

#### Stakeholder Dialogue

## The Dai-ichi Group's Role in Achieving a Sustainable Society

Hiroshi Komiyama recently sat down to share his admiration for the Dai-ichi Group's efforts to address the environment, the declining birthrate and aging society, and other issues facing society. He also discussed the role he feels the Dai-ichi Group should embrace in the future.

### Hiroshi Komiyama

Chairman of The Institute, Mitsubishi Research Institute, Inc.  
President, Platinum Network

## The Role of Life Insurance in the Future

People's lifestyles are growing more diverse as the declining birthrate and aging population causes the structure of society to change. Because of this, medical conditions have also become more diverse, I feel. For example, looking back in time we find that the main cause of death until about 1940 was infectious disease, but today, this is now spread across cancer, stroke and cardiac arrest. Furthermore, in the case of infectious disease, we were able to identify the exact culprit, administer antibiotics and use the right treatment method for the ailment, but disease has become more diverse, making the cause and treatment method more complex. As a result of these more complex treatment regimens, some people have to pay huge medical costs, leading to a rise in the number of cases where government insurance plans cannot cover the entire bill alone.

The key to such ever-changing times is preventive medicine. This is because preventing the risks of serious illness before they happen can greatly reduce both personal costs and the burden placed on government insurance systems. However, collectively raising people's interest in and knowledge of preventive medicine is still considered a difficult challenge.

Given this, I believe the role of a life insurance company should not only be to help defray the portion of medical costs

not covered by government insurance, but also to educate each and every customer on the importance of preventive medicine. Dai-ichi Life actively works to provide information on illness prevention, including hosting a wide range of cancer awareness seminars, and going forward I would like the company to continue with these initiatives. Rather than just continue, though, I ask that Dai-ichi Life implement projects with a long-term perspective in order to respond quickly and agilely to future health care changes.



## Embracing Diversity and Addressing Declining Birthrate

Recently the concepts of diversity and female career advancement have finally begun to gain a foothold in Japan. However, there is much progress still to be made when comparing this with Europe and North America. For example, I applaud the fact that 18.2% of Dai-ichi Life's upper management positions are filled by women, which is very high compared to other companies, but I feel there is still room for improvement as the only female presence on the board of directors is a lone female outside director.

In order to further encourage the career advancement of women, we need to not only provide female-friendly workplaces, but also create a society where women can thrive as professionals. In other words, we need a society where it is okay to have a child and where people with children can live happily.

One of the hurdles to making it easier for women in the workplace is the shortage of daycare spaces. Recently, the number of local governments actively encouraging the expansion of daycare centers has increased, which is great progress in itself. Dai-ichi Life is also encouraging the placement of daycare centers at properties it owns, which is an

initiative that I greatly commend. Going forward, I hope that Dai-ichi Life will continue with these activities as an example for others to follow.

With the declining birthrate there are also issues arising in the field of education. In the past, one family formed one societal unit because it had multiple children living under the same roof. This made it possible for children to learn about the framework of society in their home. Recently, however, the nuclear family has taken over, meaning that children are only able to learn about society at school. As a result, people demand more out of school education than ever before, which has made it difficult for school teachers, whose main experience comes from the classroom, to respond to these needs alone. Here, I believe private sector companies can help fill this void. This is because employees of private sector companies have experienced many things that school teachers have not. For example, gaining expert knowledge in finance, international business or customer service. This knowledge can be used to provide greater value to not only students, but also their teachers as well.

## Social Responsibilities as an Institutional Investor

A long-term perspective is an important part of building a sustainable society. Dai-ichi Life provides life insurance, which is a product that spans a long period of time, so I believe that as an institutional investor, the company will be able to manage its funds with a long-term perspective in mind. In this regard, investments in and loans for mega solar and other renewable energy projects should represent a good opportunity to help build a more sustainable society and environment. I understand that asset management rules and laws must be followed to ensure that claim payouts can be made, but I hope that Dai-ichi Life takes a balanced approach

and invests in these areas to provide for a more sustainable society in the future.

Furthermore, we will need to increase the diversity of companies, the economic engines of society, in order to build a more sustainable society. As for the role that Dai-ichi Life can play, the company can invest in or provide loans to companies that are engaging in new business activities for the betterment of society to support these companies' growth. In this manner, I hope Dai-ichi Life will become more proactive in its approach in order to fulfill its responsibilities to society as an institutional investor.

## Response to Stakeholder Dialogue

While Mr. Komiyama largely applauded the efforts of the Dai-ichi Group, I find myself once again aware of the fact that there are many issues the Dai-ichi Group must still address as a good corporate citizen in order to help build a sustainable society. As for the issue of a declining birthrate and aging society, I feel that as a life insurance company we need to not only provide coverage in line with future advancements in medicine, but also offer more information on preventive medicine than before. As for issues related to the declining birthrate, Mr. Komiyama brought the need for educational initiatives to my attention. I also understand we maintain many responsibilities toward society as an institutional investor. The Dai-ichi Group has until now focused predominantly on our core mission of ensuring that insurance and claim payments can be made without problem, and while maintaining this stance, I would like us to further examine proactive investments in initiatives that will help to make a difference in society and resolve important issues facing us.



### Miyuki Zeniya

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