

# Expert Opinion

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In my conclusion from last year's expert opinion I wrote, "I hope Dai-ichi Life will, through its actions, prove that taking actions with societal benefits in mind can actually lead to greater profits for shareholders." From this perspective, I felt that this year's DSR report demonstrated Dai-ichi Life's strong conviction to do just that.

Over the last three years Dai-ichi Life has experienced a global financial crisis followed by an unprecedented earthquake and tsunami disaster. However, the company did not sit idly by until conditions calmed down in either of these major events. This is because Dai-ichi Life has used these trials and tribulation to strengthen its own foundation for growth. The word evolution contains the almost ironclad rule that all species must return to their origin momentarily to be able to make further progress or must return to their beginnings in order to make it through the blind alley that is evolution. I firmly believe that Dai-ichi Life's experiences correspond perfectly with this rule. Over the last several years, Dai-ichi Life has continually questioned its own vision for the future. This has resulted in a trial and error approach that has gone both back and forth to find the right answer. It turns out that the catalyst for this answer was the earthquake and tsunami disaster that struck Japan in March 2011.

Despite being impacted by the disaster themselves, many of Dai-ichi Life's sales representatives stood galvanized in their commitment to their customers and business partners, continually heading to evacuation sites to search for their whereabouts. Despite their disappointment from losing a family member, customer or friend and despite their deep sense of grief over losing their home or entire hometown, Dai-ichi Life's sales representatives stood up and held back their tears as they continued the search for missing customers. After witnessing this sheer dedication, all Dai-ichi Life employees, regardless of job type or title, were moved and seriously reconsidered the concept of insurance like never before. As if touched by a guiding hand, the Dai-ichi Life Group arrived

at its creed and mission of "passing on peace of mind." I believe that this mission represents Dai-ichi Life's very beginnings.

Here, I would like to add one more observation to the rule of evolution. That is, a species that returned to its origin will be able to increase its latent ability for growth all at once. Applying this to the corporate world, we find that an organization that has boldly returned to its beginnings with humility is almost overflowing with energy to accomplish even greater growth. I have already mentioned above that I can feel Dai-ichi Life's strong conviction as a corporate entity. This is because I strongly believe that Dai-ichi Life has returned to its beginnings and now has created the energy it needs to unlock the next phase of its growth. This report summarizes Dai-ichi Life's medium term management plan that concluded in FY2012 as the first step in solidifying the company's foundation for growth and considers the new medium term management plan beginning from FY2013 as the next step in tackling the challenges of progress and achieving sustainable growth.

This demonstrates that Dai-ichi Life is aggressively promoting a business model that transcends its conventional insurance sales and claim payments to achieve greater overall corporate sustainability. This encompasses expanding its overseas insurance businesses by capitalizing on the expertise it has gained in Japan and increasing its international investments by reasonably calculating risks and opportunities as an institutional investor with some 30 trillion yen in assets. These form the very foundations of the specific challenges Dai-ichi Life must address to achieve further growth and progress. I urge Dai-ichi Life to tackle these challenges and achieve stellar results because a company that helps to build a sustainable society will also provide greater profits to shareholders. Proving this axiom will act as a major contribution to society in itself.

## Response to Expert Opinion

The Dai-ichi Group launched a new medium term management plan that begins with this fiscal year. In conjunction with this, we have revamped the Dai-ichi Life DSR Report and narrowed its focus to include the key points we want to convey to stakeholders about our group-wide DSR initiatives for helping to resolve societal issues.

I am once again glad to receive valuable feedback from Professor Taka, who authored the expert opinion from last year's report as well. We recognize that boldly tackling challenges both in and out of Japan that transcend our conventional business model and achieving

solid results will contribute not only to stakeholders, but also to building a sustainable society. As a result, we will strive to make even greater efforts toward this end and to further promote DSR management in order to provide greater value to all of our stakeholders.

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