

# Medium-Term Management Plan Action D (FY2013 to FY2015)

## Aspirations for the Further Growth of the Dai-ichi Life Group

The Dai-ichi Life Group is currently implementing measures under its medium-term management plan *Action D – The Group's Collective Challenges for Achieving Further Growth*, covering the period from FY2013 to FY2015. DSR management represents the framework by which we are generating value under our Group Vision of Thinking People First. Following this framework, we will aspire to achieve sustainable growth

that meets the expectations of all stakeholders. The following three years under Action D have been defined as the Group's collective challenges for achieving further growth, and the plan also consists of four fundamental strategies, or the four Ds. Under these strategies, the Dai-ichi Life Group will take steps to accelerate the pitch of its growth going forward.

### Action D Timeline



\* ERM (Enterprise Risk Management) refers to activities that maximize corporate value, by developing / executing strategies for optimizing the three key factors: (i) Profitability; (ii) Capital; and (iii) Risk.

## Growth Strategy [Dynamism]

### • Implement growth strategy to increase our share of the domestic life insurance market

We will achieve above market growth by continuing to launch highly competitive products that meet customer needs. Specifically, the Company plans to improve its products in the medical and nursing care areas, while The Dai-ichi Frontier Life Insurance Co., Ltd. will dynamically launch competitive savings-type products. We will also provide consistent, high-quality consulting services by leveraging the Company's collective power.

We will work to create synergies by promoting sales as a Group, including boosting sales through collaborations between The Dai-ichi Frontier Life Insurance Co., Ltd., DIAM Co., Ltd., and the Company. We will also discover markets with growth potential by providing solutions based on our customers' perspectives. We aim to continue to improve the efficiency of our fixed costs by pursuing the best cost structure to increase our competitiveness.

### • Accelerate business development and increase the contribution to profits in overseas life insurance markets

We aim to build a regionally diversified overseas business portfolio over the medium term, taking into account growth potential and profitability. We will also strive to increase our value in countries where we have already made investments. We will upgrade our business administration system and infrastructure, creating a system for specialized human resources and expertise in a way that can be shared throughout the Group.

### • Expand the contribution to profits in the asset management area

We will aim for profit growth in our asset management business. We will also endeavor to secure additional revenues by promoting our ALM operation and dynamically managing our assets.

## ERM [Discipline]

We will strive to achieve a capital level comparable to that of leading global life insurers. We will also endeavor to increase our capital efficiency and corporate value and enhance returns to shareholders by reallocating capital.

## Group Management [Dimension]

We aim to accelerate the growth of the Group and further strengthen Group management centered on our Group Management Headquarters. We plan to maximize our corporate value by sharing our vision and strategies with Group companies.

## Human Capital Development [Diversity]

We will enhance our channels to provide consistent, high-quality consulting services. We will also promote Diversity & Inclusion by ramping up our efforts to promote the active participation of women in the workplace, among other initiatives.