

Efforts at Achieving Diversity & Inclusion

The Dai-ichi Life Group provides a motivating and rewarding working environment where people of all backgrounds can play an active role. We respect the diverse value systems and perspectives of people from a wide range of backgrounds including differing genders, nationalities, cultures, ages, educational backgrounds, careers, and lifestyles. We promote a policy of diversity and inclusion* in order to bring out the unique abilities of our employees.

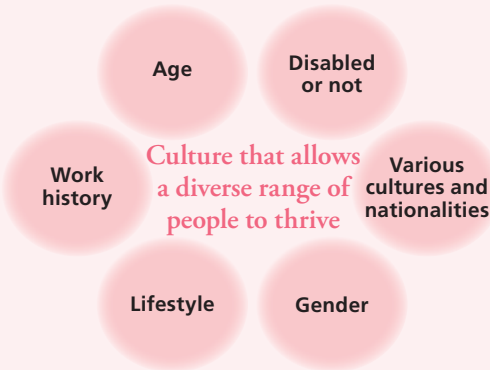
We recognize that to successfully promote such a policy, it is essential to create a culture that allows a diverse range of people to thrive. Therefore, we are working to transform the mindset of our employees and our work culture.

With regard to promoting the active participation of our female employees, we are cultivating female leaders who can support the Dai-ichi Life Group's growth strategy, by enriching our education system to continually support their career motivation and ambition.

We are also actively hiring people with disabilities. As

of June 1, 2012, we employed 863 people with disabilities nationwide (2.03% of our workforce). Additionally, our continued hiring of foreign students has enhanced cross-cultural communication, leading to the creation of a vital and energetic workplace.

* Management strategy that gives an organization a competitive advantage and improves its financial performance, by accepting people with diverse backgrounds and including the views and talents of everyone belonging to the organization



In Focus

Dai-ichi Life Receives Grand Prize in Toyo Keizai's 5th Diversity Management Awards

In May 2012, Dai-ichi Life received the Grand Prize in Toyo Keizai's 5th Diversity Management Awards.

This award recognizes companies that have set diversity management—a management methodology that utilizes people with diverse backgrounds as important management resources—as one of their corporate principles and that are actively practicing it.

Since the 1990s, Dai-ichi Life has been actively promoting career appointment for female employees. By abolishing the separation between career employees and general employees in 2009, we strengthened our initiative in this area even further. Based on the philosophy that “diversity and inclusion” and “management strategy” are one and the same, we have established three pillars of diversity and inclusion: “Mindset and behavior reform using both top-down and bottom-up approaches,” “Continuous career appointment and career development support” and “Promotion of work-life balance, supporting career improvement.”

In 2011, we established a framework that encourages all employees to try to engage in business activities that create

added value and that are directly linked to organizational issues. We set this mode of operation as a personal goal for all female employees and began showcasing success stories.

Dai-ichi Life will continue promoting activities that support all female employees rather than focusing on a select few, as well as implementing diversity and inclusion measures as part of our management strategy.



Dai-ichi Life receives Grand Prize in the Toyo Keizai's 5th Diversity Management Awards.

First in Vital and Energetic

Employees

Our Group's most important management resources are our people. Led by the concept of “professionalism and teamwork,” we are striving to be a vital and energetic company.

Striving to be a Company Resource Contributing to Overseas Expansion

My job is promoting compliance among sales agents. Although I sometimes experience a language barrier, my work environment is pleasant thanks to the support of those around me. I am currently offering a Chinese language class during lunch breaks. Though our department does not require the Chinese language, I have been surprised at the large number of people who are actively trying to learn the language. Since I have only been with the company for two years, there is still much I need to learn. So the fact that there is something I can teach to those around me has made my days rewarding and fulfilling. I hope to become a versatile employee by gaining a wide range of work experiences, and eventually help our company expand overseas.



Liu Li Hua
Agency Sales Promotion Department

Workplace Where I Can Envision My Own Career Development Path Free of Barriers

I decided to work for Dai-ichi Life because the company is engaged in business in many fields, allowing anyone to thrive as long as he/she is ambitious. I have a visual disability. However, this does not limit my career possibilities. I really feel that this company provides an environment that enables each of us to develop our own career path if we are determined.

The workplace values good communication with supervisors, senior workers, and coworkers which means I can keep them closely informed of my situation, and that is a great help to me in carrying out my duties.

I hope to continue growing by actively seizing opportunities on my own so that I can help as many people as possible.



Yuichi Akabane
Quality Management Promotion Department

Stronger Family Bond Thanks to Grandparent Leave

When my eldest daughter was about to give birth to her second child, my supervisor and coworkers encouraged me to apply for grandparent leave. This leave gave me time to spend with my new grandchild as well as to help with family chores, and my daughter was very appreciative.



As instructor of the unit offices, I am involved in hiring and training new employees. Many prospective candidates are impressed by the fact that our company has an excellent system for helping employees manage both their careers and their family life by offering grandparent, maternity, childcare, and nursing care leave. As a matter of fact, my second daughter also recently joined our company.

Since receiving the support of family members is essential for a woman raising children while working, I am proud to work for a company that has built such a supportive system. I hope to keep working hard for a long time so that I will be able to take grandparent leave for a second and third time.



Mitsuko Azuma
Fuse Branch Office, Higashi-Osaka Unit Office

Working as an External Trainee in Another Industry Expanded My Perspective

Because my job involves visiting customers at their workplaces with our sales representatives, I was interested in how people in other industries interface with customers. This is why I decided to participate in the recent external training program.

As a trainee, I worked as a sales clerk and greeted customers who came to the store. Although the type of business and business conditions were completely different from those of our company, I learned that the importance given to customer-orientation was the same. The experience gave me an opportunity to reassess my own day-to-day work from a different perspective.

I hope to incorporate and utilize the experience and awareness I gained through the trainee program in my own work.



Sayaka Mino
Aomori Branch Office
(External Training Site: Isetan Mitsukoshi Ltd.)

Becoming a Vital and Appealing Company

Promotion Framework

To strengthen Dai-ichi Life Group's human assets, the pillars of our growth strategy, we are working to build a strong business system through innovative approaches to sales representative hiring and skill cultivation, thus adding value by reforming employee work styles and further promoting diversity.

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 Management System

Our employees consist of sales representatives and administrative personnel. Our sales representatives, called "Total Life Plan Designers," consult with individual customers to create Total Life Plans, which are made up of life insurance and various other services. The core positions of our administrative personnel are filled by global employees, who can be transferred anywhere within Japan, and area employees, whose work areas are limited to specific regions.

Occupation System

Sales Representatives		Administrative Personnel		
Leaders	General Managers	Official Duties	Core Positions	
	Regional Managers	Transfer Range	Global Employees	Area Employees
	Managers		General Managers	
	Office Trainers	Position	Managers Deputy General Managers CS Promotion General Managers Sales Promotion General Managers	
Sales Representatives (known as, "Total Life Plan Designers")	Senior Assistant Managers			
	Associates (including Chief Associates)			
	* In addition to core positions, there are also staff employees and temporary			

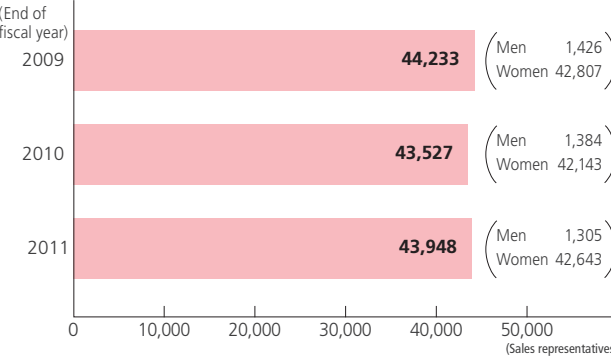


Number of Employees Hired, Average Age, Average Number of Years Working, Average Salary (FY2011)

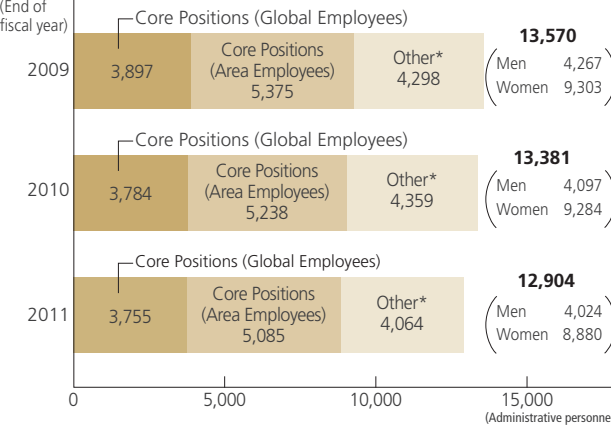
	Number Hired	Average Age	Average Number of Years Working	Average Salary (Monthly)
Sales Representatives	9,777	46 years and 9 months	10 years and 1 month	259,000 yen
Administrative Personnel	857	43 years and 2 months	13 years and 1 month	288,000 yen
Core Positions (Global Employees)	114	43 years and 6 months	19 years and 10 months	—
Core Positions (Area Employees)	91	40 years and 1 month	15 years and 8 months	—
Other*	652	46 years and 9 months	3 years and 9 months	—

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

Sales Representative Breakdown



Administrative Personnel Breakdown



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

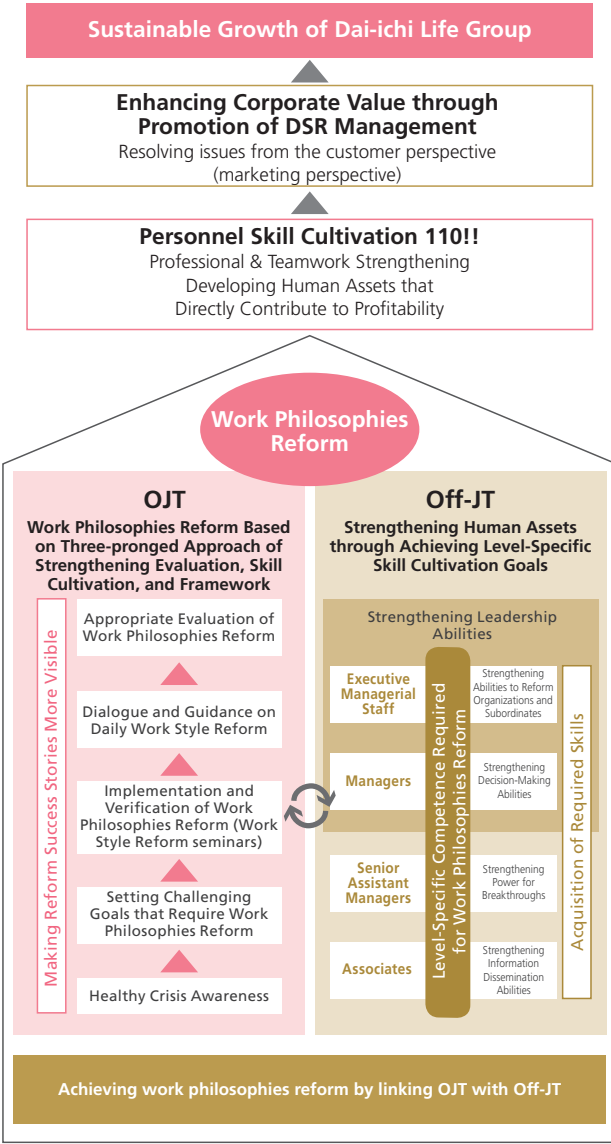
Administrative Personnel Capability Development

Personnel Skill Cultivation through a Fusion of OJT and Off-JT

The most valuable management resources for the Group are our personnel; they are the unrivaled wellspring of our competitiveness. Led by this belief, we have defined our personnel ideal as "problem-solving personnel," and work to enhance our "human strength." With this as our objective, our personnel skill cultivation policy for FY2012, which marks the 110th anniversary of our company's founding, retains the

title "Personnel Skill Cultivation 110!!," and focuses on the strengthening of our on-the-job training system (OJT) as well as the building of an off-the-job training system (Off-JT) that will support the on-the-job training functions.

FY2012 Personnel Skill Cultivation Policy



OJT Measures (Work Philosophies Reform Program)

The Work Philosophies Reform Program, which started in FY2010, is designed to help our employees improve their job execution levels. Specifically, each employee sets goals together with his/her supervisor and then takes the necessary actions to meet them. The two then review and assess the execution status, guided by the success stories of high-performers within and outside the company, in order to firmly establish behavioral advances in the employee's day-to-day work.

In FY2012, all departments will analyze work style reform success stories, which tend to be abstract, in order to extract concrete lessons that will help all employees easily visualize how to advance their work style.

Off-JT

At Dai-ichi Life, we have systematized our Off-JT system as the Career Development Program (CDP) and have defined the ideal work styles for each organizational level, and provide a variety of capability development programs to enable employees to achieve work philosophies reform. We also offer a wide range of learning tools that can be tailored to fit specific needs, including group seminars, at-home e-learning, paper writing, and internal/external trainee programs.

Global Personnel Skill Cultivation

Looking towards business development in the overseas market, a growth field, we have mandated annual TOEIC testing, and recommend e-learning-based language courses in order to strengthen language skills, especially among younger employees. We also provide seminars presented in English by native speakers, which are designed to strengthen management and communication abilities to a level of global competence. Furthermore, we are developing human resources capable of flourishing in the global market through various other ongoing programs, including overseas study and overseas trainee programs (applications open to all employees); short-term, intensive, overseas language study programs (candidates selected by managers); and overseas management training.

Company Internal and External Trainee System

We have established an internal operation trainee system which makes it possible for employees to experience the operations of other departments and positions within the company in a short amount of time without having to transfer their position. This system makes it possible for employees to expand their operational knowledge and perspectives, and to design their own careers. In FY2011, we enhanced the customer orientation of trainees by involving them more closely in operations that involve customer contact. We are also expanding our external trainee system in order to improve our operations by gaining a more diverse perspective.

Number of Participants in Internal and External Training Programs

	FY2009	FY2010	FY2011
Number of internal trainee applicants	819	1,448	1,310
Number of external trainees	—	67	104

e-Learning System

To support our employees' autonomous capability development, we introduced an e-learning system that enables them to study at home. The courses offered cover a wide variety of subjects, including basic business skills, management capability enhancement, and language study. In FY2011, 2,780 administrative personnel utilized the e-learning system.

Total Life Plan Designer Cultivation Policy

With the goal of becoming the company that is first in customer support we are developing a large number of sales representatives who provide consulting-based sales activities that improve customer satisfaction level.

To achieve this end, we are enhancing our skill cultivation programs, organizational structures, and leadership training programs.

2-Year Skill Cultivation Program

The two years following hiring are designated as a training period. During this time, new recruits are educated and trained in accordance with the “2-Year Skill Cultivation Program” so that they can develop into consulting sales representatives with a strong customer orientation.

General Sales Capability Development

Our “General Sales” system was established to cultivate consulting sales specialists and raise the quality of “New Total Life Plans.” It offers products and services optimized primarily for customers employed by companies or governmental organizations.

As we work to cultivate consulting sales specialists and leaders, we are constantly engaged in educational and support activities that improve the capabilities of our sales representatives in order to provide them with extensive knowledge and skills.

Leader Capability Development

Unit Office Manager and Office Trainer Development

The Dai-ichi Life head office and branch offices work together to develop unit office managers and office trainers, who are directly responsible for training Total Life Plan Designers.

Specifically, we provide a regularly scheduled platform for skill benchmarking (skill enhancement study groups, etc.) in order to enhance our abilities to develop leaders.

Going forward, we will continuously enhance training programs for leaders at the head office and branch office level to cultivate new leaders that will provide guidance for the next generation.

Unit Office Managerial Candidate Development

Unit Office Managerial Candidates primarily receive management capability and interpersonal skill improvement training, and after their training periods are responsible for the management of individual sales sites as unit office managers.

In order to develop highly capable unit office managers who, as market development experts, can create sales strategies and provide our Total Life Plan Designers with a broad range of guidance on sales issues, we established a five-year training and education curriculum.

We are continuing to train the professionals who will hold key positions in site management and developing their talents.

Various Systems for Supporting Diverse Work Styles

As part of our initiatives to promote work-life balance and support career improvement, we have instituted an extensive Family-Friendly System and actively promote its use.

Our parental leave system is far more generous than legally mandated and allows employees to take a maximum of 25 months, either consecutively or in segments. In the past 3 years, 2,556 female employees have utilized the system. We also encourage male employees to take parental leave.

We have also established and are promoting the use of various other new systems. The Family Transfer System assigns area employees who must relocate because of family member job transfers to new work locations that are within commuting distance. Our Grandparent Leave System allows a certain number of special days off after the birth of a grandchild.

Additionally, as part of our total work time reduction initiatives, we promote the setting of time goals for ending the workday and early work completion, as well as actively encourage employees to take their paid vacation time.

In recognition of these initiatives, in April 2012, Dai-ichi Life became the first certified WLB company in accordance with the Work-Life Balance (WLB) Corporate Assessment and Certification Project approved by the 21st Century Occupational Foundation. Additionally, in September 2011, Dai-ichi Life received the Prize of Excellence from the Minister of Health, Labour and Welfare in the Family-Friendly Corporation Category at the Equality and Work-Life Balance Promotion Recognition event.

Continuous Career Appointment of Female Employees (as of April 1, 2012)

	Number of Female Employees	Percent of Total
Executive Managerial Positions (General Managers)	9	1.5%
Management Positions (Regional Managers, Managers, Unit Office Managers, etc.)	649	17.6%
Senior Assistant Managers, Chief Associates, Office Trainers	3,731	74.3%

Number of Employees Utilizing Family-Friendly System

	FY2009	FY2010	FY2011
Number of Employees Utilizing Parental Leave System	830	930	889
Number of Male Employees Taking Parental Leave	4	58	31
Number of Employees Utilizing Shorter Work Hour System for Childcare	154	185	229
Number of Employees Receiving Childcare Subsidy	4,002	3,916	3,784
Number of Employees Utilizing Family Transfer System	37	33	42

Career Support Desk

The Career Support Desk was established with the objectives of offering many kinds of consultations related to career development, in order to increase the human resource value of our employees and to help encourage independent problem-resolution by those requesting consultations. Our expert career advisors offer appropriate advice, proactively supporting employee career development.

Vitalization of Internal Communications

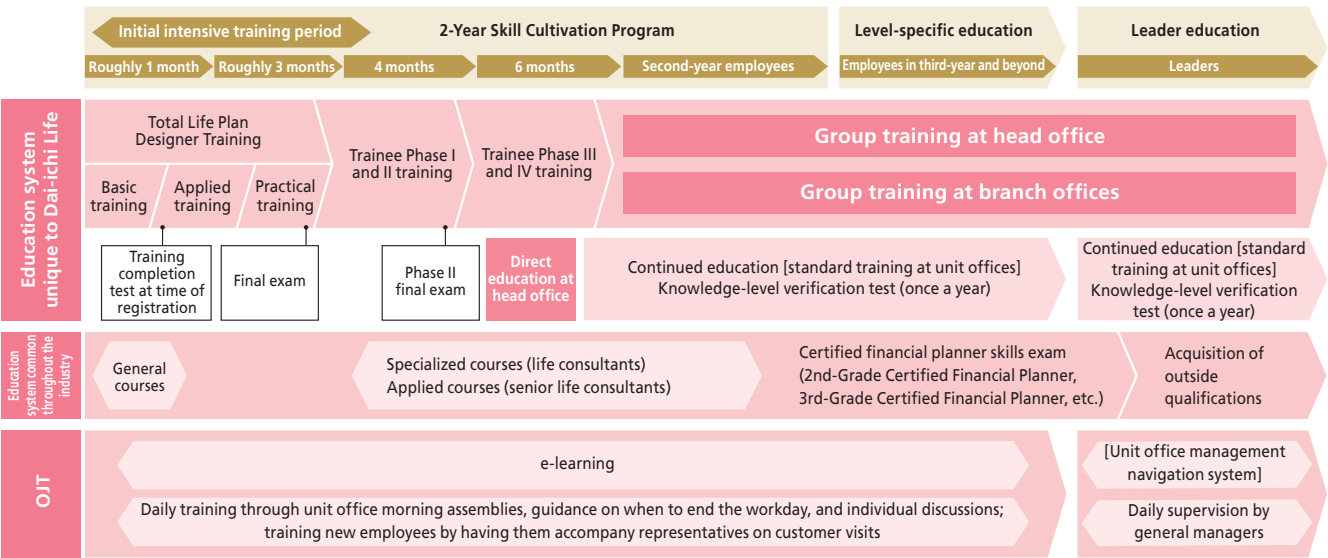
Network President’s Office

In order to directly link employees with the company president, we have opened a Network President’s Office that utilizes our intranet. The Office allows us to share our management vision through messages from our executives and official speeches from our President on occasions such as the anniversary of our company’s founding, communicated throughout the company.

Talks with Executives

We hold “Talks with Executives” sessions to provide employees opportunities to hold dialogues with our company executives. For these sessions, our executives travel to departments nationwide to share the background of a variety of management issues and the company’s approach to them. Their objective is also to openly receive questions and opinions from employees.

Total Life Plan Designer Skill Cultivation Program —Professionalism and Teamwork—



Vitalization of Communication with Group Companies Overseas

We are enhancing communication with our Group companies overseas in order to facilitate mutual understanding, for example, by accepting trainees from Group companies overseas.



Applying What I Learned at Dai-ichi Life in Japan Back in Vietnam

Mr. Tran Chau Danh
Chief Investment Officer, Dai-ichi Life Insurance Company of Vietnam

“I had chances to go to Tokyo two times in 2011-2012. The contents of the trainings were very useful when grasping the business operation of Dai-ichi Life Japan and considering applying to my company. In addition, it helped me understand the company culture, working style and so on - of a Japanese company in general and Dai-ichi Life Japan in particular. It was a great experience to me and I wish more and more my Vietnamese colleagues could obtain benefits from such training programs”



Pursuing Customer Satisfaction in Thailand

Ms. SUMALEE KEHASUKCHARERN
Vice President, Ocean Life Insurance Public Company

I had a chance to attend FALIA seminar course and visit Dai-ichi Life office during May 23-30, 2012. I was impressed with Dai-ichi life systematic approach and continue effort to provide agents the best tool available to understand customer’s needs while also increase sales opportunity. Life insurance business in Japan is more developed than Thailand, so the learning I got from people I met in Dai-Ichi life is very valuable in helping me with my area of work.