

Deepening Relationships with Customers Despite Difficult Headwinds

Dai-ichi Life celebrated its 110th anniversary in FY2012, three years after it demutualized and became a publicly traded company. Looking back on these past three years, I find that our management climate was caught in a difficult headwind and rough seas. The unprecedented Great East Japan Earthquake, which struck in March 2011 in the midst of worldwide financial uncertainty and economic instability in Japan, is an example of this. Based on the Dai-ichi Life Group's collective commitment to the recovery effort and future

growth of Japan, each and every one of our employees in the field took action to provide peace of mind to customers, which gave us an important opportunity to reaffirm our mission to society as a life insurance provider. In order to stand by your side for life, we felt it necessary to strengthen our relationships with customers even more than before. As a result, we have created a support system where we vow to always be in close contact with the customer, from the time a contract is made, throughout the duration of the policy and up to the time a claim is paid. This represents the very foundation for advancing to the next stage of growth.

A Company that Complements Social Security Systems

Changes taking place in society's demographic structure due to a declining birthrate and aging population have made the sustainability of social security systems a critical issue facing society. In order to maintain sound social security systems, we must maintain the health of the people and attempt to reduce the burden placed on society as a whole. This represents the same exact challenge for us since we play a role in complementing social security systems.

In response to this challenge, we provide more than just a simple guarantee of security. That is, we have enhanced our assurances that illness will be treated and began providing more in-depth information on how customers can maintain their health. In terms of providing security to our policyholders, we launched the Insurance Proceeds Quick Reception Service, which pays out insurance benefits or claims as quickly as possible. As for the provision of information, we are conducting educational activities in collaboration with local governments, such as sharing information on cancer and other health issues.

One of the most important ways to maintain sound social security systems is to find ways to address society's declining birthrate. In Japan, shortages in daycare spaces have become a major hurdle to addressing the declining birthrate. The Dai-ichi Life Group is both quantitatively and qualitatively helping to address this important issue by encouraging daycare centers to open in the properties its owns and offering a grant to daycares through the Dai-ichi Life Foundation beginning in April 2013.



A special plaque containing the words "Passing on peace of mind" made by Star Union Dai-ichi Life Insurance Co., Ltd. of India

Sharing Our Management Philosophy and Aiming to Grow Together with Each Country

Our management philosophy of putting the customer first, which has been continually practiced over our long-storied history, and our mission of providing peace of mind are being shared more and more overseas. For example, Star Union Dai-ichi Life Insurance Co., Ltd. of India created a special plaque with the engraved words "Passing on peace of mind" that is being used to educate employees and disseminate this message to a wider audience. This demonstrates that we have the same level of commitment and dedication to our customers in every country in which we operate, regardless of how they may differ from our home market, a fact that has greatly inspired me.

As long as each country has a different social security system, the role of a life insurance provider in complementing

Message from the President

Thinking People First Aspirations for a Sustainable Society and Greater Progress

A handwritten signature in black ink that reads 'K. Watanabe'.

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

this system will, of course, differ as well. I firmly believe, however, this example demonstrates that our management philosophy and mission apply not only to Japan, but also to the entire world as well. In this regard, we will continue to share our management philosophy overseas, in order to learn from one another and grow together with our stakeholders.

Acting in Accordance with Our Principles to Reach the Next Stage of Growth

Our management philosophy of putting the customer first, which we have consistently practiced since our foundation, represents the basis behind everything we do. We were among the first in the industry to consistently review operations from a customer-centric standpoint and make improvements to the quality of our corporate management practices. Since then, this evolved into CSR management where we provide value to all Dai-ichi Life Group stakeholders, and not just our customers. Our new beginning as a publicly traded company in FY2010 transformed our CSR management into DSR management, to further capitalize on the unique strengths of the Dai-ichi Life Group.

Today, after three years of headwinds, we are now implementing DSR management and shifting the direction of this wind into our favor with the goal of advancing to the next

stage of growth. As a result, we named our new medium-term management plan running to FY2015 "Action D" to embody the fact that we will act in accordance with our principles when it comes to DSR management.

The "D" in DSR management also stands for the "Dynamism" needed to meet the growth expectations of stakeholders, the "Discipline" required for improving capital efficiency and corporate value, the "Dimension" for advancing our Group management structure, and the "Diversity" of enhancing the value of human capital across the entire Dai-ichi Life Group. Under these four pillars, our aim will be to make further progress, enable all employees to identify changes taking place in society, deploy management resources across all products, services and channels, and provide value.

Pursuing Greater Growth with Value Creation

Today, Japan faces perhaps more challenges than any other developed country in the world, which include more than just a declining birthrate and aging population. We stand at a major crossroads, marking whether we can achieve growth as a developed country that overcomes and solves its problems. The very same challenges Japan faces are directly connected to the challenges of a life insurance provider.

That is, we must continually overcome various challenges and grow, as well as generate and provide new value to all stakeholders. It is also important for the life insurance business to pursue sustainability with a long-term perspective in mind. I firmly believe that our DSR management is fully capable of generating and providing sustainable value over the long-term. The key cog in supporting the Dai-ichi Life Group's efforts is, of course, our employees. Therefore, we will continue to encourage diversity and inclusion and create an organization where all employees can take full advantage of their individuality and thrive as a professional in the insurance industry.

The Dai-ichi Life Group is ready to move on to the next stage of growth and will ensure all employees act in accordance with the principles of DSR management in order to carry out the Group Vision of Thinking People First.

Our ability to advance forward with DSR management to thrive as one of Asia's leading life insurance companies and to offer a model of success for the entire life insurance sector to emulate are perfect examples of Japan being a developed country that can solve its own problems. I firmly believe that this is how we can contribute to the realization of a sustainable society and going forward we will take appropriate steps toward this end.



The Commitment of the Dai-ichi Life Group Embodied in DSR Management Calls for Creating New Value for all Stakeholders