

## I About DSR Management

### ○ From Management Quality to DSR Management

The basis for our management framework has been to aspire to reach a higher level of management quality while implementing the Plan-Do-Check-Action (PDCA) cycle in order to realize our management philosophy and basic management policy in a consistent manner.

Our management focuses on what we refer to as DSR, or Dai-ichi's Social Responsibility, because our unique initiatives do not completely fit into the conventional framework of corporate social responsibility. We utilize the PDCA cycle for all of our activities as a means to taking our initiatives to the next level. These activities include our various customer-centric responses, human resource development, visualization of business risks (internal control self-assessments), compliance promotion, administrative process improvements, and initiatives aimed at improving customer and employee satisfaction.

#### Promoting Initiatives to Enhance Management Quality

Our Business Quality Improve Activities initiated in 1998 have evolved from CSR activities to DSR activities and today they continue to be used as a persistent means of improving initiatives.



## About DSR Management

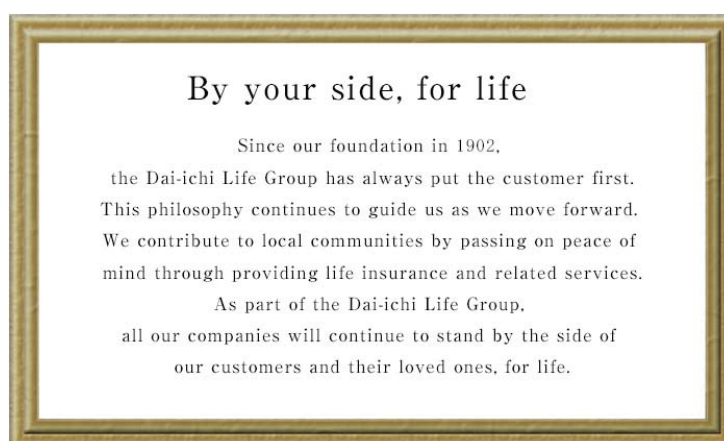
### Principles of Dai-ichi Life Group

The Dai-ichi Life Group will contribute to lives of comfort with peace of mind of people and the development of local communities in their respective regions through providing life insurance and related services by sharing the Group principles (Mission, Vision and Values) we established in August 2013. We will strive to maximize Group value by sharing the Group's strategies with each company to align our efforts.



#### ■ Group Mission: By your side, for life

As a part of the Dai-ichi Life Group, all our companies will contribute to lives of comfort with peace of mind of people and development of local communities in respective regions by standing by the side of our customers and their loved ones, for life.



## ■ Group Vision: Thinking People First

We will aim to become a company that thinks of people first, more than anyone else, from the following four perspectives, in order to become an insurance group that is the leader in trust and support of its customers.

- First in Quality
- First in Productivity
- First in Vital and Energetic Employees
- First in Growth Potential

### Thinking People First

People's lifestyles will continue to vary and change, so we provide easy to understand products and services tailored to these many different ways of life. At Dai-ichi Life Group, we will always be Thinking People First.

#### Thinking People:

We take action, considering sincerely people and their lives. It means listening to people and working together with them to build human capital that contributes to happiness.

It means a global perspective, constantly taking on new challenges for the future.

Thinking People means sincerely thinking about people, considering their needs, demands, and lifestyles.

Our philosophy has been Customer First since 1902. Dai-ichi Life Group will continue to reform and renew itself to meet the challenges of the times, delivering new value and achieving consistent and sustainable growth.

**DAI-ICHI LIFE**

## ■ Group Values: Dai-ichi Life Group's Corporate Action Principles (DSR Charter)

The Dai-ichi Life Group will help build a sustainable society by adopting its corporate action principles, Dai-ichi's Social Responsibility Charter (DSR Charter), so it can continue to meet the expectations of customers, society, shareholders, investors, and employees.

Dai-ichi Life Group's Corporate Action Principles (DSR Charter)	
<b>Customer satisfaction</b> .....	We provide high-quality products and services with the intention of standing by the side of our customers for life. Everything we do is designed to exceed our customer's needs and deliver customer satisfaction.
<b>Communication</b> .....	We hold ourselves accountable to our stakeholders and sincerely accept their opinions, reflecting them in our corporate management.
<b>Compliance</b> .....	We set the bar high for ethical standards and maintain full compliance in all our business activities. We respect privacy and fully enforce the protection and management of personal information.
<b>Respect to human rights</b> .....	We respect the culture and customs of every country and region, always operating in a way that contributes to local development. We also respect human rights and proactively operate in a way that reflects this.
<b>Diversity</b> .....	We actively cultivate human resources by ensuring a rewarding work environment in which diversified human resources can play an active role.
<b>Environmental protection</b> .....	We actively engage in environmental protection on a daily basis, recognizing that preserving the global environment is our social responsibility.
<b>Social contribution</b> .....	We head social action programs, growing together with communities as an active corporate citizen.
<b>Promoting health</b> .....	We manage the Company to help improve the health of the people in our local communities. We also promote the mental and physical health of our employees.
<b>Creating sustainable corporate value</b> .....	Based on the eight principles above, we are working to create sustainable corporate value by effectively using our management resources, improving the productivity of our business, and maintaining and strengthening our financial base.

What is DSR?

DSR stands for Dai-ichi's Social Responsibility (the social responsibility of the Dai-ichi Life Group). It is part of our management framework to fulfill our social responsibility to each stakeholder and increase the corporate value of the Dai-ichi Life Group through continual improvement of our management quality across the group by complying with a Plan-Do-Check-Action (PDCA) cycle.

## About DSR Management

### DSR Management Promotion System

Our DSR management initiatives are promoted by the “Committee for Dai-ichi’s Social Responsibility Promotion,” chaired by the president. Under the committee’s umbrella, four special committees have been established to address core challenges in DSR Management to increase the effectiveness of each initiative. Furthermore, as part of efforts to improve management quality through the PDCA cycle, we have set up “Branch DSR Committees” at each of our branch offices, and “Unit Office DSR Committees” at each of our unit offices.



## About DSR Management

### Status of DSR Management Promotion

#### Quality Assurance

DSR Management Promotion Index		Fiscal 2011	Fiscal 2012	Fiscal 2013	Target
Result of total satisfaction in the nationwide customer satisfaction survey (individual customers)	Percentages of responses "satisfied" and "somewhat satisfied" in the questionnaire given to individual customers	86.0%	86.1%	91.1%	—*1
	Percentage of response "very satisfied" in the questionnaire given to individual customers	—	—	—*1	<b>Fiscal 2014</b> <b>14.3%</b>
Customer feedback Number of customer complaints	The number of complaints among the customer opinions reported	78,803	68,174	44,691	<b>Improvement in</b> <b>fiscal 2014 from</b> <b>fiscal 2013</b>

\*1: Due to change of assessment index in fiscal 2014.

#### Corporate Citizenship and Environmental Activities

DSR Management Promotion Index	Explanation of the Index	Fiscal 2011	Fiscal 2012	Fiscal 2013	Target
Percentage of volunteer activity involvement	Percentage of community contribution involvement (head office and branches)	76.0%	94.0%	100%	<b>100%</b>
CO <sub>2</sub> emissions	Total CO <sub>2</sub> emissions*2 from investment property, business-use property, and welfare property*2	153,000 t-CO <sub>2</sub>	146,500 t-CO <sub>2</sub>	144,000 t-CO <sub>2</sub>	<b>Fiscal</b> <b>2015</b> <b>158,000</b> <b>t-CO<sub>2</sub>*3</b>
Total paper usage	Total amount of paper used at Group companies (photocopy paper, pamphlets, insurance design documents, etc.)	9,922t	9,849t	8,116t	<b>Fiscal</b> <b>2015</b> <b>8,851t*3</b>

\*2: Calculated based on the provisions of Article 7, paragraph 3 of the Act on the Rational Use of Energy ("Energy-saving Act"). Total emissions in each fiscal year have been recalculated by applying the fiscal 2009 coefficient.

\*3: Targets in the 2013-2015 Medium-term Environmental Effort Plan. The targets were exceeded, and the Company continues to promote the activities for further reduction.

## Promoting Health

DSR Management Promotion Index	Explanation of the Index	Fiscal 2011	Fiscal 2012	Fiscal 2013	Target
Percentage of employees maintaining a desirable body weight	Percentage of employees with a BMI* score of less than 25 *BMI (Body Mass Index) is a measure of a person's body shaped based on their height and weight (BMI 25 and above are categorized as obese)	Men: 68.2% Women: 78.7%	Men: 69.7% Women: 78.2%	Men: 69.8% Women: 77.9%	<b>Fiscal 2015*4</b> <b>Men: 69.1%</b> <b>Women: 79.2%</b>
Percentage of employees doing regular exercise	Percentage of employees continuing more than 30-minute exercise twice or more per week for one year or more	Men: 24.4% Women: 13.6%	Men: 24.6% Women: 13.9%	Men: 25.8% Women: 14.4%	<b>Fiscal 2015*4</b> <b>Men: 27.3%</b> <b>Women: 18.4%</b>

\*4: The targets were calculated back from the goals for year 2022 in the Health Japan 21 (2nd) project promoted by the Ministry of Health, Labour and Welfare (MHLW) and determined proportionally for the period.

## Employee Satisfaction and Diversity & Inclusion

DSR Management Promotion Index	Explanation of the Index	Fiscal 2011	Fiscal 2012	Fiscal 2013	Target
Results of employee satisfaction survey	Percentages of responses "satisfied" and "somewhat satisfied" in the questionnaire survey given to the Company's employees	69.4%	69.9%	66.6%	—*5
Percentage of female managers	Percentage of women in managerial positions (department head or equivalent, section chief or equivalent, and office chief)	17.6%	18.2%	18.4%	<b>Fiscal 2016:</b> <b>20.0% or higher</b>
Percentage of employees with disabilities	Percentage of employment as of June 1 of each fiscal year	2.03%	2.06%	2.13%	—*6

\*5: The employee satisfaction survey is positioned as a tool to help quantitatively understand the current situation and effect of activities and facilitate problem solving.

\*6: The percentage of employees with disabilities is in compliance with the statutory rate of disability employment.

**Fiscal 2013: Assessment of the Dai-ichi Life Group by Society and Major Awards Received**

Organizer	Assessment / Award	Month and year of Assessment / Award
Quality Assurance		
Toyo Keizai, Inc.	Ranked 2nd financial institution in CSR Corporate Ranking	Mar. 2014
HDI (Help Desk Institute) –Japan	3-star certified and awarded “FY2013 HDI help desk ranking” (Contact Center Control Dept.)	Nov. 2013
Morningstar	Awarded Best Fund in Alternative & Balanced Fund Division of Morningstar Award “Fund of the Year 2013” (DIAM)	Jan. 2014
Lipper	Awarded best of Japanese Mid and Small Caps Equity Fund (5-year assessment period) in Lipper Fund Awards Japan 2014 (DIAM) Lipper Fund Awards 2014 Awarded best of Global Healthcare/Biotechnology Funds in Lipper Fund Awards 2014 (Janus Capital Group Inc.)	Mar. 2014
Asia Insurance Review	Received “Corporate Social Responsibility Award” (Dai-ichi Life Vietnam)	Nov. 2013
Vietnamese Government	Received Vietnamese “Prime Minister Award Certificate” (Dai-ichi Life Vietnam)	Jan. 2014
Rice Warner	Awarded the “Life Company of the Year” (TAL)	Aug. 2013
Australian Banking & Finance	Awarded the “2013 Life Insurance Company of the Year” (TAL)	Oct. 2013
Core Data	Awarded the “Risk Provider of the Year Award” (TAL)	Dec. 2013
Fintelekt	Received Indian Insurance Award (Technology Maturity) (Star Union Dai-ichi Life)	Jun. 2013
Indian Accounting Associations	Received “Excellence in Financial Reporting” (Star Union Dai-ichi Life)	Feb. 2014
Thailand Office of Insurance Commission	Received “The Prime Minister’s Insurance Award 2012” (Ocean Life)	Sep. 2013 (3 consecutive years)

Corporate Citizenship and Environmental Activities		
National Institute on Consumer Education	Awarded the Best in the “8th Excellent Material Awards concerning Consumer Education for Companies and Organizations” (Life Cycle Game II—Recommending a Total Life Plan)	May 2013
Principles for Financial Action for the 21st Century	Selected as Good Practice in insurance category (measures against declining birthrate)	Mar. 2014
Nikkei Inc.	Corporate ranking in Nikkei Environmental Management Survey 15th financial institution (1st in life insurance industry)	Jan. 2014
Japan Federation of Construction Contractors	Received 54th BCS Award (Dai-ichi Life Shin-Oi Office)	Jul. 2013
Institute for Building Environment and Energy Conservation	Received Judge's Choice Award in the “5th Sustainable Architecture Award” (office architecture category) (Toyosu Cubic Garden and Dai-ichi Life Shin-Oi Office)	Feb. 2014
Promoting health		
Ministry of Health, Labour and Welfare (MHLW)	Fiscal 2013 Minister of Health, Labour and Welfare Award for distinguished service related to nutrition (excellent specified catering facility category)	Sep. 2013
MHLW	2nd “Let's Extend Healthy Life Expectancies!” Award Awarded for excellence by the Director of Health Service Bureau, MHLW	Nov. 2013
Employee satisfaction and Diversity & Inclusion		
MHLW	Received Special Jury Prize in Ikumen Company Award 2013	Oct. 2013
Gender Equality Bureau, Cabinet Office	Certified for 2nd Frog Star (Employee Contribution Pension Center of Group Pension Service Dept.)	Feb. 2014

## Inclusion in the SRI Indices

Dai-ichi Life is included in domestic and overseas socially responsible investment (SRI) indices (stock price indices) such as the FTSE4Good Index Series (UK) and the Morningstar Socially Responsible Investment Index (MS-SRI) (Japan) (as of September 30, 2014).



## About DSR Management

### Participation in External Initiatives

Dai-ichi Life promotes activities aiming to achieve a sustainable society through participation in domestic and overseas initiatives.

#### The United Nations Global Compact (UNGC)

The UNGC is a set of principles on human rights, labour, the environment, and anti-corruption, proposed by the former UN Secretary-General Kofi Annan. It encourages participating companies to behave as good members of society, aiming to achieve sustainable growth. Dai-ichi Life joined the initiative in May 2014.



UN Global Compact's 10 Principles		
Human Rights	Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and
	Principle 2	make sure that they are not complicit in human rights abuses.
Labour	Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
	Principle 4	the elimination of all forms of forced and compulsory labour;
	Principle 5	the effective abolition of child labour; and
	Principle 6	the elimination of discrimination in respect of employment and occupation.
Environment	Principle 7	Businesses should support a precautionary approach to environmental challenges;
	Principle 8	undertake initiatives to promote greater environmental responsibility; and
	Principle 9	encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.

■ <http://www.unglobalcompact.org/>

## Women's Empowerment Principles (WEPs)

The WEPs are a set of principles of corporate behavior created jointly by UN Women, a UN organization working for gender equality and women's empowerment, and the UNGC. The WEPs specify the development of a labour and social environment in which women are able to fulfill their potential and improve their abilities, with their efforts fairly appraised. Dai-ichi Life signed a Statement of Support for the Women's Empowerment Principles in December 2012.



■ <http://www.weprinciples.org/Site/>

## Principles for Financial Action Towards a Sustainable Society (Principles for Financial Action for the 21st Century)

The Principles for Financial Action for the 21st Century provide action guidelines for the overall CSR of financial institutions wishing to play a role and take responsibilities necessary for the formation of a sustainable society. Dai-ichi Life participated in the development of the principles as a member of the draft committee and signed up in November 2011.

■ [http://www.env.go.jp/policy/keiei\\_portal/index-en.html](http://www.env.go.jp/policy/keiei_portal/index-en.html)