

Becoming a Vital and Appealing Company

Promotion Framework

Led by a conviction that human assets are the most important of all Dai-ichi Life Group management resources, we are working to build a strong business system through our innovative approaches to sales representative hiring and skill cultivation, adding value

by transforming employee work-styles, and further promoting diversity in order to strengthen the human assets of our group who serve as the pillars of our growth strategy.

To increase the effectiveness of these initiatives, we have established the

"Special Committee for ES and Diversity Promotion" which develops plans, implements measures, and manages the progress of group human asset strengthening initiatives.

Hiring and Personnel Affairs

Occupation System

Our employees consist of sales representatives and administrative personnel. Our sales representatives, called "Total Life Plan Designers," consult with individual customers regarding Total Life Plans, which are made up of life insurance and various services. The core functions of our

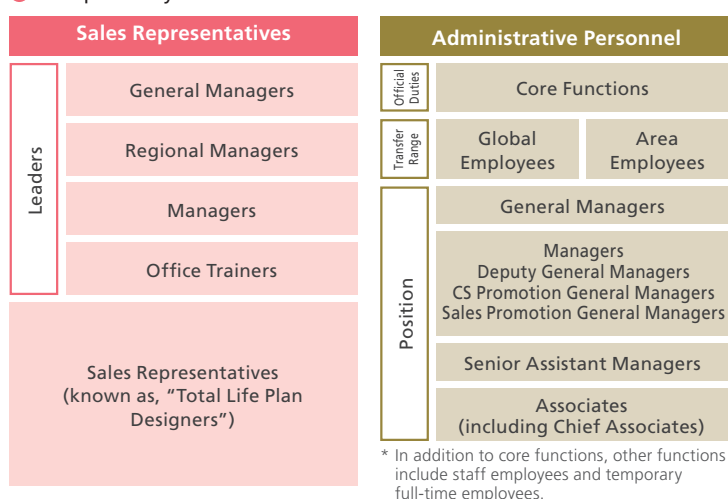
administrative personnel are handled by global employees, who can be transferred anywhere within Japan, and area employees, whose work areas are limited to specific regions (① ② ③).

Hiring of Foreign Students

As part of our efforts to promote diversity and proactively globalize human resources, we hire recent foreign

graduates from Japanese universities. In April 2011, we hired four foreign students, from China, Vietnam, and Bangladesh, as global employees. Through our hiring of foreign students, we are creating workplaces in which personnel with varying cultures and value systems work together, boosting the international competitiveness of our group.

① Occupation System



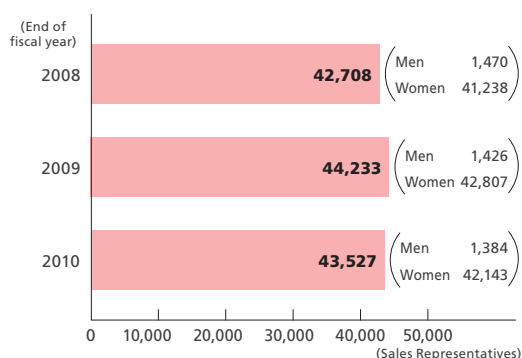
② Number of Employees Hired, Average Age, Average Number of Years Working, Average Salary (FY2010)

	Number Hired	Average Age	Average Number of Years Working	Average Salary (Monthly)
Sales Representatives	9,791	46 years and 7 months	10 years and 0 months	263,000 yen
Administrative Personnel	938	42 years and 11 months	12 years and 7 months	286,000 yen
Core Functions (Global Employees)	111	43 years and 2 months	19 years and 6 months	—
Core Functions (Area Employees)	96	39 years and 9 months	15 years and 5 months	—
Other	731	46 years and 6 months	3 years and 2 months	—

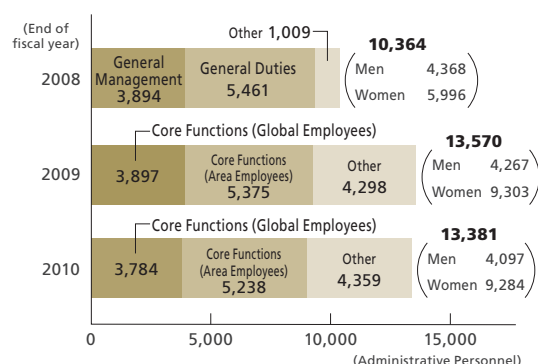
* "Other" includes staff employees, temporary full-time employees, etc.

③ Employee Breakdown

Sales Representative Breakdown



Administrative Personnel Breakdown



* "Other" includes staff employees, temporary full-time employees, etc.