

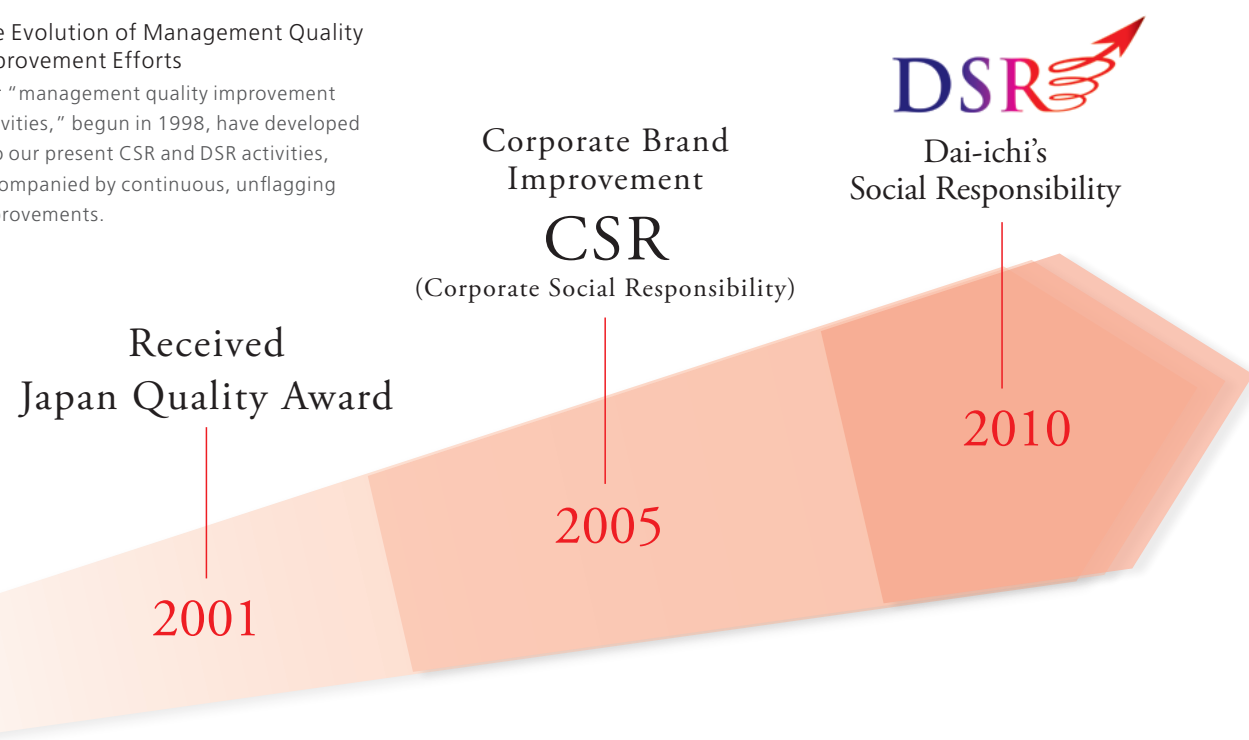
DSR Management

Dai-ichi's Social Responsibility

From Management Quality Improvement to DSR

The Evolution of Management Quality Improvement Efforts

Our "management quality improvement activities," begun in 1998, have developed into our present CSR and DSR activities, accompanied by continuous, unflagging improvements.



Since Dai-ichi Life was founded, we have been led by a "Customer First" management philosophy.

In 1998, in order to realize our management philosophy and basic management policies, and led by a shared customer-oriented value system, we overhauled a wide variety of operations from a customer perspective. This was the start of our "management quality improvement activities" initiative for increasing our level of management quality.

As a result, in 2001 we were the first financial institution to be awarded the Japan Quality Award. Even after receiving the award, we continued with our

concept of management quality improvement, making constant use of the PDCA cycle while striving to improve management quality so that we might realize our management philosophy and basic management policies.

In 2005, we advanced "corporate brand improvement" as our management strategy, while at the same time advocating "CSR (Corporate Social Responsibility) management" in order to win the high esteem of not only our customers, but all of our corporate stakeholders, such as our employees and society itself. Since then, we have carried out a variety of CSR management initiatives.

What is DSR Management?

For over a decade, our management framework has undergone name changes and changes in the initiatives themselves, but it has been consistently based on using the PDCA cycle and on our efforts to achieve an even higher level of management quality in order to realize our management philosophy and basic management policies.

In 2010, our management renamed this unique initiative, which extended beyond the confines of conventional CSR, as "DSR (Dai-ichi's Social Responsibility)," reaffirming our mindset and setting out to a new start. We utilize the PDCA cycle in all of our activities, including the measures we have carried out in the past from a customer's perspective, our employee education initiatives, our compliance promotion and office process improvements, and our CS and ES improvement initiatives, and we are always aiming for the next level.

Our way of thinking, and realizing, management quality improvement—our unique corporate DNA—has been impressed once again on our officers and employees under the new banner of DSR, and we are dedicating our efforts to increasing the satisfaction of all of our stakeholders.

Dai-ichi Life Group's Corporate Action Principles (DSR Charter)

The Dai-ichi Life Group has defined "Dai-ichi Life Group's Corporate Action Principles (DSR Charter)" in order to carry out its responsibilities to all stakeholders as part of its full-fledged implementation of DSR management, and clearly set out, both within the company and outside, how it should act in order to meet the expectations vested in it.

Dai-ichi Life Group's Corporate Action Principles (DSR Charter)

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

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

Customer satisfaction

With the aim of becoming a lifelong partner for our customers, we will provide high quality products and services that emphasize customer satisfaction.

Communication

We will fulfill our accountability to all stakeholders and accept opinions from them with sincerity to actively reflect their opinions in our corporate management.

Compliance

We will maintain high ethical standards and full compliance in all business activities.

We also respect privacy, and will fully enforce the protection and management of personal and other information.

Respect to human rights

We will respect the culture and customs in each country and region and operate in a way that contributes to local development.

We will also respect and proactively protect human rights.

Diversity

We will provide a motivating and rewarding working environment where people of all backgrounds can play an active role, and will encourage both personal development and good health.

Environmental protection

Recognizing that preserving the global environment is our social responsibility, we will be active in environmental protection on a daily and ongoing basis.

Social contribution

We will operate social action programs, aiming to grow together with the communities in which we operate as a good corporate citizen.

Corporate value

To create sustainable corporate value, we will seek to effectively use our management resources and improve business productivity, striving to maintain and strengthen our financial base.

DSR Management Structure

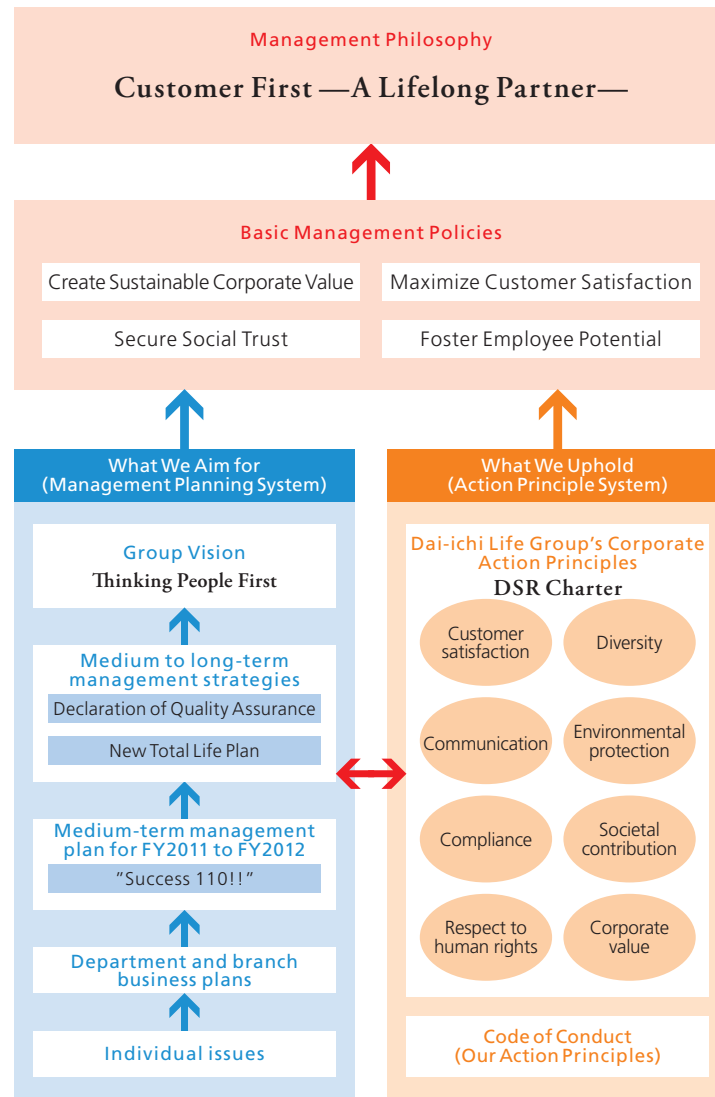
Since our foundation, our deeply held management philosophy has been “Customer First—A Lifelong Partner—,” and we have defined basic management policies to support this.

In order to realize these basic management policies, all of our officers and employees constantly consider what they need to aim for, and what they need to uphold, in their daily activities.

What they need to aim for is our group vision. Our group vision, “Thinking People First,” is our medium and long-term ideal for realizing our basic management policies. To achieve this vision, business plans are created for individual departments and branches based on our medium-term management plan.

What they need to uphold are our “Dai-ichi Life Group’s Corporate Action Principles (DSR Charter),” which define how we should act as a company to accurately respond to the current societal demands placed on our company, and our “Code of Conduct (Our Action Principles),” the foundation for the actions of each of our officers and employees.

These are the principles and standards that form the basis of the future actions of our group, and our officers and employees, as they work to achieve their management objectives. We strive to achieve the ideals of our group vision, and realize our basic management policies, by upholding these standards.



DSR Management Promotion System



* ES: Employee Satisfaction

Our DSR management initiatives are promoted by the “Committee for Dai-ichi’s Social Responsibility Promotion,” chaired by the president. Led by this committee, special committees are established to perform planning, implementation promotion, and progress management of individual DSR management focused issues, increasing the effectiveness of individual initiatives.

Individual branches also operate branch DSR committees as one of their management quality PDCA cycle initiatives. They visualize issues affecting branches, such as employee cultivation, complaint reduction, and compliance promotion, and work to enhance field problem solving capabilities.

Dai-ichi Life Group Vision

Led by a strong desire to uphold the “Customer First” philosophy established when the company was founded, and to further improve DSR management, we have established the “Thinking People First” Dai-ichi Life Group Vision as our medium and long-term objective.

We strive to consider “people”—our customers, shareholders, investors, employees, and everyone else involved with the group—“first,” and reflect this in our actions. Each group member is dedicated to “Thinking People First.” Through these initiatives, we are working to be the first in quality, the first in productivity, the first in vital and energetic employees, and the first in growth potential, becoming the company most supported by customers.

Thinking People First

Individual lifestyles will continue to diversify in the future. To propose, in a way that is easy to understand, quality products and services tailored to these diversified lifestyles, Dai-ichi Life aims to become a company that thinks about people first.

Thinking people: means taking action based on sincere consideration for people and everything that surrounds their lives.

Thinking people: means listening to people, thinking and contemplating together, and creating human capital that can lead to happiness.

Thinking people: means constantly taking on new challenges for the future based on a global perspective.

Thinking most sincerely about people

To maintain the management philosophy of “Customer First” that we have practiced since 1902, Dai-ichi Life and Dai-ichi Life Group will continue to reform in line with the times, aiming to create new value for people and achieve sustainable growth.



Dai-ichi Life Group’s Ideals

“First in Quality”

We are thorough in our repeated utilization of the PDCA cycle to institute operation improvements based on customer opinions and comments, in all of our head office, branch, and unit office organizations. We think seriously about our customers’ lives from their perspective, providing, with clear and easy to understand explanations, products and services tailored to their needs.

“First in Vital and Energetic Employees”

Our group’s most important management resources are our people. We believe that cultivating each employee to be a human asset is the source of competitive strength. Led by our concept of “professionalism and teamwork,” we strive to enhance the abilities of individuals, while simultaneously increasing the power of groups, in an effort to create a lively, energetic organization where groups act as one.

“First in Productivity”

We are continually engaged in maintaining and enhancing a stable financial base that securely supports our long term underwriting of policies. In addition to bolstering our ability to respond to risk in the face of changing management environments, we are constantly engaged in reexamining our day to day operations, continually implementing business process improvements, in order to improve productivity and strengthen our profitability.

“First in Growth Potential”

In order to carry on our “Customer First” approach, established at the company’s inception in 1902, we have continued to evolve to match changing times. We want to create new value between people, becoming a company with a high potential for growth, by maintaining a global perspective and continuing to innovate as we move into the future.

Dai-ichi Life Group Businesses

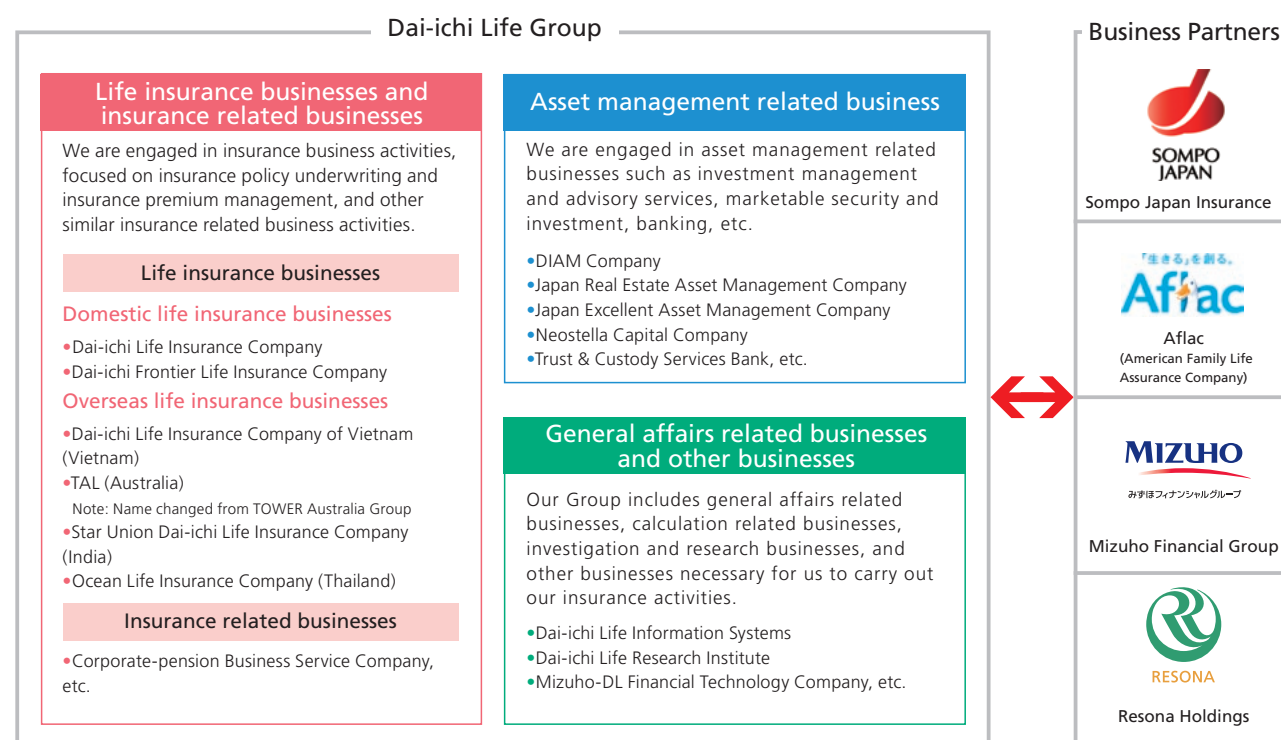
The Dai-ichi Life Group's primary business is life insurance (underwriting and selling life insurance and annuities), but it is also engaged in other businesses necessary to carry out insurance related operations, and asset management related businesses.

In recent years, we have further reinforced our life insurance business initiatives within Japan, while carrying out global operation development, focused in the Asia Pacific region. We are also proactively investing in

sectors with positive future growth prospects resulting from changes in the societal environment, such as the establishment of Dai-ichi Frontier Life in the individual savings business, which is seeing an increase in need in response to population structure changes inside Japan.

We are also engaged in strong business partnerships, offering a wide array of "Total Life Plan" products, such as non-life insurance, cancer insurance, and other financial products and services.

Dai-ichi Life Group Business Fields and Business Partners



The Role of an Insurance Company Is Fulfilled When a Claim Payment Is Completed

Life insurance is predicated on mutual assistance. By purchasing life insurance, policyholders minimize their financial burden, while preparing for their future and the living expenses of the ones they leave behind, as well as preparing for contingencies such as nursing care, illness, and injuries.

The claim payments paid by insurance companies provide support for many peoples' lives.

In Japan, private life insurance companies pay out approximately 24 trillion yen each year in insurance claims, benefits, and annuities.

Dai-ichi Life serves its customers by paying out approximately 1.8 trillion yen per year, or 4.9 billion yen per day. Payments are expected to reach 30.5 billion yen as a result of the Great East Japan Earthquake, contributing to the stabilization of the lives of countless disaster survivors.

We are fully aware of the societal role of life insurance, and are working to become the most highly regarded life insurance company by customers through our sustained development in harmony with society.

Status of Payments of Insurance Claims, Benefits, Annuities, etc. (FY2010)

	Private Life Insurance	Dai-ichi Life
Insurance claims	17.2449 trillion yen	765 billion yen
Benefits	3.9747 trillion yen	505.9 billion yen
Annuities	2.8761 trillion yen	515.4 billion yen
Total	24.0958 trillion yen	1.7864 trillion yen
Payments per day	66 billion yen	4.9 billion yen

"Success 110!!" Medium-Term Management Plan for FY2011 to FY2012

Our medium-term management plan has designated the goal of the two years leading up to FY2012, the 110th anniversary of our company's foundation, as "Achieve Recovery and Growth by Utilizing All Available Resources."

Medium-Term Management Plan Basic Strategy

Fulfillment of Security Function, Recovery and Renewal

One of our responsibilities as a life insurance company, and the mission of our group, is working to accurately and speedily carry out procedures and payments, keeping always in mind the position of the customers affected by the Great East Japan Earthquake. We are dedicating our efforts to smoothly and rapidly offering services, such as our insurance claim payment services, to affected customers.

Based on our belief that serving customers is a life insurance company's primary raison d'être, we are carrying out our societal mission, and the 60,000 members of our group are working together, implementing initiatives to achieve growth.

Acceleration of Business Development for Growth

Under the banner of our "New Total Life Plan" (see P. 26), an expansion and evolution of our "Total Life Plan" concept promoted since 1997, we are working to achieve top line growth that surpasses market growth, through our launching of highly competitive products in our third sector insurance (medical, etc.) and individual saving markets, which are expected to exhibit growth domestically, and our enhancement of our consulting services.

With regards to the overseas life insurance business, we are focusing our efforts in the Asia Pacific region, where the life insurance market is expected to grow. Meanwhile, we are at the same time considering moving into the life insurance business in developed countries in which some degree of market expansion is expected, in order to enjoy faster profit growth. We are working to improve the degree to which our overseas life insurance businesses contribute to group profits.

We are engaged in initiatives for achieving the "five business reform projects" (see P. 18) in order to transform the business models of existing business fields, such as promoting

fixed cost efficiency improvements, customer contact field reinforcement, and other group competitiveness enhancements.

Enforcement of Financial Base and Implementation of Disciplined Capital Strategy to Support Growth Strategies

As a group, it is our objective to realize stable growth of embedded value (EV), one of the primary indices of a life insurance company's economic value-based corporate value. By implementing risk control measures and the like, we can improve our capital efficiency in various business fields, utilizing the surplus capital that results from these measures for disciplined capital allocation in growth fields (including capital investment in M&As). Through this, we can create an optimal business portfolio and improve the corporate value of our entire group.

Establishment of Internal System for Next Level Group Management

We are promoting preparations to move to a holding company system in order to create a management system which contributes to accelerated deployment in domestic and international growth fields and improved management resource allocation mobility within the group. In conjunction with this, we are upgrading our infrastructure for earnings and risk management for individual group companies and business divisions, in accord with global regulatory and accounting trends, promoting the establishment of a full-fledged consolidated management system.

Promotion of Dai-ichi's Social Responsibility (DSR) to Improve Corporate Value

Through their self-directed implementation of the PDCA cycle in individual organizations, all of our employees are unflinchingly dedicated to improving management quality, fulfilling our group's social responsibilities to its stakeholders, and increasing our corporate value.

Status of DSR Management Measures

The table below shows the status of DSR management initiatives for each group vision.

Group Vision	Stakeholder	Ideal	FY2010 Results and Future Initiatives	Promoted Indices	FY2009 Results	FY2010 Results	
First in Quality	Customers	We will further pursue customer satisfaction by supplying high quality products and services. We will take customer feedback and opinions seriously, reflecting them in business process improvement and corporate management.	<p>Results: Through the promotion of initiatives directed at fulfilling our declaration of quality assurance, we have achieved our 9th consecutive year of improved customer satisfaction in Nationwide Customer Surveys (targeted at individual customers), establishing a new record. Specific FY2010 initiatives included the establishment of a dedicated toll free number for handling insurance claim and benefit payments, enhancing information provision such as by adding insurance claim and benefit payment history to "Total Life Plan Reports (notifications of insurance contract contents and Dai-ichi Life results)," enriching our "Total Life Plan Park" reception point, extending business hours at our consultation contact points, and initiating Saturday business hours (at 10 of our 70 consultation contact points nationwide).</p> <p>Future Initiatives: We will transform our administrative procedures in order to achieve greater ease of use and convenience for customers. We will consider the rapid and dependable payment of claims and benefits to customers affected by the Great East Japan Earthquake as our greatest mission, implementing special handling procedures and carrying out get-well and procedure promotion activities throughout our group.</p>	Nationwide Customer Survey Total satisfaction results ¹ (Individual customers)	82.6%	84.6%	
				Nationwide Customer Survey Total satisfaction results ¹ (Corporate customers)	85.6%	85.6%	
				Nationwide Customer Survey Benefit claim procedures Total satisfaction results ¹	94.0%	95.3%	
	Society		We will proactively engage in social contribution activities as a good corporate citizen, contributing through our sound business activities to societal and economic growth in harmony with the global environment.	<p>Results: Responding to complaints from customers has been positioned as a top priority issue for all company departments. They handle complaints with sincerity and speed, thoroughly implementing measures to respond to issues within 24 hours, and resolve them within 1 month. As a result of these initiatives, the number of complaints regarding our company received by Life Insurance Association of Japan has dropped significantly, from 12.3% of total complaints (FY2009) to 10.5% (FY2010). We are also continuing to make improvements to indices such as our contract surrender and lapse rates by promoting customer services through our visits to all customers.</p> <p>Future Initiatives: We will continue, through our VOC meetings² and branch DSR committees, to analyze customer feedback and plan and implement improvement measures.</p>	Number of complaints received by the Life Insurance Association of Japan ³	719	581
					Surrender and lapse rate (Individual insurance, individual annuity insurance)	5.60%	4.66%
					CO ₂ emissions ⁴	179,000 t-CO ₂	168,000 t-CO ₂
First in Productivity	Customers Shareholders and Investors	We will strive to improve our profitability by streamlining operating costs and the productivity of all of our employees, providing higher quality products and services.	<p>Results: Through our simultaneous quest for clerical operation quality and productivity, utilizing a manufacturing industry approach in our clerical work focused divisions, we are working to streamline operating costs. We are also increasing channel productivity through the enhancement and strengthening of customer contact frequency through various stages of the contract cycle, and offering products in alignment with customer needs, in accordance with the "New Total Life Plan."</p> <p>Future Initiatives: By promoting the "five business reform projects" of our growth strategy, we will improve fixed cost efficiency and carry out customer contact field reinforcement, promoting greater group competitiveness.</p>	Fixed cost efficiency improvement (Total rate of reduction vs. FY2008)	Approx. 7%	Approx. 10%	
				Monthly average overtime (for administrative personnel)	7.4 hours	5.1 hours	
				Number of new policies per person ⁵ (Sales representatives)	26.4	30.2	
First in Vital and Energetic Employees	Employees	We will establish workplace environments in which a diverse range of personnel can take active roles and experience job satisfaction, and take an active approach to personnel cultivation.	<p>Results: Through our enhancing of our cultivation program for continually producing women leaders, promotion of the hiring of employees with disabilities, and hiring of foreign students, we are increasing workplace diversity. In order to produce a better work-life balance, we are reducing total working hours, and promoting the usage of paid leave, as well as the taking of paternal leave. Our diversity and work-life balance initiatives have received praise from outside the company as well (see article at right).</p> <p>Future Initiatives: We will continue to engage in diversity promotion, further employee cultivation, and proactive globalization of our human resources.</p>	Employee satisfaction survey results ¹	61.1%	65.9%	
				Female managerial position ratio	6.6%	6.8%	
				Ratio of employees with disabilities	2.01% (As of June 1, 2010)	2.02% (As of June 1, 2011)	
				Paid leave utilization ratio	65.6%	63.6%	
First in Growth Potential	Shareholders and Investors	Through our promotion of the "New Total Life Plan," and our overseas business development, we will strive for sustained growth.	<p>Results: The total number of Dai-ichi Life policies in force has risen compared to the previous year due to our promotion of the "New Total Life Plan." The sum insured and the number of policies in force is also steadily increasing for Dai-ichi Frontier Life, which specializes in savings-type products offered through banks and other financial institutions. Our overseas business, focused on the Asia Pacific region, is also progressing steadily, with the complete acquisition of TOWER Australia Group (now known as TAL).</p> <p>Future Initiatives: We will carry out the growth strategy outlined in "Success 110!," our medium-term management plan, in order to bring about recovery and growth.</p>	Total number of customers (number of individual insurance and individual annuity insurance policies in force)	12.203 million	12.405 million	

1. Ratio of "Satisfied" and "Somewhat satisfied" responses 2. VOC: Voice of Customer 3. Number of complaints regarding our company received by the life insurance consultation center operated by the Life Insurance Association of Japan 4. Calculated based on the Japanese Act on the Rational Use of Energy (Energy Saving Act) (see P. 41) 5. Number of new contracts divided by average number of sales representatives (1 year)

Praise and Major Awards Related to Dai-ichi Life Group CSR Activities in FY2010

Create Sustainable Corporate Value

- Thomson Reuters Markets DEALWATCH AWARDS 2009 Selected as "IPO of the Year" (April 2010)
- Toyo Keizai "CSR Corporate Ranking"—6th place in financial institution category (1st place life insurance company) (February 2011)

Maximize Customer Satisfaction

- Universal Communication Design Association—UCDA Award 2010 Ledger field Overall notification category "Special Award" (June 2010)
- Our "Foreign Bond" group annuity special account was the recipient of the Mercer MPA Award (Japan) 2011 "International Bond (5 Year)" award (July 2011)

Secure Social Trust

- Heat Pump and Thermal Storage Technology Center of Japan "13th Thermal Storage Gathering" letter of appreciation (July 2010) (2nd consecutive year)
- Republic of Uzbekistan "Golden Umbrella Award" (Foundation for the Advancement of Life Insurance Around the World) (November 2010)
- "FY2010 Golden Dragon Award" (Dai-ichi Life Insurance Company of Vietnam) (January 2011) (3rd consecutive year)
- The Nikkei "Environmental Management Index Ranking" 10th place financial institution (1st place life insurance company) (January 2011)
- "CASBEE" S rank (Toyosu Cubic Garden) (February 2011)

Foster Employee Potential

- Ministry of Health, Labour and Welfare - Corporate Promotion of Equality and Work-Life Balance Award "Corporate Promotion of Equality Category - Tokyo Labour Bureau Chief Excellence Award" (October 2010)
- Ministry of Health, Labour and Welfare - Corporate Promotion of Equality and Work-Life Balance Award "Family Friendly Company Category - Tokyo Labour Bureau Chief Excellence Award" (October 2010)
- 2011 J-Win Diversity Award—Grand Prize (March 2011)
- Toyo Keizai 4th Diversity Work-life Balance Award (March 2011)
- Nikkei WOMAN "BEST 100 Companies for Women to Work In" 4th place (April 2011)

Inclusion in SRI Index

- Our company has been selected as one of the brands in the "FTSE4Good Index Series," a global socially responsible investment (SRI) index. (As of April 1, 2011)



FTSE4Good