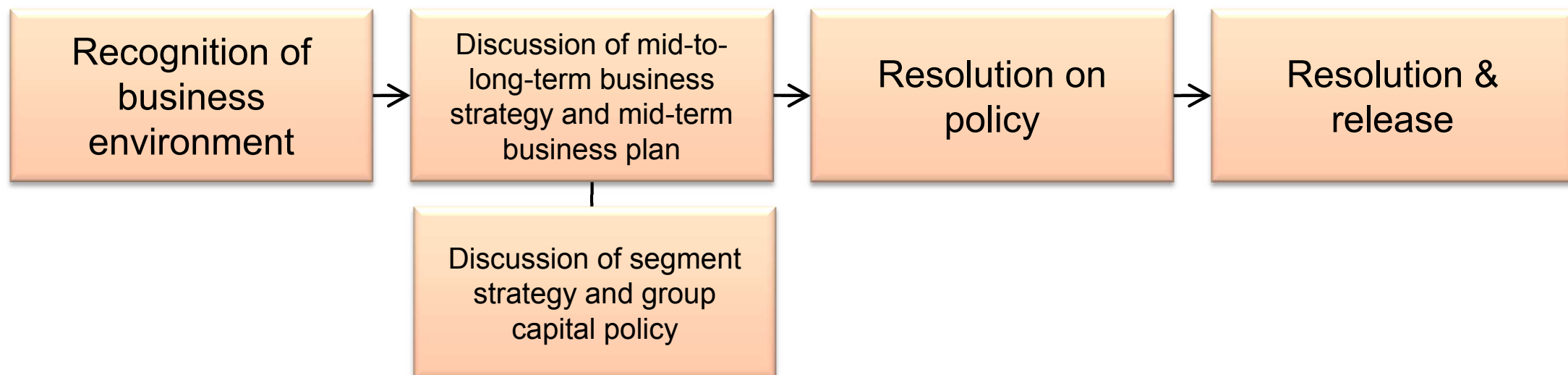
- The first business plan perspective under the holding company structure built on group management



# Evaluating “CONNECT 2020” business planning process

May 2017

March 2018



- Executives and supervisors engaged in the discussion from scratch to build a plan that should lead to a sustainable growth of corporate value while serving the public as an insurance company
  - ✓ Share common recognition of business environment and mid-to-long term vision
  - ✓ Discussion between supervisors and executors, as well as among outside directors
- Enhance group management under “CONNECT” concept as the Group embark on achieving growth over the business platform which the Group has built through expanding breadth and diversity of the business during the previous business plan

- Outside directors are committed to supervise the board in achieving various initiatives of mid-term business plan “CONNECT 2020”
  - ERM framework to effect achievement of mid-term business plan
    - ✓ Group management based on “CONNECT” concept in domestic & overseas markets
    - ✓ Appropriation of group management resources
    - ✓ Group risk management
  - Create Group synergy & innovation
    - ✓ Organization to create synergies
    - ✓ Dai-ichi Life Innovation Lab
  - Governance in mergers and acquisitions
    - ✓ Due diligence check based on ERM framework in early stage of acquisition process
    - ✓ Appropriate post-merger integration
  - Utilization of Group human resources
    - ✓ Global talent training program

# (Reference) Support function for outside directors

- Ample support for the outside director to engage in effective board discussion
- Better knowledge of each business line
  - Prior briefing of important board agenda
  - Knowing domestic life insurance business
    - ✓ Exchange opinion with top management of domestic life insurance companies
    - ✓ Visiting sales branch offices
  - Knowing overseas life insurance business
    - ✓ Exchange opinion with top management of overseas life insurance companies
      - Protective
      - TAL
    - ✓ Visiting Regional Headquarters in Singapore and exchange opinion with top management of affiliated companies
      - Star Union Dai-ichi Life
      - Panin Dai-ichi Life
      - Ocean Life