

Seeking Recovery and Growth by Passing on **Peace of Mind**

An Even Stronger Sense of Mission to Provide Peace of Mind to Our Customers as a Result of the Earthquake

As a result of the 2011 Great East Japan Earthquake, we have acquired an even stronger sense of the role that life insurance plays as a complement to social security systems. One of the things that we learned from the disaster is the importance of “passing on peace of mind” to our customers. We reaffirmed our mission of helping to strengthen intangible yet indispensable assets such as customer ties to family and loved ones, and maintaining close ties with our customers through the security function of life insurance, that is, the payment of insurance benefits.

It is also essential that we take the customers’ perspective and feelings into consideration, develop stronger bonds with them, and become their lifelong partner. Dai-ichi Life was able to confirm the whereabouts of 99.99% of our 860,000 policyholders in the disaster areas and has mostly completed the payment procedures for a total of more than 14 billion yen in insurance benefits and claims. I believe that this is the result of numerous on-site employees embracing and putting into practice Dai-ichi’s Social Responsibility (DSR), the Group’s unique initiatives for improving management quality, based on the management philosophy of always putting the customer first. This attitude has permeated Dai-ichi Life throughout its 110-year history, enabling us to gain the confidence of customers, and is the very DNA of Dai-ichi Life that we will hand down to future generations in an unbroken line.

Looking Back on DSR Management and Recovery Initiatives in FY2011

In FY2011, we adopted “Achieve Recovery and Growth by Utilizing All Available Resources” as the slogan for the “Success 110” medium-term management plan and placed the highest priority on initiatives for carrying out our security functions for customers affected by the Great East Japan Earthquake. Total insurance benefits and claims paid last year reached a level of approximately 1.7 trillion yen, a payout of nearly ¥4.8 billion per day, supporting the livelihoods of customers. It is here that reliable bonds with customers are formed, and I feel that there is tremendous significance in reinforcing our existing ties with customers by passing on peace of mind and acting as their lifelong partner.

It is the individual personnel of Dai-ichi Life who actually

pass on peace of mind to society and put DSR management into practice. The Dai-ichi Life Group supports diversity and inclusion based on the belief that recognizing all individual traits and making use of them in our operations is essential. We have received much praise from society for this stance.

In addition, in order to provide broad support for child-raising throughout society, we have invited day care centers to establish operations in properties that we own with the goal of providing places for 10% of the children currently on waiting lists. We also take measures to improve the health of customers and employees and conduct educational activities in collaboration with the National Cancer Center such as disseminating information concerning cancer. In 2010, we established a social responsibility investment (SRI) fund, and we signed the Principles for Financial Action towards a Sustainable Society administered by the Japanese Ministry of the Environment with the aim of asset management departments contributing to the development of a sustainable society.

These programs are highly varied, but they are all based on the DSR concepts and are intended to carry out the Group Vision, “Thinking People First.”

Advancing to the Next Stage in FY2012, the 110th Anniversary of Dai-ichi Life’s Foundation

In FY2012, as we celebrate the 110th anniversary of Dai-ichi Life’s foundation, we will continue our efforts to assist recovery from the earthquake disaster of 2011 while implementing problem-solving 110th anniversary projects to build the foundations for further growth and advance towards the next stage.

The first pillar of these programs will be implementation of the New Total Life Plan to raise productivity. Based on the concept of every one of us striving to be of service to all our customers at all points of contact, we will reinforce relationships at all points of contact including service desks, call centers, websites, and so on to deepen ties with customers who have diverse family formats, lifestyles, and needs.

The second pillar is implementation of the “Five Business Reform Projects” to enhance efficiency. We will establish an inter-organizational task force to reform our business model, cut costs, reform administrative procedures, shift human resources to growth areas, and take other measures to improve business efficiency.

The third pillar is comprehensive implementation of DSR Management to raise management quality. We will perform the PDCA (Plan-Do-Check-Act) cycle from the customer’s perspective in all organizations and processes. In addition, to coincide with the 110th anniversary of the company’s foundation, we will convene the DSR Promotion Conference as a turning point to share information regarding best business practices on a companywide basis and to raise our performance level.

Thinking People First Carrying out the Group Vision in Japan and Overseas

Carrying out the Group Vision, Thinking People First, will require flexible responses to changes that come with the flow of time. Demutualization and listing of our shares in 2010 was a new beginning for Dai-ichi Life, and while we will maintain the management philosophy of putting the customer first—unchanged since the company’s foundation in 1902—we will adopt innovative management styles and boldly implement required changes. My favorite saying is “change causes friction, but friction leads to progress.” In the sense that the energy for resolving the friction that arises from change in turn gives rise to progress and leads to growth, I believe that this is something that we must do.

As the entire group in Japan and overseas carries out our management vision, the concept of “Thinking People First” has gained support in the other countries where we do business. This serves as an indicator of the quality of Japanese-style management. As we search for the ways that life insurance can make contributions to customers under the varied social security systems of each country, I am confident that understanding and putting into practice the Dai-ichi Life DNA that has been handed down since the company’s foundation will lead to development of the insurance business in those regions.

In FY2012 we will continue to make our best efforts to pass on peace of mind to customers in Japan and overseas, leading to enhanced confidence in Dai-ichi Life as well as the continuous growth of the Dai-ichi Life Group. As we mark the milestone of the 110th anniversary of the company’s foundation, we will press on to rise to a higher and new stage.



Koichiro Watanabe

President and Representative Director,
The Dai-ichi Life Insurance Company, Limited

