

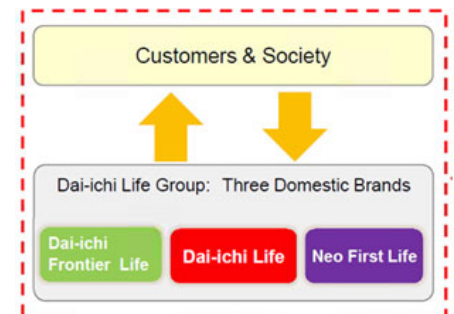
## Initiatives for Customers

Adopting "By your side, for life" as our Group Mission, the Dai-ichi Life Group seeks to provide high-quality products and services that pursue customer satisfaction by standing by the side of our customers. To flexibly respond to the diversifying needs of customers, the Group will continue making a united effort while making the best use of the characteristics of each company.

### Specific Activities

#### Offering Products and Services Tailored to Diverse Needs

The Dai-ichi Life Group has built a structure of three domestic companies, namely Dai-ichi Life (primarily face-to-face channels), Dai-ichi Frontier Life (primarily over-the-counter sales at banks and securities companies) and Neo First Life (primarily banks and insurance agents), to respond quickly and accurately to changing customer needs. Through Dai-ichi Life and Neo First Life, we pursue the sale of security-oriented products, we will cater to the need for firmly-rooted savings-oriented products primarily through Dai-ichi Frontier Life.



#### Provision of Microinsurance

The Dai-ichi Life Group is working through its overseas group companies based in countries such as Vietnam, India and Indonesia to provide microinsurance that helps the people in these countries gain access to small loans, with the aim of making insurance more widespread, including among low income groups.



Dai-ichi Life Vietnam provides microinsurance products via Vietnam Post which has extensive network in Vietnam in order to provide life insurance services to the wider population.



Panin Dai-ichi Life synergized with Panin Bank to market a microinsurance product named SIGAP. The product launch was part of our commitment to supporting the microfinance services program, which consists of financial products with a simple process and fast and easy access.



Since 2015, Star Union Dai-ichi Life has been offering a term life product in small sums, Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY), which is common across the country, for the account holders of both savings banks, Bank of India and Union Bank of India. Most of the branches of these allied banks; Bank of India and Union Bank of India, offer the product to support for promoting the dissemination of a life insurance across India.



Sale of the microinsurance product "SIGAP" (Indonesia: Panin Dai-ichi Life)

## Initiatives for Listening to Customer Feedback

The Dai-ichi Life Group gathers feedback and requests from customers for the improvement of its products and services.

### Customer Satisfaction Survey

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The Dai-ichi Life Group conducts customer satisfaction surveys and uses the results to inform initiatives to improve customer satisfaction. For the customer satisfaction survey results of Dai-ichi Life, visit the Dai-ichi Life website.


> [Click here for initiatives at Dai-ichi Life.](#) 

## Initiatives for Utilizing Customer Feedback

We have introduced a system to incorporate customer feedback collected extensively into management and operations. For detailed initiatives, please see the website of each company.

> [Click here for initiatives at Dai-ichi Life.](#) 

> [Click here for initiatives at Dai-ichi Frontier Life \(Japanese\).](#) 

> [Click here for initiatives at Neo First Life \(Japanese\).](#) 

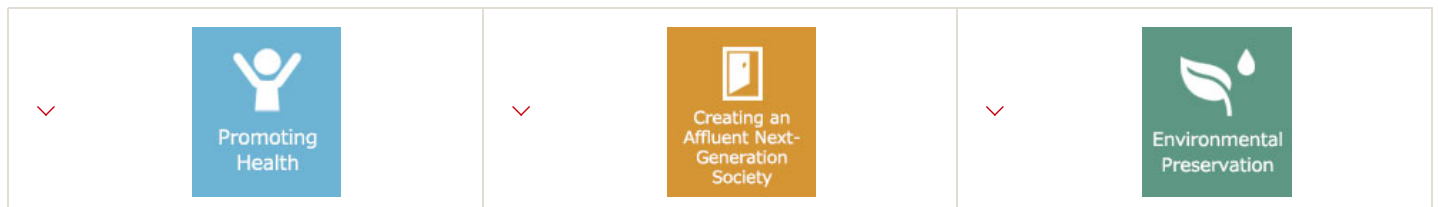
# Initiatives for Community and Society

## Basic Policy

### Solving Social Challenges by the Dai-ichi Life Group

In Group Action Principles for Social Contribution, the Dai-ichi Life Group aim to grow continuously together with local and global communities as an active corporate citizen through its life insurance business with a highly social and public nature while helping them build a safe and secure lifestyle and society. The Group strives to solve social challenges by providing its unique value mainly through the utilization of its unique know-how and resources under the three themes associated with the life insurance business.

> [Click here for details about Group Action Principles for Social Contribution \(79KB\)](#) 



Countries around the world each have their own health challenges.

In developed countries where the sustainability of the social security system is in question due to factors such as a rapidly declining birth rate and aging society and an increase in the number of people suffering from lifestyle-related diseases even amid modern lifestyles, some people are unable to receive adequate medical care because of poverty stemming from economic disparity. In addition, emerging and developing countries are facing serious problems such as the spread of infectious diseases caused by deteriorating sanitary conditions and the inability of their people to receive appropriate treatment due to economic reasons. People of all countries and ages wish to live a healthy life, which leads to the future development of those countries. The Group will deliver peace of mind in the form of good health to customers through life insurance by putting customers' health first.

## Specific Activities

### Delivering Products and Services that Promote Health

At the Dai-ichi Life Group, we endeavor to provide products and service that offer new value for health and other areas while keeping abreast of the changing market environment and the increasingly diverse needs of customers.

As part of this commitment Dai-ichi Life unveiled Just<sup>\*1</sup>, a new product that combines the necessary security to offer insurance that is "just" right for each customer, to coincide with the start of CONNECT 2020, our new medium-term management plan.

Additionally, in a first for the life insurance industry<sup>\*2</sup> we launched the introduction of the "Health Check-up Discount," rider that is part of an insurance premium discount scheme where a customer can enjoy a discount on premiums by simply submitting a health certificate when taking out a policy. We believe that encouraging customers to undergo health check-ups through the scheme will lead to improved lifestyle habits along with the early detection and treatment of disease.

By offering products and services that lead to the advancement of health in this way, Dai-ichi Life aims to improve the QOL of each customer and extend their healthy lifespans.



\*1 Please check the Dai-ichi Life website to learn more about this product.

\*2 Based on Dai-ichi Life research as of February 2018. This is the first product in the life insurance industry to apply discounted premiums simply with the submission of a designated health certificate.

## InsTech Initiatives

The Dai-ichi Life Group launched “InsTech” as a name for its initiatives to create innovation unique to the life insurance business from both insurance and technology perspectives and it is a top priority strategic challenge for the Group.

### Development of "KENKO-DAIICHI" app for smart phones

Dai-ichi Life developed the free KENKO-DAIICHI app for smartphones. The app offers functions to visualize the risk of developing 5 serious diseases in the future. By offering products and services which are tailored to the diverse needs of customers, Dai-ichi Life is boldly taking on the challenge of improving QOL of each customer and extending their healthy lifespans. Dai-ichi Life promotes those initiatives to create additional value in health and other areas for customers.



### Analysis and utilization of medical big data

Dai-ichi Life conducted a review of its insurance underwriting criteria based on analysis of medical big data and as a result was able to underwrite an additional 12,000 policies a year. We are also developing new products and services such as age and medical checkup discounts based on analysis results. We continue to improve QOL and extend healthy lifespans through utilizing big data analysis.

### Drive Innovation

The Dai-ichi Life Group is accelerating the innovation to create new markets. In 2018, we established the Dai-ichi Life Innovation Lab in Shibuya, Tokyo and Silicon Valley, the United States. We aim to work with agile process in small scale PoCs (Proof of Concepts) in order to create new values in the healthcare and the senior markets.



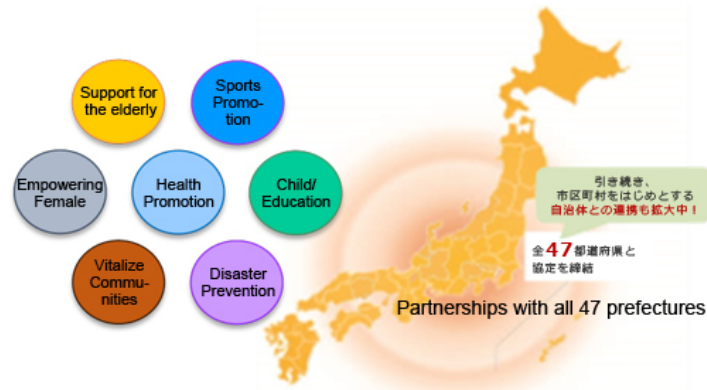
## Cooperation with Local Governments

Japan is said to lead the world as a nation confronted with various issues because it faces a wide range of social issues. The issues and their severity vary by region.

The Dai-ichi Life Group leverages its strength of having approximately 1,400 unit offices and approximately 40,000 Total Life Plan Designers in all 47 prefectures across Japan to solve issues facing each region. In the health field, Total Life Plan Designers provide health and medical information to increase the number of people screened for cancer.

In addition, amid a sharp rise in households comprising only elderly, we concluded agreements aimed at preventing the isolation of elderly so that elderly can live with peace of mind in communities where they have called home for so long. We have established a system under which a Total Life Plan Designer cooperates with the local government whenever he or she notices something out of the ordinary with an elderly household. Furthermore, employees who have taken the Dementia Supporter Development Class and gained knowledge for deepening their understanding of dementia also carry out activities to deal with patients with dementia.

Other than that, we have established a cooperation system with local governments in a wide range of fields, including promoting work-life balance for companies and employees and activities to alert them about bank transfer scams. We have concluded a comprehensive partnership agreement with 21 prefectures including Tokyo Metropolitan (as of June 2018) and conduct a host of activities in response to various issues of each region. Going forward, we will continue working to solve local issues together with local governments.



## Network with Professional Medical Organizations

The Dai-ichi Life Group has established a first-class information network in the insurance industry with professional medical organizations for the purpose of providing customers a wide range of medical information including correct knowledge and prevention methods of diseases. Specifically, we collaborate with professional organizations specializing in cancer, dementia, geriatrics and gerontology, Child Health and Development, infectious diseases, diabetes, pulmonitis, cerebral and Cardiovascular to provide high-quality information through sales activities of Total Life Plan Designers, health seminars organized by the company, and consultation services for policyholders. Going forward, we will continue to make efforts so that customers can lead healthy lives through the company's activities.



## Collaboration with diverse partners

Dai-ichi Life is pursuing collaborative initiatives to solve social issues with organizations that have similar thoughts and attitudes towards social contribution activities.

LDH JAPAN and the PGA of Japan are from different industrial sectors but they support the activation and development of local communities and we have concluded agreements with them to promote collaborative initiatives that will contribute to Group Action Principles for Social Contribution in the areas of child-rearing, health promotion and sports.

Specific Activities
<ul style="list-style-type: none"> <li>• Child development and child-rearing support</li> <li>• Promoting health</li> <li>• Promoting sports</li> <li>• Activation of local communities</li> </ul>



September 2017  
Conclusion of comprehensive partnership agreement with LDH Japan Inc.  
(Co-sponsoring of parent and child dance classes, etc.)



February 2018  
Conclusion of comprehensive partnership agreement with the Professional Golfers' Association of Japan (PGA)  
(Co-sponsoring of golfing events, etc.)



### Creating an Affluent Next- Generation Society

The "affluent next-generation society" the Group is aiming to realize is a society in which anyone can receive the necessary education and enjoy culture and arts in a living environment abounding with greenery while sharing "affluence" in various aspects which forms the foundation for growth of society.

Life insurance is a rare product that enables the company to have a long-term relationship with customers that may last several decades. In some cases the company moves forward together with customers for generations. The Group will strive to support child-rearing and the development of youth who will be the leaders of the next generation, in an effort to create and also develop a sustainable society.

## Specific Activities

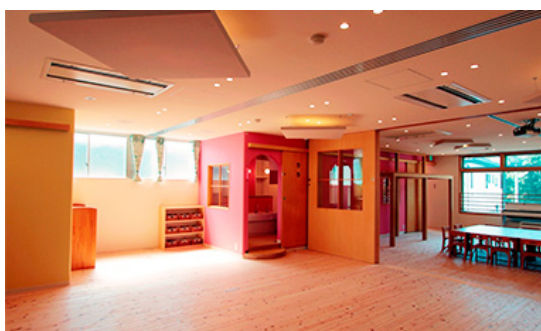
### Initiatives to Support Child-Rearing

#### Attraction of daycare centers to real estate properties owned by the Dai-ichi Life Group

Since 2011, the Dai-ichi Life Group has been working to attract daycare and nursing facilities to open in the real estate properties it owns for the purpose of expanding acceptance of children waiting for enrollment in daycare and nursing facilities. Furthermore, given the serious shortage of after-school care programs, referred to as "the barriers of first grade and fourth grade," in recent years, we have also been making efforts to invite after-school day-care centers\* since 2016. In addition, since 2013, the Dai-ichi Life Foundation has been providing subsidies to newly established daycare and nursing facilities for purchasing playground equipment and other items with a view to providing children quality daycare. Besides that, the Group is making concerted efforts for full-scale operation by initiatives such as continuous support through employee volunteer activities at the facilities it invited and subsidized, and collaboration and support with local governments to leverage throughout Japan successful examples of our advancement of female employees and activities to promote work-life balance.

The measures taken by the Group to deal with the declining birthrate, which also affects the life insurance business, aim at striking a balance between its core business and solving social challenges, such as contributing to improving business revenue including real estate rental revenue and stemming the falling birthrate. Going forward, the Group will comprehensively utilize its various resources to more effectively tackle issues.

\* This initiative is the first of its kind in the life insurance industry in Japan (according to our research).



Uchu Daycare Kamakura in the Kamakura Dai-ichi Life Building



Employee volunteer activities in the facility

#### Initiatives to improve community childcare services

In July 2018, Dai-ichi Life concluded an agreement on use of Dai-ichi Life Ground aimed to improve the quality of local daycare services in Setagaya, Tokyo. In Setagaya, childcare centers are being developed to solve the problem of children on waiting lists. However, it is difficult to build large playgrounds for the newly built daycare centers in urban areas and there is a shortage of space for children to play outside since multiple childcare centers using the same nearby parks as playgrounds.

To solve this issue, Dai-ichi Life decided to offer Dai-ichi Life Ground owned by Dai-ichi Life in Setagaya as playgrounds to be used by multiple daycare centers when not in use. Around 50 daycare centers (with a total capacity of around 750 children) are expected to use the ground as shared playgrounds in the future. We aim to further activate local communities and restore local economic vitality.



## Support for the Education of Next-Generation Torchbearers

The Company promotes support for education in various forms for next-generation torchbearers at Dai-ichi Life Group companies and foundations it has established to create and further develop a sustainable society.

### Support for Consumer Education and Finance and Insurance Education

Dai-ichi Life produces and provides the Life Cycle Game II-Recommend a Total Life Plan, a consumer education program that allows users to learn about the importance of money, how to prepare for various risks and knowledge for avoiding becoming a victim of scams by playing a Sugoroku-style game (Sugoroku is the Japanese version of Parcheesi). Dai-ichi Life uses this game to provide education at schools, companies and other institutions, thus helping to promote consumer education and financial and insurance education.

### Donations to Universities and Research Institutions (U.S.A.)

Dai-ichi Life and Protective Life have donated \$23 million as a contribution to the development of society on a joint basis for five years from 2015. Activities contribute to local communities, such as support for the development of human capital at the University of Alabama.



### Education Support in India

Star Union Dai-ichi Life repaired facilities, supplied equipment and installed a water supply system and a computer room at school in Maharashtra. It also presented school supplies to students.

In addition, Star Union Dai-ichi Life also gives support to reduce school expenses for students in India and donates picture books to kindergartens and elementary schools.



### The Foundation for the Advancement of Life & Insurance Around the World (FALIA)

The Foundation for the Advancement of Life & Insurance Around the World established by Dai-ichi Life holds training and seminars for foreign participants who are involved in the insurance business. It aims to make the philosophy of insurance more widely known, especially in Asian countries, and to contribute, even in a small way, to economic development and the enhancement of social security systems in the Asia region. In fiscal 2014, FALIA launched a new program "Essay Competition for international students in Japan" targeting students from emerging countries, to develop and educate human resources who will engage in insurance administration and business in the future.

## Continuous support activities at overseas group companies

Through its overseas group companies, the Dai-ichi Life Group continuously provides support to developing countries, helping them tackle issues such as building infrastructure and raising living standards.

# TAL

TAL partners with various non-profit organizations to provide support for the Australian community across three focus areas - helping children from disadvantaged backgrounds, supporting indigenous communities, and promoting positive mental health.

In 2017, TAL contributed AUD \$1,083,852 in cash and in-kind support across 38 charities. TAL also conducted ongoing fundraising for the Royal Flying Doctor Service which resulted in a donation of 80 defibrillators to enable towards saving the lives of patients in rural and remote Australia.

In 2018, TAL welcomed a new Community Foundation partner, Orygen, to support their objectives of raising awareness of youth mental health in the wider Australian community.



# DAI-ICHI LIFE

Gắn bó dài lâu.

Dai-ichi Life Vietnam has provided free cataract surgery to over 4,500 patients mainly in rural areas who cannot afford the medical costs due to financial situations. Dai-ichi Life Vietnam has also continuously engaged itself in various activities such as educational support, support activities to areas affected by disasters. In 2018, Dai-ichi Life Vietnam was awarded the Third Class Labor Medal by President of the Socialist Republic of Vietnam because of these activities. As to make contribution to Vietnamese society by CSR activities, Dai-ichi Life Vietnam founded the CSR foundation "For A Better Life Fund" in 2016.



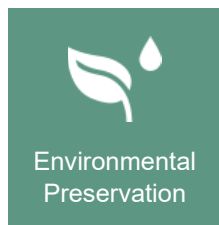




Star Union Dai-ichi Life Foundation supports villages to help develop sustainable infrastructure in health and sanitation, education and agricultural practices to aim for self-reliant village in the period of 3-5 years. In 2016, Star Union Dai-ichi Life provided irrigation systems for efficient water usage and training system on agricultural techniques to Mohpuri and Bolegaon village. Star Union Dai-ichi Life also supports the youth and women's employment.



Panin Dai-ichi Life is engaged in fund-raising program called "ORIGAMI HATI KAMI" project from 2016 through social media such as Instagram. This donation contributes to solving social problems such as supporting child cancer patients and fund-raising for elementary schools.



Environmental  
Preservation

Global warming is a global issue that has a serious impact on people's lives in the form of abnormal weather conditions and natural disasters, also significantly affecting the Dai-ichi Life Group's business. The Group carries out resource conservation and energy conservation as environmental preservation initiatives, and provides subsidies and awards to promote afforestation and greening activities. In addition, we continue initiatives that contribute to environmental preservation from many angles mainly through environmentally friendly real estate investment.

## Specific Activities

> [Click here for specific initiatives](#)

## Initiatives for Social Responsibility

- > [Click here for initiatives at Dai-ichi Life.](#)
- > [Click here for initiatives at Dai-ichi Frontier Life \(Japanese\).](#)
- > [Click here for initiatives at Neo First Life \(Japanese\).](#)

# Initiatives for the Environment

As a global insurance group, the Dai-ichi Life Group intends to continue with its environmental initiatives to help achieve a sustainable society in which social and economic progress are in harmony with the global environment.

## Specific Activities

### Reducing CO2 Emissions

To help prevent global warming, Dai-ichi Life is taking steps to cut its greenhouse gas emissions that include reducing energy use in its business activities. The company is engaged in "Cool Biz" and other ongoing group-wide energy efficiency initiatives, with a focus on rigorous measures to rationalize use of building facilities such as lighting and air conditioning. It is switching to energy-efficient facilities and equipment that reduces the load on the environment in its new and refurbished buildings, including LED lighting and efficient air conditioners and heat storage systems.



### Effort to Reduce Distribution Energy

Dai-ichi Life examines the reduction of both energy usage and cost in the daily shipment of contracts, manuals, applications, invoices and customer notifications between its nationwide network of offices. We actually reduced the weight of documents and booklets, changed our in-house distribution operations, and decoupled our parcel depots.

### Use of Renewable Energy

Dai-ichi Life has installed solar power generation system in several offices and investment properties and uses electricity produced by renewable energy.



Dai-ichi Life Shin-Oi Office

## External Evaluation of Environmental Data

In order to enhance the reliability of its CO2 emissions performance data, The Dai-ichi Life Group have received third-party assurance review from the Japan Quality Assurance organization for Scope 1 (direct emissions from use of gas fuel), Scope 2 (indirect emissions from use of electricity) and Scope 3 (indirect emissions from other business activities) emissions, produced in fiscal 2017.



[Greenhouse Gas Emissions Verification Report](#)

## Reducing Paper Usage

The Dai-ichi Life group uses a large number of printed and other documents in its activities. Accordingly, it is taking steps, both company-wide and all the way down to the level of individual employees, to cut its consumption of resources by reducing use of paper, increasing use of recycled paper, promoting green procurement of business consumables and other materials, and encouraging the recycling of waste. In addition to use of projectors at company meetings to reduce the distribution of printed documents, Dai-ichi Life is also boosting efforts throughout the group aimed at reducing use of printer and copier paper, including the use of electronic documents in business processes and such voluntary reduction initiatives by executives and staff as making extensive use of double-sided copying and two-in-one printing.

## Revise of Documents for Customers

Dai-ichi Life is taking steps to reduce paper use that include adopting electronic application forms and reducing the variety of paper-based documents, such as pamphlets and other material intended for customers and also in-house reports.



Policy guide - terms and conditions DVD (left)  
and use of DL Pad to fill out forms (right)

## Environmentally Conscious Real Estate Investing

As the owner of 284 investment properties in Japan (as of March 2017), Dai-ichi Life is taking steps to save energy in terms of both its choice of building facilities and how they are used. In addition to installing efficient equipment to improve environmental performance in new buildings or when renovating or refurbishing, facilities-related initiatives also include striving to create "greener" buildings. In terms of routine building operation and management, energy savings are being achieved through ongoing improvements made in collaboration with management companies such as Dai-ichi Building.



Tokyo Square Garden (Chuo-ku, Tokyo)  
Kyobashi no oka garden

## Hosting of environment learning events using real estate properties owned by the Dai-ichi Life Group

Dai-ichi Life and Shimizu Corporation hosted environment learning events for employees of both companies to raise awareness of protection of the environment and preservation of biodiversity. The hands-on environment awareness raising activities included an urban beekeeping experience using the rooftop of a real estate property owned by Dai-ichi Life and nature experience-based games in rooftop green areas. The beekeeping project on the rooftop of the Kyobashi Dai-ichi Life Building was a collaborative initiative with Dai-ichi Building, which is the building's management company and was undertaken with the cooperation of the Ginza Honeybee Project.



Beekeeping experience

## Actions to address the risks and opportunities of climate change

Awareness of the need for global action to combat climate change is becoming more widespread. We consider this as an important issue as we continue to operate on a global scale. In addition, The Dai-ichi Life Group will deepen the analysis of the risks and opportunities that impact our life insurance business and asset management business. They include the impact on life and health as a result of natural disasters and infectious diseases caused by climate change as well as the impact on investment and loans due to policy changes accompanying the transition to a low-carbon society.

# Initiatives for Shareholders and Investors

At the Dai-ichi Life Group, we take the following initiatives for the purpose of disclosing company information in a timely and appropriate manner and using useful requests and opinions from dialogue with shareholders and investors as reference for company management.

## Specific Initiatives

### General Meeting of Shareholders

At Dai-ichi Life, we hold the Annual General Meeting of Shareholders in late June of each year to report important matters concerning the company to shareholders for them to resolve such matters. In addition to the explanation of business operations and the management plan given by the president, we are working to enhance two-way communication through questions and answers. Furthermore, we are taking initiatives such as online exercise of voting rights and participation in the electronic voting rights execution platform for institutional investors with an eye to improving the environment for exercising voting rights.

\* We will hold the Annual General Meeting of Shareholders as Dai-ichi Life Insurance Company, Limited until Fiscal 2016, and as Dai-ichi Life Holdings, Inc. from Fiscal 2017.



General meeting of shareholders



Events to measure skin age and blood vessel age

### Financial Results Conference Call

We hold a Financial Results Conference Call four times a year where senior management explains the Dai-ichi Life Group's financial results to institutional investors and analysts. The Dai-ichi Life Group's top management directly explains such matters followed by a question and answer session. The Financial Results Conference Call is made widely available via online streaming.

### Financial Analyst Meeting

We hold a Financial Analyst Meeting twice a year where the president explains the Dai-ichi Life Group's strategy to institutional investors and analysts. The president directly explains such matters followed by a question and answer session. The Financial Analyst Meeting is made widely available via online streaming. In addition, we hold "Analyst Day" in which officers in charge of major departments directly explain their management strategies, and make the explanatory materials widely available via online streaming.





## Visit to Domestic and Foreign Institutional Investors and Separate Response

We have separate dialogues with about 300 domestic and foreign institutional investors a year. Of those institutional investors, about 30% are foreign institutional investors with whom we actively communicate including separate response by senior management.

## Response to Inquiries from Sell-side Analysts, etc.

We respond to inquiries as necessary from sell-side analysts working for securities companies who analyze financial results and compile a report of stock price forecasts.

## Interaction with individual investors

We engage in active exchange mainly through the explanation of the Dai-ichi Life Group, including strategy and financial results, to individual investors who actively conduct equity investment, through company information sessions nearly 10 times a year.



Presentation by the president

# Initiatives for Business Partners

At the Dai-ichi Life Group, we take the following initiatives for the purpose of promoting fair and equitable business dealings with suppliers and contractors of goods and services, and agents to build sound relationships.

## Specific Initiatives

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### Initiatives for Contractors

At Dai-ichi Life, when selecting contractors, we evaluate them according to multiple perspectives, including information safety management and elimination of anti-social forces, and conduct site visits as required. And, once a year, we conduct a regular inspection of the contract details, as we strive to manage our outsource business properly and professionally.

For our work related to underwriting and maintaining insurance contracts, and our business duties, including printing and sending documents and forms to customers, the company outsources part of that to outside contractors.

### Dialogue with contractors

The Dai-ichi Life Group attached a Sustainability Assessment Sheet to contracts as to improve the Group's corporate brand in the long-term including the supply chain. The Sustainability Assessment Sheet explains the Group's approach towards sustainability, including human rights, labor, the environment and anti-corruption, and asks for contractors' understanding and also assesses contractors' attitudes towards sustainability.

### Consideration for the Environment during Selection of Business Partners

Dai-ichi Life regularly conducts surveys of the environmental initiatives of our major business partners. And, in addition to installing environmentally-friendly OA equipment, we promote "Green Purchasing," which is the preferential purchasing of products that put little load on the environment. In addition to formulating our company's "Green Purchasing Guidelines," when purchasing office consumables, etc., as a rule, we purchase Green Purchasing-compatible products through our in-house bulk purchasing system.

### Training, Education, and Support for Agents

At Dai-ichi Life, we outsource the sales of our products to professional agents of Sompo Japan Nipponkoa Insurance with whom we have forged a comprehensive business alliance and support activities, including presentation of proposal methods and preparation of insurance design, for the purpose of providing total consulting services which cover life insurance and non-life insurance to customers. In addition, we hold an awards ceremony every year to honor agents that achieved remarkable sales results for our products. Also, Dai-ichi Frontier Life has established a call center for agents separate from its customer call center. Each call center continually works to strengthen its system for responding promptly and accurately to inquiries about products and procedures.

# Initiatives for Employees

We believe that it is important to create value as an organization on the whole by mutually accepting diversity (inclusion) and active roles played by various individuals will become the basis for creating this new value.

## Specific Activities

### Diversity and Inclusion

#### Promoting the Achievements of Female Employees

**– Creation of workplace environment and human resources development enabling employees to fully demonstrate their full potential –**

Our domestic life insurance group companies are implementing initiatives on the three main themes. Themes are "Reforming ways of thinking corporate culture", "Enhancing skills development", and "Promoting work-life balance" to enable women, who make up a large proportion of employees, to advance their careers. We are particularly focusing on the development of next-generation female leaders. The purpose is to raise awareness among female managerial candidates through direct involvement in the development of executives and the provision of role models by women in senior positions. As a result, as of April 1, 2018, the number of female employees in managerial positions was 908, which is equivalent to 25.2% of all managerial positions. We have established a target to increase the percentage of female managerial employees to at least 25% over the period of the medium-term management plan and aiming at 30% in the 2020's. Our domestic life insurance group companies will continue promoting the production and establishment of female leaders.

Please view the Dai-ichi Life website for details.

> [Dai-ichi Life website \(Promoting the Achievements of Female Employees\)](#) 

#### Global Diversity

**– Acceleration of development of global human resources and Group synergies –**

The Dai-ichi Life Group is strengthening the development of global human resources through various initiatives such as skills development through the Global Human Capital Development Program and the hiring of foreign exchange students to secure and develop human resources that are competitive from a global perspective. We also regularly hold meetings, training and other events aimed at bringing together overseas group companies and generating synergies within the Group through rank-and section-based human resource exchanges and the sharing of best practices and other information.

Please see the Dai-ichi Life website for details.

> [Dai-ichi Life website \(Global Diversity\)](#) 



Global Talent Exchange Program (GTEx)

## Promotion of Active Participation of Employees with Disabilities

### – Realization of normalization –

The Dai-ichi Life Group proactively employs persons with disabilities. In addition, we are engaged in several activities geared toward "normalizing" the employment of persons with disabilities. We strive to create a comfortable working environment for persons with disabilities by conducting follow-up meetings with employees after joining the company and holds training courses on human rights awareness in order to deepen all employees' understanding of people with disabilities. As of June 2018, we employ 965 people with disabilities nationwide, which equates to about 2.2% of our entire workforce.

Please see the Dai-ichi Life website for details.

> [Dai-ichi Life website \(Active Participation of Employees with Disabilities\)](#)

#### \* Normalization:

The concept that it is normal for society to fully include both people with disabilities and those without, respecting and supporting each other, and living together in harmony with each other and with the community.



Dai-ichi Life Hibiya Headquarters Building "dl. Café"

## Improve QOL of employees

### – Promotion of work-life balance –

Our domestic life insurance group companies are committed to promoting work-life balance in two core ways: enriching our Family-Friendly System (work-life balance support system) and working to transform work styles. In addition to encouraging strategic use of our work-life balance support system and promoting teleworking, we are working to promote understanding for diverse working styles through the provision of unconscious bias training to managers.

Please see the Dai-ichi Life website for details.

> [Dai-ichi Life website \(Work-Life Balance\)](#)



Implementation of reinstatement seminar

## LGBT Friendly

The Dai-ichi Life Group clearly lay out respect for basic human rights in the Dai-ichi Life Human Rights Declaration. In addition, we push forward initiatives to become LGBT-friendly Company. The initiatives include promotion for understanding broader application of the leave system and company housing through training and seminars.

Please see the Dai-ichi Life website for details.

> [Dai-ichi Life website \(LGBT-Friendly\)](#)



Participation in Tokyo Rainbow Pride Parade

#### \* LGBT:

An acronym representing Lesbian, Gay, Bisexual and Transgender persons.

## Initiatives to raise awareness of human rights

The Dai-ichi Life Group is working to raise awareness of human rights based on the belief that respect for human rights constitutes the management foundation of companies. Human resources support companies, and it is vital to persistently and repeatedly take initiatives aimed at promoting human rights awareness of employees in order to deepen each employee's proper understanding and awareness of human rights issues and tie these into daily activities.


We are firmly incorporating the value of "Respect to Human Rights" into corporate actions through departmental training for all employees, Human Rights Awareness Committee members, and by raising awareness of human rights to new employees.

## Training and Support Systems

Dai-ichi Life Group has employees who play a variety of roles, and boasts the largest number of employees in the country, including approximately 40,000 Total Life Plan Designers.

By defining training systems to help each individual employee increase the value they add to the company through reviewing their skills and workstyles, and strengthening our organizational management capabilities by strengthening cooperation between superiors and subordinates, within and between departments, etc., we are enhancing our self-development systems, such as training programs and e-learning to suit each respective job level.

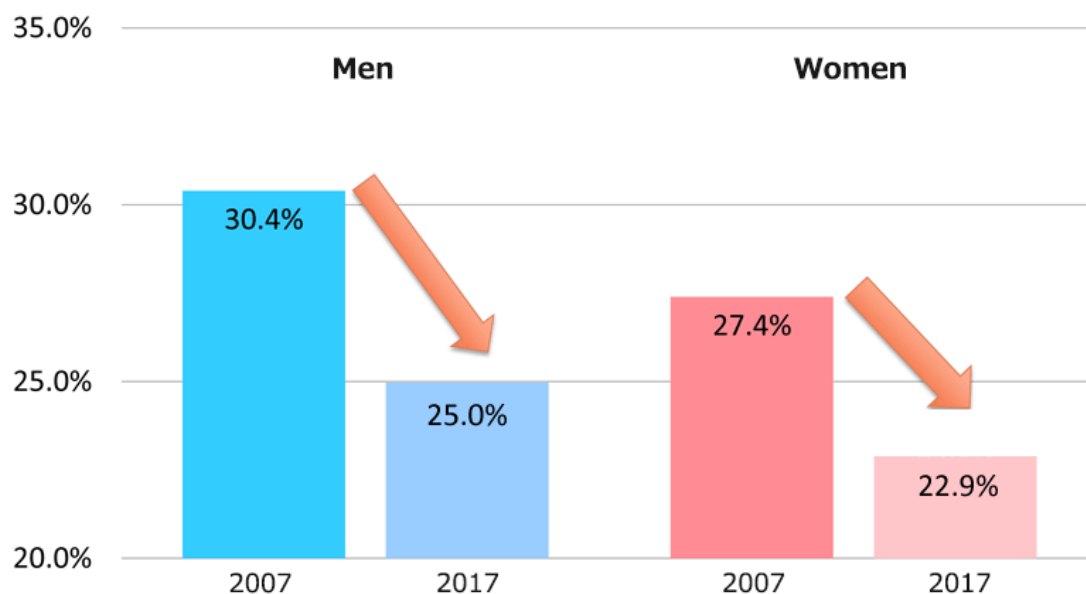
Among those systems, in group training, our aim is not only to earn customers' trust by learning useful advanced knowledge and skills, but it is also designed to be a place where participants come together from all over the country to strengthen their practical skills by engaging in potluck discussions of their respective challenges, sharing diverse ideas and values, and honing their skills as the next generation of leaders.

> [Dai-ichi Life website \(Human Resource Development\)](#) 

## Promoting Health for Employees

### Initiatives for Undergoing Medical Checkup

By thoroughly recommending the undertaking of further medical examinations ("secondary examinations") after regular medical checkups, and by also thoroughly recommending the undertaking of special checkups and special health guidance sessions in response to metabolic syndrome, the Dai-ichi Life Group has worked to lower the prevalence of abnormal findings\* discovered during the regular checkups of its employees. The Dai-ichi Life Group is also placing emphasis on encouraging its employees to undergo screening for various forms of cancer. In particular, as a result of mobile screening centers for breast cancer called "MammoBus," that have operated in approximately 320 locations nationwide, the employee screening rate is approximately 50%, twice of the national average.



Prevalence of Abnormal Findings by Gender of the Dai-ichi Life Group (Statutory Items Only)

\* Prevalence of abnormal findings = Number of people identified as "Requiring examination" or "Requiring detailed testing" or "Undergoing treatment" / Total number of people undergoing medical checkups



## Lifestyle Improvement Initiatives

At the Dai-ichi Life Group, health seminars and health indicator measurement gatherings are held for health issues of each office throughout Japan as an opportunity for employees to improve their lifestyles. In addition, as an anti-smoking initiative, we have expanded "smoking-free day," which falls on the 22nd of every month as promoted by the Tobacco Control Medical-Dental Research Network\* to include all days of the month with a two (2nd, 12th, 22nd). Activities include closing of some of the smoking rooms. Posters that highlight the importance of quitting smoking are also displayed to proactively raise awareness of quitting smoking.

Since fiscal 2014, we have promoted a company-wide approach to health advancement that includes making one month in the fall of every year Dai-ichi Life health advancement month, during which the health advancement campaign and health events are held.

For details, please see the Dai-ichi Life website.

> [Dai-ichi Life website](#)

\* [Tobacco Control Medical-Dental Research Network website \(Japanese\)](#)



Initiatives for Health Advancement Month

## Developing an Accommodating Work Environment

### Message from the President

At the Dai-ichi Life Group, we have established an initiative that connects directly the president and employees by utilizing the company's intranet. The network is operated so that the management vision can be shared throughout the entire company. It can also pass along messages and official speeches given by the president on special occasions such as on anniversaries of the company's founding, etc. This initiative provides interactive communication so that employees are also able to convey to the president any questions and concerns regarding day-to-day operations. The feedback that the president's responses generate can also be shared with the entire company, etc.



Message from the President over the intranet (Image)

### Dialogue with Top Management

At the Dai-ichi Life Group, we conduct dialogue with top management as an opportunity for top management to seriously listen to employee views. Within this framework, executives visit the workplace and share with employees the background and views associated with various business challenges, in addition to management directly fielding questions and opinions from employees. Internal communications are invigorated through such direct discussions, and this framework also works to create an organization brimming with energy and a sense of unity.



Dialogue with Top Management

### Determining Employee Satisfaction

At the Dai-ichi Life, we have conducted an employee satisfaction (ES) survey since fiscal 2003. This survey is used both to gauge current ES and to consider any measures to be undertaken in response to challenges. An accommodating work environment is being developed by the identification of challenges and by the implementation of responses to them.

### Whistleblowing System (Internal and External Consultation Service)

To enhance corporate governance, the Dai-ichi Life Group has established a consultation service within each company and with external lawyers in accordance with the Whistleblower Protection Act to act as a channel through which employees can directly report and consult on important compliance matters. Specifically, the consultation service within each company receives reports concerning violations of laws and regulations and internal rules and outside lawyers of the external consultation service handle and resolve matters reported by employees of each company under a system independent from management. Going forward, we will work to enhance governance and the trust of customers by listening sincerely to various feedback.

### Consultation Service Related to Human Resources

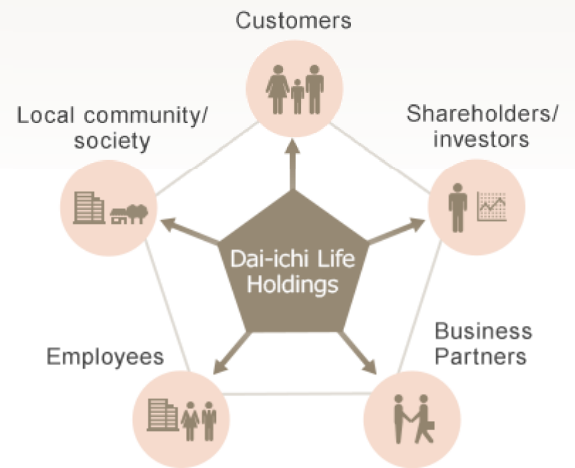
At the Dai-ichi Life Group, for the purpose of handling various consultations concerning career path with a view to enhancing employees' human resource value, career advisors with special skills offer appropriate advice in order to encourage those seeking consultation to resolve matters on their own, and support the career development of employees.

### Labour Unions

The Dai-ichi Life Labour Union employs a union shop system whereby both in-house staff and sales representatives are union members. There are some 52,000 people (as of April 1, 2018) to whom the conditions of union membership apply. The company and the union engage in an active exchange of opinions via discussions held in various committees to both realize a wealthier and more cheerful lifestyle for union members, and so as to create a satisfying and positive workplace for them.

# Stakeholder Communication

We understand our customers, Local community/society, Shareholders/investors, business partners, and employees as stakeholders who are deeply involved in our business activities. Based on opinions and evaluations obtained through active communication with various stakeholders, we aim to promote higher quality activities and enhance corporate value by reflecting our understanding of issues in our business activities.



## Communication with our Stakeholders

Here, we introduce various methods of communication with our stakeholders.

### Customers

We take the following initiatives in order to improve our products and services with a view to achieving the group mission of "By your side, for life."

#### Methods of Communication (examples)

- Roundtable Conference with Customers
  - Customer Satisfaction Survey
- > Please see "Initiatives for Customers" for details.

### Community and Society

At the Dai-ichi Life Group, we take the following initiatives for the purpose of growing together with the community and society as a good corporate citizen.

#### Methods of Communication (examples)

- Collaboration with External Organizations
  - Dialogue with Outside Experts
  - Partnership with Local Governments
- > Please see "Initiatives for Community and Society" for details.

## Shareholders and Investors

At the Dai-ichi Life Group, we take the following initiatives for the purpose of disclosing company information in a timely and appropriate manner and using useful requests and opinions from dialogue with shareholders and investors as reference for company management.

### Methods of Communication (examples)

- General Meeting of Shareholders
- Financial Analyst Meeting
- Seminar for Individual Investors

> Please see "Initiatives for Shareholders and Investors" for details.

## Business Partners

At the Dai-ichi Life Group, we take the following initiatives for the purpose of promoting fair and equitable business dealings with suppliers and contractors of goods and services, and agents to build sound relationships.

### Methods of Communication (examples)

- Outsource Business Management
- Training, Education, and Support for Agents

> Please see "Initiatives for Business Partners" for details.

## Employees

At the Dai-ichi Life Group, we take the following initiatives for the purpose of ensuring a positive work environment where diverse human resources can play active roles.

### Methods of Communication (examples)

- Message from the President over the intranet
- Determining Employee Satisfaction
- Whistleblowing System
- Consultations between Labour and Management

> Please see "Initiatives for Employees" for details.

## Stakeholder Dialogue



A Stakeholder Dialogue is held regularly every year as a forum for two-way dialogue between outside experts and company executives and employees to reflect the opinions of our stakeholders in the Dai-ichi Life Group's business activities. A description of the Stakeholder Dialogue is presented.

## Enhancing the Effectiveness of Governance and Accelerating Growth Strategies

Our outside directors gathered to discuss the roles they played in the formulation of the new medium-term management plan and on future challenges aimed at strengthening corporate governance.



### Outline of the Stakeholder Dialogue

Theme	Enhancing the Effectiveness of Governance and Accelerating Growth Strategies
Stakeholder	<ul style="list-style-type: none"> <li>• Ungyong Shu, Outside Director (Audit &amp; Supervisory Committee Member)</li> <li>• George Olcott, Outside Director</li> <li>• Koichi Maeda, Outside Director</li> <li>• Koichi Masuda, Outside Director (Audit &amp; Supervisory Committee Member)</li> <li>• Rieko Sato, Outside Director (Audit &amp; Supervisory Committee Member)</li> <li>• Yuriko Inoue, Outside Director</li> </ul>

\* The affiliation and position are at the time when the dialogue was held for producing Annual Report (published in August, 2018).



# Assessment of the New Medium-term Management Plan CONNECT 2020

## — As an outside director, how do you view the new medium-term management plan, CONNECT 2020, announced this spring?

**Olcott** | First, I would like to praise the plan's formulation process. In many cases, top-level decision making at Japanese companies involves the execution side simply submitting a proposal to the Board of Directors for approval. However, for this medium-term management plan, deliberations involving the Board of Directors were held on two or three occasions from the drafting stage. The fact that I was able to participate in these discussions made me feel like I contributed to the decision-making process to some extent.

**Maeda** | I agree. The draft plan was reviewed from various angles during the many discussions held from about one year prior to the finalization of the new medium-term management plan. Discussions were based on the overarching theme of growth strategies aimed at 2020. Ultimately, the plan was compiled after incorporating the views of us outside officers as well. I found this to be a valuable process as a means of formulating the plan.



**Sato** | We really spent a long period of time discussing the plan. There were even meetings that convened only outside directors. In addition to Dai-ichi Life Holdings' outside directors, the outside officers of Dai-ichi Life were also asked to provide feedback. This led to discussions on the perspective needed for formulating the medium-term management plan.

**Masuda** | I was elected outside director after we transitioned to a holding company structure so I was very interested in how the medium-term management plan would be discussed under the new corporate structure as a company with an Audit & Supervisory Committee. As all of you have noted, the decision-making process used this time was extremely good. I was able to participate in fundamental talks such as whether to make it a three-year or five-year plan. Discussions revealed a great deal about the direction of the Dai-ichi Life Group and future challenges.



**Maeda** | Since its demutualization, the Dai-ichi Life Group has laid out new axes of business aimed at moving to the next step. The previous medium-term management plan focused on building a foundation for the three growth engines built of domestic life insurance, overseas life insurance, and asset management. This time around, the plan positions us to achieve sustainable growth based on this foundation.

**Shu** | Since its listing, the Dai-ichi Life Group has promoted a strategy of expanding from Japan into international markets. To continue implementing this strategy, it is important that we reinforce our domestic business. In other words, it is important that we maintain and expand the profitability of our domestic business autonomously. The new medium-term management plan also focuses on this aspect. I find it to be a plan carefully crafted based on this awareness.

**Sato** | I recall that the concept of the medium-term management plan known as CONNECT was presented from the execution side during the course of discussions. This word carries with it many meanings, such as connecting with customers using a customer-first approach, connecting with sales partners such as agencies and banks, and connecting with untapped customer segments. This word aptly expresses the aim of harnessing all the strengths of the Dai-ichi Life Group.



- Shu | I understand CONNECT to mean the act of solidifying the markets and management resources the Dai-ichi Life Group has established to date. The word CONNECT is the right word for stakeholders to understand our approach of re-utilizing the new experiences and know-how gained through previous strategies in new fields. This includes new resources gained from M&A of overseas companies and reaching new customer segments by diversifying our sales channels in the domestic market.
- Inoue | I was not directly involved in the formulation process because I was just appointed outside director this June, but before this I served on the Company's Advisory Board, and was shown a copy of the plan's original draft. The one aspect that caught my attention was that the new medium-term management plan aims to promote InsTech and create innovation through big data analysis and other means. The creation of an ecosystem that delivers benefits to both users and business partners alike, with a platform that utilizes data collected through collaboration with different sectors in various industries, represents a new convention of management strategy. I believe this approach has high affinity with the life insurance industry. For this reason, I have high hopes for the Dai-ichi Life Group's future initiatives.

## Initiatives for Strengthening Corporate Governance

### — Are you aware of any challenges facing the Dai-ichi Life Group in terms of corporate governance?

- Olcott | One challenge is the governance of overseas Group companies acquired through M&A. The Dai-ichi Life Group is growing at a quick pace globally. The life insurance business is tightly regulated in each country, which means sending experts from Japan to overseas business sites, which is a common practice in the manufacturing industry, is not effective. Overseas M&A ultimately means acquiring local companies, which results in organizations with completely different histories and cultures joining the group. This is why building a trusting relationship with the counterparty's management is a major challenge. For example, when Protective or TAL acquires a business locally, these businesses become a subsidiary of a subsidiary, but if they are unable to build trustworthy relationships, it will be difficult to entrust such a strategy to these new members of the Group. It is extremely important to create a "One Dai-ichi Life" where global talent is educated at the head office and newly acquired companies are given the opportunity to learn about the head office in Japan.
- Sato | The governance of overseas Group companies is an extremely challenging issue. Even when a trustworthy relationship is established with the counterparty's management at the time of an acquisition, there are other latent issues to consider, such as what will happen when a generational change occurs. In the case of Dai-ichi Life Holdings, we are aware of the intended successors of Group companies, so I think it's a matter of how we as outside directors support this process.
- Shu | There are many cases where a Japanese company takes a slow, step-by-step approach to post-merger integration in consideration of the other company's independence.  
In the case of Dai-ichi Life Holdings, I feel like we are relatively better at building trustworthy relationships with the management of acquired companies because of the culture of the life insurance industry which values trust. Going forward, I think we should continue to take a quicker approach to post-merger integration and actively incorporate the management of acquired companies.
- Maeda | I have seen a number of business acquisitions over the years. I have found that Dai-ichi Life Holdings looks very carefully at the people and the target company, which is why I believe M&A has been carried out well so far. Over the next three years, we will take the time to complete a new foundation by examining these deals from various perspectives. This includes the synergies produced in our core business using the business foundations acquired through M&A, linkages with new business creation, solutions that can be utilized mutually in Japan and overseas, implementation of governance, and utilizing the human capital of acquired companies globally.



Inoue Changing subjects, from the perspective of board effectiveness, I feel it will be important to further enhance the diversity of the Board of Directors going forward. I don't have any experience in corporate management, but enhancing the board's diversity, including adding members without such experience, will make it possible to incorporate the perspectives of more stakeholders in management. On the other hand, for us to participate in the decision making process and provide effective advice, we need to deepen our understanding of the company's business and strategy.



Masuda The Dai-ichi Life Group provides multilayered and wide-ranging training programs. It also provides detailed documents and preliminary explanations, and regularly holds tours to foster understanding about the frontlines of its businesses. There are opportunities to speak with Total Life Plan Designers out in the field across Japan and visit overseas business sites, which is very informative.

Shu People inside the company build their career in the same culture and consider strategy along the lines of what has been the usual approach. This tends to result in discussions converging on the same direction. The ability to raise questions that may have not yet been considered is an essential role of outside directors.

Sato I agree. Speaking frankly about questions is meaningful because you can present a completely different, outside perspective to inside directors and the execution side.

Shu I would like to share another opinion. I feel it is necessary to have discussions from a longer term vantage point taking into account ESG and other perspectives. The life insurance business itself has high public profile. This is why ESG and CSR for the Dai-ichi Life Group involve continually generating profit in a sustainable manner using a legitimate approach. As the life insurance industry in Japan now faces a challenging environment, the Dai-ichi Life Group is working to quickly lay out new business axes such as developing new markets and new channels and making efforts amid a business environment that is becoming increasingly difficult. In order to continue to generate profit consistently in the future, it is important that disciplined discussions and decision making be carried out by the Board of Directors with regard to the selection of priority businesses and new initiatives.

Olcott It is difficult to predict future environmental changes. This is why I feel it is important to think about what the global landscape will be like in 20 to 30 years' time and what business model the Dai-ichi Life Group will need to adopt in order to continue to grow. I would like for the Dai-ichi Life Group to develop growth scenarios based on a long-term vision and strive to realize those scenarios.



# Stakeholder Dialogue

## The Dai-ichi Life Group's Basic Approach

The Dai-ichi Life Group holds a stakeholder dialogue every year to provide opportunities for two-way dialogue between outside experts and internal officers and employees as a means of reflecting various stakeholders' opinions in the Group's business activities. We invite experts in a wide range of fields and reflect their opinions and assessments in the Group's business activities taking into account the latest social conditions, with a view to taking high-quality initiatives.

\* The company name, the affiliation and position of employees and outsiders are at the time.

## Stakeholder Dialogue for Fiscal 2018

### Enhancing the Effectiveness of Governance and Accelerating Growth Strategies



#### Stakeholder

- Ungyong Shu, Outside Director (Audit & Supervisory Committee Member)
- George Olcott, Outside Director
- Koichi Maeda, Outside Director
- Koichi Masuda, Outside Director (Audit & Supervisory Committee Member)
- Rieko Sato, Outside Director (Audit & Supervisory Committee Member)
- Yuriko Inoue, Outside Director

## Past Stakeholder Dialogues

### Fiscal 2017

#### Aiming to Build a Global Governance System that Achieves Sustainable Value Creation



#### External Stakeholder

- Nicholas E. Benes, Representative Director, The Board Director Training Institute of Japan

#### Participants from the Company

- Seiji Inagaki, President and Representative Director
- Morinobu Nagahama, Director (Senior Audit & Supervisory Committee Member (Full-Time))
- Rieko Sato, Outside Director (Audit & Supervisory Committee Member)
- Toshiaki Sumino, Executive Officer, Chief of Corporate Planning Unit

## Fiscal 2016

- ▶ To Strengthen Governance  
-Initiatives at Dai-ichi Life Group and the Roles of Outside Directors-



Stakeholder	George Olcott, Outside Director
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## Fiscal 2015

- ▶ Striving to Become a Role Model that Leads Japan in Governance



External Stakeholder	Keiichi Ushijima, EY Japan Area CCaSS Leader
Participants from the Company	Seiji Inagaki, Managing Executive Officer, Head of Group Management Strategy Unit and General Manager of Corporate Planning Department



## Recognition from Society

### Assessment of the Dai-ichi Life Group by Society and Major Awards Received

#### Dai-ichi Life

##### The Most Excellent Efforts (Minister of the Environment Award)

Dai-ichi Life received the Minister of the Environment Award for the first time in the life insurance industry from Principles for Financial Action Towards a Sustainable Society (Principles for Financial Action for the 21st Century), being evaluated for its advanced approach to investment based on social responsibility as institutional investor.



> Other Awards

#### TAL

##### AFA / Strategic Insight Platinum Award for Life Company

TAL has won Platinum Life Company of the Year which is the most sought-after industry award for Australian life insurers. This award is assessed against overall key benchmarks such as financial strength and stability, market sales growth, premium rates and service quality.



> Other Awards

#### Dai-ichi Life Vietnam

##### The Third Class Labor Medal Award

Dai-ichi Life Vietnam was awarded the Third Class Labor Medal by Socialist Republic of Vietnam for the continuous CSR activities over the past years such as the sponsorship for free-of-charge surgeries to financially-challenged cataract patients, educational supports, and disaster reliefs.



> Other Awards

#### Star Union Dai-ichi Life

##### Golden Peacock Awards for Excellence in Corporate Governance

Star Union Dai-ichi Life received the Golden Peacock Award from the Institute of Directors (IOD), India, which was evaluated for excellence in corporate governance in 2017.



> Other Awards

## Panin Dai-ichi Life

### 2017 The Best Life Insurance Company

Panin Dai-ichi Life, selected out of life insurance companies with total assets of between 1–15 trillion Indonesia rupiah, received the 2017 The Best Life Insurance Company award from Investor for its outstanding financial profile.



> Other Awards

## OCEAN LIFE

### Thailand Outstanding ASEAN Women Entrepreneurs Awards 2017

OCEAN LIFE received the Thailand Outstanding ASEAN Women Entrepreneurs Awards 2017 as being a leading woman entrepreneur over the ASEAN Women Entrepreneurs Network as being leading the life insurance industry.

> Other Awards

## Other Awards



Recipient	Organizer	Assessment / Award
Dai-ichi Life Holdings	Toyo Keizai, Inc.	CSR Corporate Ranking 2th among financial institutions
Dai-ichi Life Holdings	NIKKEI RESEARCH	NIKKEI Smart Work 2017 (4 stars)
Dai-ichi Life Holdings	CDP	CDP Global Change Report 2017 (Rank B)
Dai-ichi Life	Global Real Estate Sustainability Benchmark	GRESB Real Estate Assessment (Green Star)
Dai-ichi Frontier Life	UCDA	UCDA Award2017 (Executive committee special commendation)
Neo First Life	HDI-Japan	3 stars Quality Service certified for 11 consecutive years
Asset Management One	Nikkin investment information	Investment company brand strength survey No.1
Dai-ichi Life Vietnam	Enterprise Asia	The Asia Responsible Entrepreneurship Awards (AREA) 2017
Ocean Life	the Ministry of Labour	The Best of DSD (Employee Skill Development Award)

Recipient	Organizer	Assessment / Award
Ocean Life	Office of The Consumer Protection Board	Outstanding Consumer Protection Contact Center 2017
Panin Dai-ichi Life	Warta Ekonomi	The Winner of Indonesia Digital Innovation Award 2017
Panin Dai-ichi Life	ISEA	SPECIAL AWARDS - INDONESIA SENIOR EXECUIVE ASSOCIATION
Panin Dai-ichi Life	Investor	2017 The Best Life Insurance Company
Panin Dai-ichi Life	Warta Ekonomi	The Best Financial Performance Life Insurance Company
Panin Dai-ichi Life	Business News	TOP Life Insurance 2017
Protective	Birmingham Corporate Challenge	First Place
Protective	The Cincinnatti Enquirer	Top Work Places
Protective	St. Louis Post-Dispatch	Top Work Places
Star Union Dai-ichi Life	Institute of Directors (IOD), India	Golden Peacock Awards for Excellence in Corporate Governance
TAL	Roy Morgan Satisfaction with Risk and Life Insurer Customer Survey	Top life insurer for customer satisfaction (InsuranceLine)
TAL	TDI Asian Insurance Innovation Awards	Top Asian insurance innovator (TAL and Qantas)
TAL	Money Management/DEXX&R Risk Company of the Year Awards	Disability Income Product Award Winner for TAL Accelerated Protection Income Protection Premier
TAL	iCMG ANZ & Asia Pacific Architecture Excellence Awards	Winner for Architecture Excellence in the Banking, Financial Services and Insurance category
TAL	SMA Innovation in Action Awards	Insurance Winner
TAL	ANZIIF Australian Insurance Industry Awards Winner	Women's Employer of the Year
TAL	CANSTAR Life Insurance Awards	Outstanding Value Income Protection Insurance Award Winner
TAL	Strategic Insight Direct Life Insurance Awards	Overall Direct Life Insurance Excellence Winner, Term Life Product Winner, Omnibus Product Winner, Customer Service Winner, Marketer Customer Service Winner

Recipient	Organizer	Assessment / Award
TAL	Money Magazine Best of the Best Awards	Best Featured Income Protection Insurance
TAL	AB+F Australian Insurance Awards	Australian Insurance Executive of the Year (Brett Clark) & Marketing Campaign of the Year
TAL	Strategic Insights/AFA Life Company of the Year Awards 2017	Overall Platinum Life Company of the Year Winner, Service Quality Award Winner, Trauma Product of the Year

## Inclusion in the ESG Indices

The Dai-ichi Life Holdings is included in domestic and overseas ESG indices (as of September 2018).

### FTSE4Good Index Series

The Company was selected for inclusion in the FTSE4Good Index Series for the eight consecutive years. The FTSE4Good Index Series is a family of indexes compiled by UK-based FTSE Russell, a global index provider. The index is designed to select companies that meet international standards in risk management relating to Environmental, Social and Governance (ESG).

> [FTSE4Good Index Series](#)



FTSE4Good

### FTSE Blossom Japan Index

The Company was also selected for inclusion in the FTSE Blossom Japan Index, which is designed to measure the performance of Japanese companies that demonstrate strong ESG practices.

> [FTSE Blossom Japan Index](#)



FTSE Blossom  
Japan

### MSCI Japan ESG Select Leaders Index

> [MSCI Japan ESG Select Leaders Index](#)



2018 Constituent  
MSCI Japan ESG  
Select Leaders Index

### MSCI Japan Empowering Women Index (WIN)

> [MSCI Japan Empowering Women Index \(WIN\)](#)



2018 Constituent  
MSCI Japan Empowering  
Women Index (WIN)

The Company was selected for inclusion in the MSCI Japan ESG Select Leaders Index and the MSCI Japan Empowering Women Index compiled by American index provider MSCI, Inc.

## Morningstar Socially Responsible Investment Index (MS-SRI)

The Company was selected for inclusion in the Morningstar Socially Responsible Investment Index (MS-SRI) compiled by Morningstar, Inc.



## “Sustainability Year Book 2018” by RobecoSAM

The company has also been selected as a year book member in the “Sustainability Year Book 2018” issued by RobecoSAM in January.



# 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 United Nations Global Compact is an initiative which encourages participating companies to behave as good members of society, aiming to achieve sustainable growth. It comprises 10 principles on human rights, labour, the environment, and anti-corruption.

The intent of the principles coincides with the Dai-ichi Life Group's sustainability approach and Dai-ichi's Social Responsibility Charter (DSR Charter). Therefore, Dai-ichi Life Holdings signed it and expresses our support for the UNGC since May 2014.



- > UN Global Compact's 10 principles
- > UN Global Compact [🔗](#)

## Women's Empowerment Principles (WEPs)

The Women's Empowerment Principles (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 labour and social environments in which women are able to fulfill their potential and improve their abilities, with their efforts fairly appraised. Dai-ichi Life Holdings endorsed the principles and signed a Statement of Support for the Women's Empowerment Principles in December 2012.



- > Women's Empowerment Principles [🔗](#)

## The United Nations Environment Programme Finance Initiative (UNEP FI)

The United Nations Environment Programme Finance Initiative (UNEP FI) is an international network of financial institutions aiming at sustainable development that comprises financial institutions. It seeks to achieve economic development and sustainable development where the environment and sustainability are compatible, and promotes various business operations and services of financial institutions that take such aim into account. In the Dai-ichi Life Group, TAL endorsed the initiative and signed the Principles for Sustainable Insurance (PSI) of this initiative.

- > The United Nations Environment Programme Finance Initiative [🔗](#)

## Principles for Sustainable Insurance (PSI)

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The Principles for Sustainable Insurance (PSI) declare that insurance companies will consider ESG issues in their business operations and were established by the United Nations Environment Programme Finance Initiative (UNEP FI) in June 2012. In the Dai-ichi Life Group, TAL endorsed and signed the principles.

> [Principles for Sustainable Insurance](#) 

## The United Nations Principles for Responsible Investment (PRI)

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The United Nations Principles for Responsible Investment (PRI) is an initiative that advocates the incorporation of Environmental, Society and Governance (ESG) issues by institutional investors into their investment decision-making process with a view to realizing a sustainable society.

In the Dai-ichi Life Group, three companies (Dai-ichi Life, Asset Management One and Janus Henderson Group plc) endorsed and signed the principles.

Signatory of:




> [The United Nations Principles for Responsible Investment](#) 

## Montreal Carbon Pledge

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Montreal Carbon Pledge is a new initiative for reducing greenhouse gas emissions (CO<sub>2</sub>e) that was established in September 2014 at the annual meeting held by the United Nations Principles for Responsible Investment (PRI) in Montreal, Canada. Institutional investors who endorsed the pledge need to understand and disclose greenhouse gas emissions of part or all of the stock portfolios they manage themselves. In the Dai-ichi Life Group, Asset Management One endorsed the pledge.



> [Montreal Carbon Pledge](#) 

## CDP

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The Carbon Disclosure Project (CDP) is an international initiative under which the world's institutional investors cooperate in calling for companies to disclose their climate change strategies and greenhouse gas emissions.

In the Dai-ichi Life Group, Janus Henderson Group plc endorsed and signed the initiative.

> [CDP](#) 

## Principles for Financial Action Towards a Sustainable Society (Principles for Financial Action for the 21<sup>st</sup> Century)

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The Principles for Financial Action for the 21<sup>st</sup> 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. In addition, Neo First Life endorsed and signed the principles.



> [Principles for Financial Action for the 21st Century](#) 

## Corporate Governance Code

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Corporate governance is a structure for transparent, fair, timely and decisive decision-making by companies, taking into account the perspectives of shareholders and customers, employees and local communities, among others. The Corporate Governance Code aims at the development of companies, investors and the economy as a whole through the promotion of self-motivated actions of companies so that they achieve sustainable growth and enhance corporate value over the medium- to long-term. In order to establish sound and highly transparent corporate governance and appropriately govern group companies, Dai-ichi Life Holdings has formulated the Corporate Governance Policy based on the Corporate Governance Code in an effort to achieve sustainable growth of companies.

- > To see the Corporate Governance Code, click here.
- > Japan Exchange Group (Corporate Governance) [↗](#)

## Principles for Responsible Institutional Investors (Japan's Stewardship Code)

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Japan's Stewardship Code states that "stewardship responsibilities" refers to the responsibilities of institutional investors to enhance the medium- to long-term investment return for their clients and beneficiaries (including ultimate beneficiaries) by improving and fostering the investee companies' corporate value and sustainable growth through constructive engagement, or purposeful dialogue, based on in-depth knowledge of the companies and their business environment.

In the Dai-ichi Life Group, two companies including Dai-ichi Life and Asset Management One agree with and publicly accept the Principles for Responsible Institutional Investors.

- > To see Dai-ichi Life's Initiatives under Japan's Stewardship Code, click here (Dai-ichi Life website link). [↗](#)
- > To see Asset Management One's Initiatives under Japan's Stewardship Code, click here (Japanese). [↗](#)
- > Financial Services Agency, The Japanese Government (Japan's Stewardship Code) [↗](#)

## The Industrial Federation for Human Rights, Tokyo

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The Industrial Federation for Human Rights was established in November 1979, and now consists of 125 companies (as of May 2016), most of which are headquartered in Tokyo. Under its basic philosophy of voluntary management and full participation, the federation actively tries to resolve the issue known as Dowa, a discrimination issue in Japan, and other human rights issues.

Dai-ichi Life endorses and participates in their initiative.

## Keidanren Committee on Nature Conservation (KCNC)

### Keidanren One Percent Club

### Council for Better Corporate Citizenship (CBCC)




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The Keidanren Committee on Nature Conservation (KCNC) provides financial support to NPOs/NGOs working on the conservation of biodiversity and nature through the Keidanren Nature Conservation Fund (KNCF), as well as promotes companies' awareness, and exchange and cooperation with NPOs/NGOs.

The Keidanren One Percent Club provides information on social contribution activities carried out by companies to promote social contribution activities by companies, and acts as a coordinator for cooperation among companies and NPOs/NGOs.

The Council for Better Corporate Citizenship (CBCC) is an organization established by Keidanren that holds lectures and other events pertaining to CSR, promotes exchanges and collaboration with overseas CSR-related organizations, and conducts studies and research by dispatching delegates abroad.

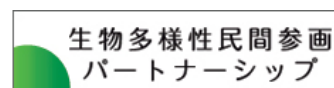
Dai-ichi Life endorses and participates in these organizations.

- > [Keidanren Committee on Nature Conservation](#) 
- > [Keidanren One Percent Club \(Japanese\)](#) 
- > [Council for Better Corporate Citizenship](#) 

## Japan Business and Biodiversity Partnership

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The Japan Business and Biodiversity Partnership was established in October 2010 upon the 10<sup>th</sup> meeting of the Conference of the Parties to the Convention on Biological Diversity by businesses operators who endorsed the Japan Business and Biodiversity Partnership Action Policy, as well as economic organizations, NPOs/NGOs, governments and other parties who have the intention of supporting the initiatives of such business operators. In the Dai-ichi Life Group, three companies, namely Dai-ichi Life, Neo First Life and Dai-ichi Life Research Institute, endorse and participate in the partnership.



- > [Japan Business and Biodiversity Partnership](#) 

## KENKO Enterprise Group

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The KENKO Enterprise Group was established in June 2015 by companies actively working to promote employee's health advancement through the leadership of their executive management. The goal of this group is to unite the efforts of participating companies to address common health advancement themes and increase the level of efforts through mutual benchmarking. Through the provision of information based on activities not only to member companies but also to non-member companies, this group seeks to contribute to extending the healthy life expectancy of Japan as a whole. Dai-ichi Life endorses and participates in this initiative.

