

# GRI Guidelines Version 4

Sustainability Reports is based on the Core option of the version 4.0 of the Sustainability Reporting Guidelines (G4). Therefore, only material aspects (that were selected as material issues for the Dai-ichi Life Group) are disclosed in Specific Standard Disclosure.

## General Standard Disclosures

### Strategy and analysis

| Indicators |   | Published Categories and Additional Information |
|------------|---|---|
| G4-1       | Statement from the most senior decision-maker of the organization | > Message from the President                    |

## Organizational profile

| Indicators |   | Published Categories and Additional Information  |
|------------|---|--|
| G4-3       | The name of the organization  | > Corporate Profile  |
| G4-4       | The primary brands, products and services                                     | > List of Group Companies  |
| G4-5       | Report the location of the organization's headquarter.                        | > Corporate Profile  |
| G4-6       | The number of countries where the organization operates                       | > List of Group Companies  |
| G4-7       | The nature of ownership and legal form  | > Corporate Profile<br>> Basic Stock Information   |
| G4-8       | The markets served  | > List of Group Companies  |
| G4-9       | The scale of the organization   | > Corporate Profile<br>> List of Group Companies<br>> Sustainability Data<br>> The Dai-ichi Life Insurance Company Annual Report 2015 P87 (Policy amount in-force) <a href="#">↗</a> |
| G4-10      | The total number of employees   | > Sustainability Data  |
| G4-11      | The percentage of total employees covered by collective bargaining agreements | > Employees<br>> Financial Highlights: Dai-ichi Life Holdings (Consolidated)   |
| G4-12      | Describe the organization's supply chain                                      | > Stakeholder Communication  |
| G4-13      | Any significant change during the reporting period                            | > Sustainability Reports   |

## Commitments to external initiatives

| Indicators |  | Published Categories and Additional Information |
|------------|--|---|
| G4-14      | Explanation of whether and how the precautionary approach or principle is addressed by the organization  | > Risk Management                               |
| G4-15      | Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses | > Participation in External Initiatives         |
| G4-16      | Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization                   | > Participation in External Initiatives         |

## Identified material aspect and boundaries

| Indicators |  | Published Categories and Additional Information |
|------------|--|---|
| G4-17      | All entities included in the organization's consolidated financial statements          | > List of Group Companies                       |
| G4-18      | The process of defining the report content and the Aspect boundaries                   | > Process for Identifying Material Issues       |
| G4-19      | All material Aspects   | > Process for Identifying Material Issues       |
| G4-20      | Aspect Boundary for each material aspect within the organization                       | > Process for Identifying Material Issues       |
| G4-21      | Aspect Boundary for each material  | > Process for Identifying Material Issues       |
| G4-22      | The effect of any restatement  | Not Applicable                                  |
| G4-23      | Significant changes from previous reporting periods in the scope and Aspect Boundaries | Not Applicable                                  |

## Stakeholder engagement

| Indicators |   | Published Categories and Additional Information                |
|------------|---|--|
| G4-24      | List of stakeholder groups engaged by the organization                              | > Stakeholder Communication                                    |
| G4-25      | The basis for identification and selection of stakeholders with whom to engage.     | > Stakeholder Communication<br>> Handling of Antisocial Forces |
| G4-26      | The organization's approach to stakeholder engagement                               | > Stakeholder Communication                                    |
| G4-27      | Report key topics and concerns that have been raised through stakeholder engagement | > Stakeholder Communication<br>> Initiatives for Customers     |

## Report profile

| Indicators |  | Published Categories and Additional Information  |
|------------|--|--|
| G4-28      | Reporting period for information provided              | > Sustainability Reports   |
| G4-29      | Date of most recent previous report                    | > Sustainability Reports   |
| G4-30      | Reporting cycle  | > Sustainability Reports   |
| G4-31      | The contact point for questions regarding the report   | > Sustainability Reports   |
| G4-32      | The 'in accordance' option the organization has chosen | GRI Guidelines Version 4   |
| G4-33      | The external assurance                                 | > The Dai-ichi Life Insurance Company website: Environment : Environment : Performance <a href="#">↗</a> |

## Governance

| Indicators |  | Published Categories and Additional Information |
|------------|--|---|
| G4-34      | The governance structure of the organization | > Corporate Governance Structure                |

## Ethics and Integrity

| Indicators |   | Published Categories and Additional Information |
|------------|---|---|
| G4-56      | The organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics | > Group Sustainability Approach                 |

## Specific Standard Disclosures

### Category: Economic

Aspect: Economic performance

| Category, Material Aspect, DMA and Indicators |   | Published Categories and Additional Information   |
|---|---|---|
| DMA   | Disclosure on Management Approach                   | > Message from the President<br>> Strategy<br>> Process for Identifying Material Issues |
| G4-EC1  | The direct economic value generated and distributed | > Financial Information   |

### Category: Environmental

Aspect: Materials

| Category, Material Aspect, DMA and Indicators |                                    | Published Categories and Additional Information  |
|---|------------------------------------|--|
| DMA   | Disclosure on Management Approach  | > Group Sustainability Approach<br>> Structure<br>> Process for Identifying Material Issues<br>> Initiatives for Society and Environment |
| G4-EN1  | Materials used by weight or volume | > Sustainability Data  |

## Aspect: Energy

| Category, Material Aspect, DMA and Indicators |  | Published Categories and Additional Information  |
|---|--|--|
| DMA   | Disclosure on Management Approach            | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for Society and Environment</li> </ul> |
| G4-EN3  | Energy consumption by primary energy source. | > Sustainability Data  |
| G4-EN5  | Energy Intensity                             | > Sustainability Data  |

## Aspect: Water

| Category, Material Aspect, DMA and Indicators |                                   | Published Categories and Additional Information  |
|---|-----------------------------------|--|
| DMA   | Disclosure on Management Approach | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for Society and Environment</li> </ul> |
| G4-EN8  | Total water withdrawal by source  | > Sustainability Data  |

## Aspect: Emissions

| Category, Material Aspect, DMA and Indicators |   | Published Categories and Additional Information  |
|---|---|--|
| DMA   | Disclosure on Management Approach                         | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for Society and Environment</li> </ul> |
| G4-EN15                                       | Direct greenhouse gas (GHG) emissions (Scope 1).          | <ul style="list-style-type: none"> <li>&gt; Sustainability Data</li> <li>&gt; The Dai-ichi Life Insurance Company website: Environment : Management System <a href="#">↗</a></li> </ul>                                  |
| G4-EN16                                       | Energy indirect greenhouse gas (GHG) emissions (Scope 2). | <ul style="list-style-type: none"> <li>&gt; Sustainability Data</li> <li>&gt; The Dai-ichi Life Insurance Company website: Environment : Management System <a href="#">↗</a></li> </ul>                                  |

## Aspect: Effluents and Waste

| Category, Material Aspect, DMA and Indicators |  | Published Categories and Additional Information  |
|---|--|--|
| DMA   | Disclosure on Management Approach                  | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for Society and Environment</li> </ul> |
| G4-EN23                                       | Total weight of waste by type and disposal method. | <ul style="list-style-type: none"> <li>&gt; Sustainability Data</li> <li>• Waste disposal method is in accordance with the local government's instructions.</li> </ul>   |

## Aspect: Compliance

| Category, Material Aspect, DMA and Indicators |   | Published Categories and Additional Information  |
|---|---|--|
| DMA   | Disclosure on Management Approach   | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for Society and Environment</li> </ul> |
| G4-EN29                                       | Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations. | Not Applicable   |

## Aspect: Transport

| Category, Material Aspect, DMA and Indicators |   | Published Categories and Additional Information  |
|---|---|--|
| DMA   | Disclosure on Management Approach   | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for Society and Environment</li> </ul> |
| G4-EN30                                       | Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce | <ul style="list-style-type: none"> <li>&gt; The Dai-ichi Life Insurance Company website: Environment : Environmental Action <a href="#">↗</a></li> </ul>   |

## Aspect : Overall

| Category, Material Aspect, DMA and Indicators |   | Published Categories and Additional Information  |
|---|---|--|
| DMA   | Disclosure on Management Approach                                   | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for Society and Environment</li> </ul> |
| G4-EN31                                       | Total Environmental Protection Expenditures and Investments by Type | <ul style="list-style-type: none"> <li>&gt; Sustainability Data</li> </ul>   |

Category: Social

Sub-Category: Labor Practices and Decent Work

## Aspect : Employment

| Category, Material Aspect, DMA and Indicators |   | Published Categories and Additional Information   |
|---|---|---|
| DMA   | Disclosure on Management Approach   | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for an Accommodating Work Environment</li> </ul>  |
| G4-LA1  | Total number and rates of new employee hires and employee turnover by age group, gender and region. | <ul style="list-style-type: none"> <li>&gt; Sustainability Data</li> </ul>  |
| G4-LA3  | Return to work and retention rates after parental leave, by gender.                                 | <ul style="list-style-type: none"> <li>&gt; Sustainability Data               <ul style="list-style-type: none"> <li>• We don't regard "the total number of employees that were entitled to parental leave" as important by reason of our parental leave systems that can be taken by the applicant.</li> </ul> </li> </ul> |



## Aspect: Training and Education

| Category, Material Aspect, DMA and Indicators |  | Published Categories and Additional Information  |
|---|--|--|
| DMA   | Disclosure on Management Approach  | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Employees</li> </ul> |
| G4-LA10                                       | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings. | <ul style="list-style-type: none"> <li>&gt; Sustainability Data</li> <li>&gt; The Dai-ichi Life Insurance Company website: Human Resource Development <a href="#">↗</a></li> </ul>         |

## Aspect: Diversity and Equal Opportunity

| Category, Material Aspect, DMA and Indicators |   | Published Categories and Additional Information  |
|---|---|--|
| DMA   | Disclosure on Management Approach   | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for an Accommodating Work Environment</li> </ul> |
| G4-LA12                                       | Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity. | <ul style="list-style-type: none"> <li>&gt; Sustainability Data</li> <li>&gt; Sustainability Data</li> <li>&gt; Initiatives for an Accommodating Work Environment</li> </ul>   |

Category: Social  
Sub-Category: Human rights

Aspect: Investment

| Category, Material Aspect, DMA and Indicators |  | Published Categories and Additional Information  |
|---|--|--|
| DMA   | Disclosure on Management Approach  | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for an Accommodating Work Environment</li> </ul> |
| G4-HR2  | Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained. | <ul style="list-style-type: none"> <li>&gt; Human Rights Awareness</li> <li>&gt; Sustainability Data</li> </ul>  |

Category: Social  
Sub-Category: Society

Aspect: Local Communities

| Category, Material Aspect, DMA and Indicators |  | Published Categories and Additional Information  |
|---|--|--|
| DMA   | Disclosure on Management Approach  | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for Society and Environment</li> </ul>                 |
| G4-SO1  | Percentage of operations with implemented local community engagement, impact assessments, and development programs | <ul style="list-style-type: none"> <li>&gt; Initiatives for Society and Environment</li> <li>&gt; Sustainability Data</li> <li>• This indicator isn't related to this report because the Group has only one business segment.</li> </ul> |

## Aspect: Anti-corruption

| Category, Material Aspect, DMA and Indicators |   | Published Categories and Additional Information           |
|---|---|---|
| DMA   | Disclosure on Management Approach   | > Compliance<br>> Process for Identifying Material Issues |
| G4-SO3  | Total number and percentage of operations assessed for risks related to corruption and the significant risks identified | > Compliance  |
| G4-SO5  | Confirmed incidents of corruption and actions taken   | Not Applicable  |

## Aspect: Anti-competitive Behavior

| Category, Material Aspect, DMA and Indicators |  | Published Categories and Additional Information           |
|---|--|---|
| DMA   | Disclosure on Management Approach  | > Compliance<br>> Process for Identifying Material Issues |
| G4-SO7  | Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes. | Not Applicable  |

## Aspect: Compliance

| Category, Material Aspect, DMA and Indicators |   | Published Categories and Additional Information           |
|---|---|---|
| DMA   | Disclosure on Management Approach   | > Compliance<br>> Process for Identifying Material Issues |
| G4-SO8  | Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations. | Not Applicable  |

Category: Social  
Sub-Category: Product responsibility

Aspect: Product and Service Labeling

| Category, Material Aspect, DMA and Indicators |   | Published Categories and Additional Information  |
|---|---|--|
| DMA   | Disclosure on Management Approach                   | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Structure</li> <li>&gt; Process for Identifying Material Issues</li> <li>&gt; Initiatives for Customers</li> </ul> |
| G4-PR5  | Results of surveys measuring customer satisfaction. | > Sustainability Data  |

Aspect: Customer Privacy

| Category, Material Aspect, DMA and Indicators |   | Published Categories and Additional Information     |
|---|---|---|
| DMA   | Disclosure on Management Approach   | > Information Property Protection                   |
| G4-PR8  | Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data | > Information Property Protection<br>Not Applicable |

Aspect: Active Ownership

| Category, Material Aspect, DMA and Indicators |  | Published Categories and Additional Information   |
|---|--|---|
| DMA   | Disclosure on Management Approach  | > The Dai-ichi Life Insurance Company website: Our Initiatives under Japan's Stewardship Code <a href="#">↗</a> |
| G4-FS10                                       | Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues. | > The Dai-ichi Life Insurance Company website: Our Initiatives under Japan's Stewardship Code <a href="#">↗</a> |
| G4-FS11                                       | Percentage of assets subject to positive and negative environmental or social screening.   | > The Dai-ichi Life Insurance Company website: ESG Investment and Lending <a href="#">↗</a>                     |

# ISO26000

The Sustainability Report features an index of information for readers based on ISO26000.

## 6.2 Organizational governance

| Core Subjects and Issues |  | Location   |
|--------------------------|--|--|
|                          |  | <div><div>&gt; Message from the President</div><div>&gt; Group Sustainability</div><div>&gt; Governance</div><div>&gt; Stakeholder Communication</div><div>&gt; Initiatives for an Accommodating Work Enviroment</div></div> |

## 6.3 Human rights

| Core Subjects and Issues |   | Location  |
|--------------------------|---|---|
| Issue 1                  | Due diligence                             | > Human Rights Awareness  |
| Issue 2                  | Human rights risk situations              | —   |
| Issue 3                  | Avoidance of complicity                   | > Human Rights Awareness<br>> Handling of Antisocial Forces<br>> The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor <a href="#">↗</a>  |
| Issue 4                  | Resolving grievances                      | > Stakeholder Communication   |
| Issue 5                  | Discrimination and vulnerable groups      | > Human Rights Awareness<br>> Initiatives for an Accommodating Work Environment   |
| Issue 6                  | Civil and political rights                | > Human Rights Awareness  |
| Issue 7                  | Economic, social and cultural rights      | > Initiatives for Health<br>> Initiatives for Society and Environment   |
| Issue 8                  | Fundamental principles and rights at work | > Human Rights Awareness<br>> Initiatives for an Accommodating Work Environment<br>> Stakeholder Communication - Employees<br>> The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor <a href="#">↗</a> |

## 6.4 Labour practices

| Core Subjects and Issues |   | Location  |
|--------------------------|---|---|
| Issue 1                  | Employment and employment relationships         | <ul style="list-style-type: none"> <li>&gt; Human Rights Awareness</li> <li>&gt; Initiatives for an Accommodating Work Environment</li> <li>&gt; The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor <a href="#">↗</a></li> </ul> |
| Issue 2                  | Conditions of work and social protection        | <ul style="list-style-type: none"> <li>&gt; Human Rights Awareness</li> <li>&gt; Initiatives for an Accommodating Work Environment</li> <li>&gt; Stakeholder Communication - Employees</li> </ul>   |
| Issue 3                  | Social dialogue                                 | <ul style="list-style-type: none"> <li>&gt; Stakeholder Communication - Employees</li> </ul>  |
| Issue 4                  | Health and safety at work                       | <ul style="list-style-type: none"> <li>&gt; Initiatives for Health</li> </ul>   |
| Issue 5                  | Human development and training in the workplace | <ul style="list-style-type: none"> <li>&gt; The Dai-ichi Life Insurance Company, Limited website: Human Resource Development <a href="#">↗</a></li> </ul>   |

## 6.5 The environment

| Core Subjects and Issues |   | Location   |
|--------------------------|---|--|
| Issue 1                  | Prevention of pollution   | <ul style="list-style-type: none"> <li>&gt; Initiatives for Society and Environment</li> <li>&gt; The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor <a href="#">↗</a></li> </ul> |
| Issue 2                  | Sustainable resource use  | <ul style="list-style-type: none"> <li>&gt; Initiatives for Society and Environment</li> <li>&gt; The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor <a href="#">↗</a></li> </ul> |
| Issue 3                  | Climate change mitigation and adaptation  | <ul style="list-style-type: none"> <li>&gt; Initiatives for Society and Environment</li> <li>&gt; The Dai-ichi Life Insurance Company, Limited website: Our Role as an Institutional Investor <a href="#">↗</a></li> </ul> |
| Issue 4                  | Protection of the environment, biodiversity and restoration of natural habitats | <ul style="list-style-type: none"> <li>&gt; Initiatives for Society and Environment</li> </ul>   |

## 6.6 Fair operating practices

| Core Subjects and Issues |  | Location  |
|--------------------------|--|---|
| Issue 1                  | Anti-corruption                                    | <ul style="list-style-type: none"> <li>&gt; Group Sustainability Approach</li> <li>&gt; Compliance</li> </ul> |
| Issue 2                  | Responsible political involvement                  | -   |
| Issue 3                  | Fair competition                                   | <ul style="list-style-type: none"> <li>&gt; Compliance</li> </ul>   |
| Issue 4                  | Promoting social responsibility in the value chain | —   |
| Issue 5                  | Respect for property rights                        | —   |

## 6.7 Consumer issues

| Core Subjects and Issues |   | Location   |
|--------------------------|---|--|
| Issue 1                  | Fair marketing, factual and unbiased information and fair contractual practices | <ul style="list-style-type: none"> <li>&gt; Stakeholder Communication: Customers</li> </ul>  |
| Issue 2                  | Protecting consumers' health and safety   | -  |
| Issue 3                  | Sustainable consumption   | -  |
| Issue 4                  | Consumer service, support, and complaint and dispute resolution                 | <ul style="list-style-type: none"> <li>&gt; Stakeholder Communication: Customers</li> <li>&gt; The Dai-ichi Life Insurance Company, Limited website: Insurances Benefit/Claim Payme <a href="#">🔗</a></li> </ul> |
| Issue 5                  | Consumer data protection and privacy  | <ul style="list-style-type: none"> <li>&gt; Information Property Protection</li> <li>&gt; Handling of Personal Information</li> </ul>  |
| Issue 6                  | Access to essential services  | -  |
| Issue 7                  | Education and awareness   | <ul style="list-style-type: none"> <li>&gt; Stakeholder Communication: Customers</li> </ul>  |



## 6.8 Community involvement and development

| Core Subjects and Issues |  | Location                                  |
|--------------------------|--|---|
| Issue 1                  | Community involvement                      | > Initiatives for Society and Environment |
| Issue 2                  | Education and culture                      | > Initiatives for Society and Environment |
| Issue 3                  | Employment creation and skills development | -   |
| Issue 4                  | Technology development and access          | -   |
| Issue 5                  | Wealth and income creation                 | -   |
| Issue 6                  | Health                                     | > Initiatives for Health                  |
| Issue 7                  | Social investment                          | > Initiatives for Society and Environment |

# Sustainability Data

Scope of information: Unless otherwise stated, figures are for Dai-ichi Life Holdings

## Corporate Governance

|                     |  |
|---------------------|--|
| Corporate structure | Committee governance structure, including auditors, etc. |
|---------------------|--|

### Directors

|   | 2016/10 |
|---|---------|
| No. of directors                              | 18      |
| (No. of external directors)                   | 6       |
| (No. of non-Japanese directors)               | 1       |
| (No. of female directors)                     | 1       |
| No. of external directors who are independent | 6       |

### Auditors and other committee members

|   | 2016/10 |
|---|---------|
| No. of auditors and other committee members   | 5       |
| (No. who are also external directors)         | 3       |
| No. of external directors who are independent | 3       |

## Nominations advisory committee

|                                  | FY2016            |
|----------------------------------|-------------------|
| Chairperson                      | External director |
| No. of committee members         | 5                 |
| (No. who are internal directors) | 2                 |
| (No. who are external directors) | 3                 |

## Remuneration advisory committee

|                                  | FY2016            |
|----------------------------------|-------------------|
| Chairperson                      | External director |
| No. of committee members         | 6                 |
| (No. who are internal directors) | 2                 |
| (No. who are external directors) | 4                 |

## Composition of executive officers (including directors with other roles)

|                           | FY2016 |
|---------------------------|--------|
| No. of executive officers | 35     |
| (No. of women)            | 2      |
| (No. of non-Japanese)     | 1      |
| Ratio of women            | 6%     |

## IR activities (at Dai-ichi Life Insurance)

|  | March year 2013  | March year 2014  | March year 2015  | March year 2016  |
|--|--|--|--|--|
| Financial results briefings              | 4  | 4  | 4  | 4  |
| Management briefings                     | 2  | 2  | 2  | 1  |
| Analyst days and briefings               | 0  | 0  | 1  | 1  |
| Engagements with institutional investors | Approximately 200 companies in Japan<br>More than 100 companies overseas | Approximately 200 companies in Japan<br>More than 100 companies overseas | Approximately 100 companies in Japan<br>More than 200 companies overseas | Approximately 140 companies in Japan<br>360 companies overseas |

## Interactions with Customers

### Engagement with customers (Dai-ichi Life)

|                 | FY2012 | FY2013 | FY2014 | FY2015 |
|-----------------|--------|--------|--------|--------|
| No. of shops    | 82     | 81     | 82     | 77     |
| No. of agencies | 2,597  | 2,590  | 2,950  | 3,056  |

### Consultation service for payment difficulties (Dai-ichi Life)

|   | FY2012 | FY2013 | FY2014 | FY2015 |
|---|--------|--------|--------|--------|
| No. of inquiries to disputes service      | 202    | 172    | 149    | 152    |
| No. of consultations with external lawyer | 6      | 11     | 6      | 15     |
| No. of times payment arbitration used     | 6      | 8      | 1      | 5      |

## Customer feedback (Dai-ichi Life)

No. of interactions

|                                       | FY2012 | FY2013  | FY2014  | FY2015  |
|---------------------------------------|--------|---------|---------|---------|
| Disputes                              | 68,174 | 44,691  | 51,253  | 46,929  |
| └ Breakdown by dispute reason         |        |         |         |         |
| └ Taking out insurance policy         | 6.5%   | 8.3%    | 8.9%    | 9.7%    |
| └ Premium payment                     | 7.1%   | 7.0%    | 6.5%    | 6.9%    |
| └ Procedures                          | 30.3%  | 29.0%   | 27.9%   | 27.1%   |
| └ Payment of claims and benefits      | 15.3%  | 14.9%   | 13.9%   | 14.3%   |
| └ Other                               | 40.8%  | 40.6%   | 42.5%   | 41.8%   |
| Expressions of thanks                 | 60,060 | 107,817 | 233,633 | 385,695 |
| Comments or requests                  | -*1    | 1459*2  | 2,916   | 3,146   |
| Customer satisfaction (individuals)   | -*3    | -*3     | 70.7%   | 70.9%   |
| Customer satisfaction (organizations) | 87.5%  | 87.9%   | 91.0%   | 90.6%   |

\*1 No data as only commenced in February 2014

\*2 Data for February to March 2014

\*3 No data as web survey only commenced in FY2014

## Payout of claims and benefits (Dai-ichi Life)

x100 million yen

|   | FY2012 | FY2013 | FY2014 | FY2015 |
|---|--------|--------|--------|--------|
| Payout for death, serious disability, or designated illness, etc. | 4,396  | 4,354  | 4,382  | 4,347  |
| Benefit payout for hospitalization or surgery, etc.               | 1,233  | 1,266  | 1,280  | 1,260  |
| Policy maturity payment, annuity, or pension, etc.                | 12,598 | 11,815 | 12,252 | 11,222 |

## No. of payments for claims and benefits (Dai-ichi Life)

|   |                          | FY2012  | FY2013  | FY2014    | FY2015    |
|---|--------------------------|---------|---------|-----------|-----------|
| Payout for death, serious disability, or designated illness, etc. | No. of payments          | 80,482  | 82,066  | 85,979    | 87,640    |
|   | No. of payments declined | 3,495   | 3,701   | 3,539     | 3,689     |
| Benefit payout for hospitalization or surgery, etc.               | No. of payments          | 936,899 | 980,602 | 1,032,693 | 1,070,988 |
|   | No. of payments declined | 32,840  | 30,086  | 29,376    | 35,421    |

\* Excluding policy maturity and annuity payments, etc.

\* Figures calculated in accordance with The Life Insurance Association of Japan's accounting reference model.

## Activities as an Institutional Investor (Dai-ichi Life)

|             |   |
|-------------|---|
| Stewardship | Approval of May 2014 "Japan stewardship code" rules for responsible institutional investors |
|-------------|---|

### Stewardship (Dai-ichi Life)

|  | FY2014 | FY2015 |
|--|--------|--------|
| No. of voting companies  | 2,206  | 2,247  |
| No. of companies consenting to all company proposals           | 1,903  | 1,961  |
| No. of companies consulted during voting                       | 302    | 286    |
| No. of companies abstaining from one or more company proposals | 1      | 0      |
| Consultations with constructive objectives                     | 110    | 233    |
| No. of companies consulted during voting                       | 313    | 120    |

## Employees

### No. of employees by region (consolidated basis)

|                                | FY2013 | FY2014 | FY2015 |
|--------------------------------|--------|--------|--------|
| Japan                          | 57,462 | 55,982 | 56,503 |
| Asia/Pacific (excluding Japan) | 2,050  | 2,189  | 2,401  |
| North America                  | -      | 2,476  | 2,542  |
| Total                          | 59,512 | 60,647 | 61,446 |

\* The figures are for the number of staff employed by Dai-ichi Life Group (Dai-ichi Life Holdings and its consolidated subsidiaries, excluding staff that have other concurrent roles with Dai-ichi Life Holdings and staff that have been seconded outside the Group, but including staff that have been seconded to the Group), and do not include executive officers. As part-time and other temporary staff number less than 10%, they are not recorded.

## Gender composition (Three Japanese life insurance companies)

|       |                  | FY2013 | FY2014 | FY2015 |
|-------|------------------|--------|--------|--------|
| Japan | No. of employees | 55,906 | 54,454 | 55,033 |
|       | Male             | 10%    | 10%    | 9%     |
|       | Female           | 90%    | 90%    | 91%    |

\* Includes both full-time contract and company staff.

## No. of employees (Dai-ichi Life)

| Breakdown of no. of employees <sup>*1</sup> |        | FY2013 | FY2014 | FY2015 |
|---|--------|--------|--------|--------|
| Total <sup>*2</sup>                         | Male   | 1,221  | 1,201  | 1,167  |
|   | Female | 42,145 | 41,061 | 41,816 |
| Total <sup>*3</sup>                         | Male   | 3,951  | 3,855  | 3,772  |
|   | Female | 8,286  | 7,973  | 7,862  |
| Total                                       | Male   | 5,172  | 5,056  | 4,939  |
|   | Female | 50,431 | 49,034 | 49,678 |
|   | Total  | 55,603 | 54,090 | 54,617 |

\*1 Equals the number of employees in Japan. As part-time and other temporary staff number less than 10%, they are not recorded.

\*2 The number of Total Life Plan Designers employed includes those who have signed an outsourcing contract with the Company and also are registered as life insurance agents, totaling 1,301 as of the end of fiscal 2013, 1,412 for fiscal 2014, and 1,485 for fiscal 2015. Those with assistant duties were 603 at the end of fiscal 2013, 567 for fiscal 2014, and 512 for fiscal 2015.

\*3 Includes both full-time contract and company staff.

## Composition of management staff (Three Japanese life insurance companies)

|       |                       | FY2013 | FY2014 <sup>*</sup> | FY2015 <sup>*</sup> |
|-------|-----------------------|--------|---------------------|---------------------|
| Japan | Male                  | 2,957  | 2,783               | 2,744               |
|       | Female                | 667    | 808                 | 836                 |
|       | Percentage female (%) | 18.4%  | 22.5%               | 23.3%               |

\* FY2013 figures are for Dai-ichi Life only, FY2014 and subsequent figures are totals for life insurance group in Japan (Dai-ichi Life Insurance, Dai-ichi Frontier Life Insurance, and Neo First Life Insurance).



## Employee details (Dai-ichi Life)

|  | FY2013             | FY2014             | FY2015             |
|--|--------------------|--------------------|--------------------|
| New recruits (life planners)               | 8,666              | 8,465              | 8,645              |
| New recruits (back office)                 | 719                | 703                | 756                |
| Mean age (life planners)                   | 47 years 1 month   | 47 years 5 month   | 47 years 5 month   |
| Mean age (back office)                     | 43 years 9 months  | 44 years 2 months  | 44 years 7 months  |
| Mean years of service (life planners)      | 10 years 6 months  | 10 years 11 months | 10 years 11 months |
| Mean years of service (back office)        | 13 years 11 months | 14 years 5 months  | 14 years 10 months |
| Mean monthly remuneration (life planners)  | 255,000 yen        | 252,000 yen        | 252,000 yen        |
| Mean monthly remuneration (back office)    | 297,000 yen        | 301,000 yen        | 304,000 yen        |
| Percentage of disabled staff <sup>*1</sup> | 2.16%              | 2.25%              | 2.23%              |
| Employee satisfaction <sup>*2</sup>        | 3.48               | 3.51               | 3.58               |

<sup>\*1</sup> Percentage of disabled staff is undertaken in compliance with statutory employment rate.  
Figure is for June 1 of following year.

<sup>\*2</sup> Employee satisfaction surveys are used as a tool for quantitatively assessing the current situation and effectiveness of initiatives, and to facilitate the resolution of issues.  
The target for FY2017 is 3.62.  
Calculation method: Mean score (out of five) of main questions in questionnaire.

## Work/life balance (Dai-ichi Life)

|   | FY2013    | FY2014    | FY2015    |
|---|-----------|-----------|-----------|
| Instances of childcare leave                                  | 1,056     | 1,077     | 1,143     |
| No. of staff on short working hours (for childcare)           | 303       | 379       | 390       |
| No. of staff receiving benefits to pay for childcare services | 3,912     | 3,713     | 3,571     |
| No. of staff taking nursing leave                             | 250       | 274       | 234       |
| No. of staff using "Family" relocation program                | 35        | 46        | 24        |
| No. of male staff taking childcare leave                      | 43.8%     | 56.0%     | 85.5%     |
| Average monthly overtime (back office staff)                  | 6.9 hours | 7.6 hours | 7.7 hours |
| Average annual days of paid leave                             | 12.3 days | 12.3 days | 12.7 days |
| Mean percentage of annual paid leave taken                    | 65.9%     | 66.0%     | 68.1%     |

## Percentage of staff returning to and remaining in work after childcare leave (Dai-ichi Life back office staff)

%

|  | FY2013 | FY2014 | FY2015 |
|--|--------|--------|--------|
| Percentage of staff returning to work    | 88.6   | 94.1   | 93.1   |
| Percentage still employed after one year | 93.1   | 95.5   | 90.0   |

## Headquarters training of life planners (Dai-ichi Life)

|                                 | FY2012              | FY2013              | FY2014              | FY2015              |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| No. of trainees at headquarters | 974                 | 992                 | 1,335               | 1,280               |
| Total training time             | 110,000 hours       | 130,000 hours       | 170,000 hours       | 170,000 hours       |
| Classroom time per trainee      | 14 hours 39 minutes | 14 hours 39 minutes | 13 hours 56 minutes | 14 hours 10 minutes |

\* A centralized training program was conducted at headquarters to provide life planners selected from throughout the country with a high level of education so that they would be equipped to satisfy customer's various needs.

## Human rights awareness education (Dai-ichi Life)

|                   | FY2013  | FY2014  | FY2015  |
|-------------------|---------|---------|---------|
| No. of sessions   | 15      | 20      | 19      |
| No. of attendees* | 169,068 | 166,231 | 167,002 |

\* Cumulative total of attendees

## Engagement with Local Communities

### Public good donations (Dai-ichi Life)

Category: Health improvement

x 1 million yen

|                                |  |
|--------------------------------|--|
| Organizations                  | Working with communities, NPOs, and other organizations, running voluntary programs  |
| Implementation plan            | Nationwide rollout of health programs, assisting with and celebrating health initiatives, educating people about insurance   |
| Sum for FY2014                 | 363  |
| Sum for FY2015                 | 559  |
| Outcomes of FY2015 initiatives | <ul style="list-style-type: none"> <li>• Support for action on health issues</li> <li>• Winners of the FY2015 Hoken Bunka Public Health Awards (10 organizations and 5 individuals, total prize money of 25 million yen)</li> <li>• Awareness raising for cancer screening with local governments</li> <li>• Holding health seminars with experts, provision of health information with medical institutions, etc.</li> <li>• Raising public awareness of health through promotional activities by nationwide sales staff</li> <li>• Care for the elderly by staff who have completed a training course on caring for people with dementia</li> <li>• Working through NPOs to support school meals for children in developing nations suffering from hunger or malnutrition (approximately 25,126 meals in FY2015)</li> <li>• Support for medical research institutions</li> <li>• Support for healthy living by assisting with fun runs (Run with you)</li> </ul> |

## Category: Building a better world for the next generation

x 1 million yen

|                                |   |
|--------------------------------|---|
| Organizations                  | Collaboration with NPOs and other organizations, participation in social welfare programs, cooperative activities   |
| Implementation plan            | Nursery school projects, consumer and financial/insurance literacy education, providing opportunities for children  |
| Sum for FY2014                 | 193   |
| Sum for FY2015                 | 298   |
| Outcomes of FY2015 initiatives | <ul style="list-style-type: none"> <li>• Total of 30 million yen distributed to 42 nursery schools</li> <li>• Support for working mothers by increasing number of nursery schools</li> <li>• Promotion and spread of consumer education (2,782 presentations given, attended by 2,022 people, 48 free educational materials distributed)</li> <li>• Yellow Badge with traffic accident insurance for elementary school new entrants. Approximately 1,100,000 badges handed out (for April 2016 new entrants).</li> <li>• Human resource development through actuarial science course at The University of Alabama in USA</li> <li>• Human resource development and training for people involved in insurance policy and practice in Asia Support for junior tennis players (96 participants in elementary school tennis tournament (48 boys/48 girls))</li> </ul> |

## Category: Environmental protection

x 1 million yen

|                                |  |
|--------------------------------|--|
| Organizations                  | Work with philanthropic organizations, running voluntary programs, etc.  |
| Implementation plan            | Participation in biodiversity program, urban greening, awards programs, etc.   |
| Sum for FY2014                 | 71   |
| Sum for FY2015                 | 77   |
| Outcomes of FY2015 initiatives | <ul style="list-style-type: none"> <li>• Help prevent global warming and protect biodiversity through projects to assist greening, community building and promoting engagement with nature.</li> <li>• Five grants to Green Environment Design Awards, two to the Omotenashi no Niwa (hospitality garden) program, and ten awards to the Green City Awards.</li> </ul> |

## Category: Contributing to local communities

x 1 million yen

|                                |  |
|--------------------------------|--|
| Organizations                  | Work with NPOs, participation in programs, local community activities with NPOs, etc.  |
| Implementation plan            | Participation in local community activities  |
| Sum for FY2014                 | 5.6  |
| Sum for FY2015                 | 5.2  |
| Outcomes of FY2015 initiatives | <ul style="list-style-type: none"> <li>Community contribution by staff</li> <li>100% participation rate in volunteer activities</li> <li>439 volunteer activity programs (cumulative total)</li> <li>Support for Kinugawa River flooding and Tohoku earthquake recovery</li> </ul> |

## Category: Support for art and culture

x 1 million yen

|                                |  |
|--------------------------------|--|
| Organizations                  | Work with NPOs, participation in programs, etc.  |
| Implementation plan            | Assistance with overseas art exhibition, providing venues and economic support for young artists, aesthetic education by providing music   |
| Sum for FY2014                 | 249  |
| Sum for FY2015                 | 136  |
| Outcomes of FY2015 initiatives | <ul style="list-style-type: none"> <li>Monet exhibition: approximately 760,000 visitors</li> <li>Support for VOCA modern art exhibition (three prize winners, total prize money of 5 million yen, three exhibits by individual prize winners in Dai-ichi Life gallery)</li> <li>Support for VOCA modern art exhibition (three prize winners, total prize money of 5 million yen, three exhibits by individual prize winners in Dai-ichi Life gallery)</li> </ul> |

## Donations (Dai-ichi Life)

x 1 million yen

|           | FY2013 | FY2014 | FY2015 |
|-----------|--------|--------|--------|
| Donations | 528    | 623    | 635    |

## Volunteer activities by staff (Dai-ichi Life)

|                            | FY2013 | FY2014 | FY2015 |
|----------------------------|--------|--------|--------|
| No. of projects undertaken | 309    | 362    | 439    |

\* Cumulative totals for corresponding fiscal year

## Awareness-raising and educational work (Dai-ichi Life)

| Description   |  | FY2013 | FY2014 | FY2015 |
|---|--|--------|--------|--------|
| Health seminars   | No. of seminars                            | 261    | 245    | 317    |
|   | No. of attendees                           | 20,586 | 17,320 | 22,003 |
| Consumer education, financial/insurance literacy (Life Cycle Game II) | No. of copies distributed (free of charge) | 3,480  | 2,635  | 2,782  |
|   | No. of sessions held                       | 47     | 21     | 48     |
|   | No. of attendees                           | 1,658  | 586    | 2,022  |
| Insurance education seminars (FALIA)* <sup>1</sup>                    | No. of seminars                            | 4      | 6      | 7      |
|   | No. of attendees                           | 123    | 256    | 198    |

\*1 Undertaken by the Foundation for the Advancement of Life & Insurance Around the World (FALIA), an philanthropic organization established by Dai-ichi Life

# Environmental Initiatives

## Environmental performance data

|  | FY2011    | FY2012    | FY2013    | FY2014    | FY2015 <sup>*7</sup> |              |
|--|-----------|-----------|-----------|-----------|----------------------|--------------|
|  |           |           |           |           |                      | Coverage (%) |
| CO2 emissions (t-CO2) <sup>*1</sup>                | 153,000   | 146,500   | 144,000   | 141,000   | 156,100              | 100          |
| Scope 1 (t-CO2)                                    | 16,000    | 14,700    | 15,600    | 14,900    | 14,600               | 100          |
| Scope 2 (t-CO2)                                    | 137,000   | 131,800   | 128,400   | 126,100   | 141,500              | 100          |
| Scope 3 (t-CO2) <sup>*2</sup>                      | -         | -         | 4,430     | 4,690     | 4,933                | 77           |
| Transportation (t-km)                              | 2,185,000 | 2,209,000 | 1,968,857 | 1,518,006 | 1,383,759            | 77           |
| Electric power consumption (MWh)                   | 292,423   | 284,450   | 276,483   | 267,088   | 294,908              | 100          |
| Electric power consumption (GJ) <sup>*3</sup>      | 1,052,722 | 1,024,020 | 995,338   | 961,516   | 1,061,668            | 100          |
| Specific energy consumption (MWh/km <sup>2</sup> ) | 101       | 101       | 99        | 97        | 94                   | 77           |
| Water use (million m3) <sup>*4</sup>               | 190       | 1,815     | 1,655     | 1,675     | 1,725                | 89           |
| Waste material (t) <sup>*5</sup>                   | 39        | 484       | 441       | 412       | 496                  | 81           |
| Paper waste recycled (t)                           | 2,688     | 2,925     | 2,789     | 2,350     | 1,850                | 77           |
| Paper consumption (t)                              | 9,922     | 9,849     | 8,116     | 6,509     | 6,559                | 94           |
| Percentage of green procurement <sup>*6</sup>      | 95        | 93        | 91        | 90        | 91                   | 77           |

<sup>\*1</sup> Calculated based on the provisions of Article 7, Paragraph 3 of the law concerning the rationalization of energy usage (Act on the Rational Use of Energy). For the previous fiscal year's emissions, the FY2009 coefficient applies. For overseas, it is calculated using each country's emissions coefficient according to the GHG Protocol. And, each country's coefficient is used for the emissions coefficient.

<sup>\*2</sup> Actual data since FY2013 for 4 items, covering [Category 4] Upstream transportation and distribution, [Category 6] Business travel, [Category 7] Employee commuting, [Category 9] Downstream transportation and distribution.

<sup>\*3</sup> Units of MWh of electric power converted as 3.6 GJ/MWh

<sup>\*4</sup> Data up to FY2011 is for three headquarters workplaces. Data from FY2012 onwards is for all workplaces.

<sup>\*5</sup> Data up to FY2011 is for some workplaces only. Data from FY2012 onwards is for all workplaces.

<sup>\*6</sup> Percentage of purchased items acquired through centralized company purchasing.

<sup>\*7</sup> The total number of group companies as of FY2015 (including some group companies in Japan from before FY2014)

$$\text{Percentage coverage} = \frac{\text{No. of staff at companies reporting on that item}}{\text{Total number of staff at Dai-ichi Life group companies covered by reporting (26 companies including Japanese and overseas group affiliates)}} \times 100$$



## Environmental accounting (Dai-ichi Life)

x 1 million yen

| Category* <sup>1</sup>    | Cost* <sup>2</sup> | FY2013 | FY2014 | FY2015 |
|---------------------------|--------------------|--------|--------|--------|
| Energy efficiency         | Capital            | 686    | 795    | 1,066  |
|                           | Expenditure        | 12     | 11     | 11     |
| Reduction in resource use | Capital            | 0      | 0      | 0      |
|                           | Expenditure        | 101    | 78     | 75     |
| Environmental protection  | Capital            | 0      | 0      | 0      |
|                           | Expenditure        | 55     | 71     | 78     |
| Environmental information | Capital            | 0      | 0      | 0      |
|                           | Expenditure        | 5      | 34     | 5      |

\*1 Categories are taken from the Dai-ichi Life Mid-Term Environmental Action Plan.

\*2 Capital investment and some expenditure on reducing resource use apply to Hibiya headquarters, Toyosu headquarters, Shinooi office, and Fuchu office only.

## Economic benefits of environmental protection measures (Dai-ichi Life)

x 1 million yen

|  | FY2013 | FY2014 | FY2015 |
|--|--------|--------|--------|
| Savings from reduction in electric power consumption* <sup>1</sup> | 1,105  | 1,134  | 1,501  |
| Savings from reduction in paper consumption                        | 473    | 297    | 218    |

\*1 Calculated based on average unit price per 1kWh of electricity used

## Reduction in energy use by investment properties

|                                     | FY2011     | FY2012     | FY2013     | FY2014     | FY2015     |
|-------------------------------------|------------|------------|------------|------------|------------|
| No. of buildings                    | 127        | 125        | 118        | 113        | 107        |
| Electric power consumption (kWh)    | 55,036,483 | 51,351,722 | 51,717,715 | 50,355,256 | 48,494,006 |
| Gas consumption (m3)                | 1,944,162  | 1,925,106  | 1,903,953  | 1,834,088  | 1,760,586  |
| Hot and cold water consumption (MJ) | 26,945,040 | 25,129,778 | 27,427,450 | 25,094,330 | 28,871,550 |
| CO2 emissions (t-CO2)               | 26,852     | 25,307     | 25,518     | 24,717     | 24,035     |

Actual data on reduction in communal consumption in buildings managed by Dai-ichi Building