

## SPECIAL TOPIC

# Acceleration of Business Development for Growth

### 1. Realizing domestic market growth with our “New Total Life Plan”

We have carried out initiatives based on the “Total Life Plan” concept since 1997. Based on the experience we gained through the demutualization and listing process, we are striving to realize market growth in Japan, led by our “New Total Life Plan,” an expansion and evolution of our “Total Life Plan.”

Specifically, 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 savings markets, which are expected to exhibit growth domestically, and our enhancement of our consulting services. Dai-ichi Frontier Life, one of our group companies, is contributing to group top line growth by launching dynamic and competitive individual saving products to be sold over the counter by institutions such as banks.

We are also leveraging resources such as our customer infrastructure, personnel, physical assets, and systems, organically strengthening our contacts with our customers in order to expand the breadth of our consulting customer base and improve channel productivity.

### 2. Steady growth of overseas business

We are advancing the roll-out of overseas life

insurance business, primarily in the Asia Pacific region. Specifically, we are utilizing our own group know-how built up over many years as well as the management know-how of the TOWER Australia Group (now known as TAL), which became a fully owned subsidiary in May 2011, and continuing to focus on the Asia Pacific region, whose life insurance market is expected to experience growth. At the same time, we are 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, and working to improve the degree to which our overseas life insurance businesses contribute to group profits.

We are also considering participation in the overseas asset management business, which shares a high affinity with life insurance. The overseas asset management field is expected to exhibit a high level of growth, backed by rising populations and increased retirement funding.

### 3. Promoting business transformations that support our growth strategy

We are engaged in initiatives for achieving the “five business reform projects” below in order to transform the business models of existing business fields through promoting fixed cost efficiency improvements, customer contact field reinforcement, and other group competitiveness enhancements.

#### Five Business Reform Projects Supporting Our Growth Strategy

“Cost-mind Reform” project	Efforts by all group employees to ensure the group is “first in quality and productivity” by supplying higher quality products and services at lower cost.
“Business Operation Reform” project	Simultaneous quest for transformation of clerical work procedures based on improving ease of understanding and convenience for customers, and utilization of a manufacturing industry approach in our clerical work focused divisions.
“Business Formation Reform” project	Efficiency improvements in our head office and branch organizations and personnel, including the shifting of human resources to customer contact points.
“Office Infrastructure Reform” project	Construction of office and site system in alignment with a wide range of customer needs, including business hours, locations, and services offered. Improvement of operational efficiency and productivity through universal layout in head office.
“Work-style Reform” project	Transformation in mental approach and behavior of each and every group employee in order to support and promote the transformations above.