

"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.