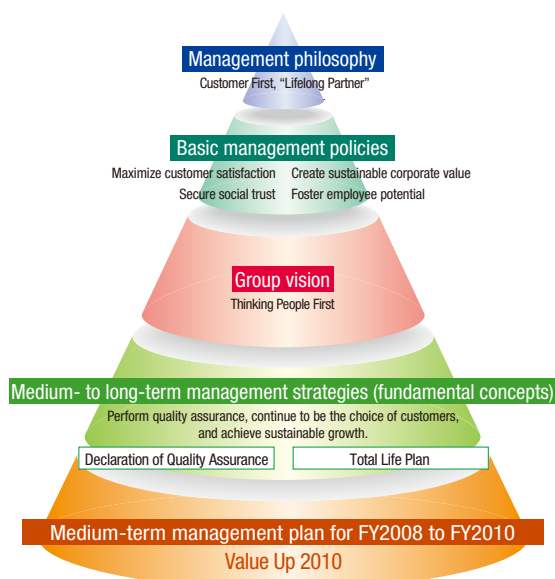


Management Policy

Management Philosophy

For more than 100 years since our foundation in 1902, we have endeavored to embody our “Customer First” principle. We will continue to position this management philosophy as our permanent raison d’être and we will seek to be a lifelong partner of our customers. Our basic management policies are the pillars of the management approach we take to realize our philosophy.

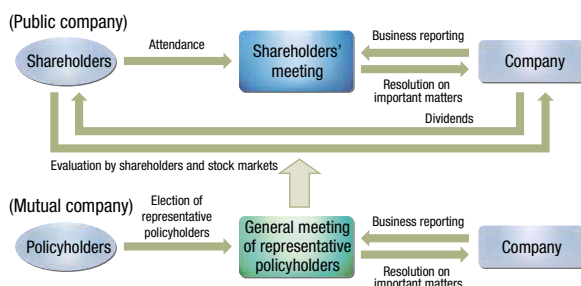
Management Plan System



Dai-ichi Life Insurance

In a mutual company, the corporate members (policyholders) make the important management decisions of the company. In a public company, shareholders decide on important matters. Now that our company’s stock is listed on a stock exchange, our management is evaluated through the yardstick of the share price, and more transparent management is required than before.

As a public company, we will continue to pursue our “Customer First”, our management philosophy, by maximizing customer satisfaction and creating sustainable corporate value with higher quality and improved speed.



Declaration of Quality Assurance

The Company has made a Declaration of Quality Assurance in its resolution to pursue policies that value customers most.

We believe that quality means providing a high level of satisfaction to customers in our products and services at each stage of insurance, including the point when an insurance policy is concluded, throughout the policy term, and the point when claims are paid. We will continue to take steps to improve and strengthen our systems by taking into account the opinions of customers. Our aim is to improve our quality to the point at which we have the highest reputation with customers.

Value Up 2010, the Medium-term Management Plan for Fiscal Years 2008 through 2010

Dai-ichi has adopted a number of initiatives under Value Up 2010, its medium-term management plan for the fiscal years 2008 through 2010.

■ Consolidating the Foundation for Growth Through Quality Assurance and Higher Productivity

In our core life insurance business via sales representatives, we seek to bolster customer satisfaction and enhance corporate value by refining systems for developing competent sales representatives. We will also streamline operating costs and will establish competitive cost structures in accordance with changes in the scale of operation.

We will seek to further increase our corporate value by stepping up our marketing activities in the domestic medical care insurance market and individual savings market, two areas of likely growth, and in the life insurance business overseas, especially the expanding markets of Asia.

■ Establishing a Strong Financial Base and Improving Capital Efficiency

To respond to changes in the business environment, we will bolster risk control and enhance productivity in each area of operations and thereby seek to maintain and improve our financial soundness.

■ Establishing an Internal Management System for a Public Company

As a public corporate group, we are developing our corporate foundations and reinforcing our internal management system.

Strengthening Competitiveness in Core Businesses

We aim to strengthen competitiveness in our core business by improving quality. As a result of our customer-focused activities, overall customer satisfaction reached a record high of 82.6% in a nationwide customer survey in FY2009.

Promoting Consulting by Total Life Plan Designers

To act on our Declaration of Quality Assurance, we have introduced a system that evaluates customer-oriented activities by our Total Life Plan Designers (sales representatives), who operate our core business, under a sales promotion plan named Success 110!! Our priority challenges in Success 110!! include training sales representatives, maintaining the existing policies, and promoting compliance. Under Success 110!!, we seek to improve operational performance, pursuing quality assurance.

Our Total Life Plan Designers visit customers each year when Total Life Plan Reports are sent to customers and explain the details of customers' policies. While customers check their policies, the Total Life Plan Designers seek feedback from them to improve the quality of their activities and services.

Using eNavit portable personal computers, the Total Life Plan Designers will focus on listening to the opinions of customers directly through face-to-face consultation and will thereby continue to strive to enhance customer satisfaction.

■ The Total Life Plan Report Informs Policyholders of the Contents of Their Policies

The Total Life Plan Report informs policyholders each year of the contents of their policies and the performance and financial statements of the Company.

The reports include not only the contents of life insurance policies of the Company but also the contents of nonlife insurance policies of Sompo Japan and the cancer insurance policies of AFLAC, which the Company has handled as an insurance agency, so that policyholders can confirm all their policies. Moreover, to ensure that policyholders can claim insurance benefits, the report also includes an eligibility list for the payment of claims for each main policy and a rider, a check sheet for the necessary procedures. In the FY2010 issue, we plan to include a history of insurance claim payouts and benefits

relating to hospital and operative costs for the past ten years for each policy on the page that includes the eligibility list.

We choose colors and designs so that information can be communicated accurately irrespective of color vision deficiency, and we seek to make the report easier to read and understand. For this purpose, we have obtained Color Universal Design certification.

From the FY2006 issue onwards, we have enclosed a customer satisfaction questionnaire. We invite feedback from customers through our Total Life Plan Designers, by mail, or via the Internet, so that we can receive as much customer feedback as possible.

■ Nationwide Customer Survey

Nationwide Customer Survey in FY2009*
Overall satisfaction
82.6%

* [Purpose]	To clarify the reasons for customer satisfaction and dissatisfaction and to identify the steps required to improve customer satisfaction, through feedback from customers.
[Survey period]	September 1 to September 29, 2009
[Research agency]	Research and Development, Inc.

Overall satisfaction reached a record high of 82.6% in the Nationwide Customer Survey in FY2009. It primarily reflects the following factors: strengthening contacts with customers by sending a notice of the private placement relating to demutualization and visiting all customers to confirm the arrival from August 2009; providing insurance claim confirmation sheets to ensure that policyholders are able to claim insurance benefits.

■ Payment of Insurance Claims, Benefits, and Annuities

Payments in FY2009
¥1,789.5 billion

The total amount of insurance claims, benefits, and annuities paid in FY2009 stood at 1,789.5 billion yen. As a lifelong partner of our customers, we will continue to support their total life plans

through the payment of insurance claims, benefits, and annuities.

	(billions of yen)		
	FY2008	FY2009	Changes (%, YoY)
Death, disability, and sickness benefits	478.7	468.4	97.9%
Hospitalization and operation benefits	112.3	112.0	99.7%
Maturity claims, survival benefits, and annuities	1,289.2	1,209.0	93.8%
Total	1,880.3	1,789.5	95.2%

■ Product Lineup That Adequately Meets Customers' Needs

Based on our Total Life Plan concept, that is, a concept of providing sound products, proposals, and services through all the life stages of our customers, we have endeavored to enhance our product lineup and our services so that we can effectively meet the needs of customers and society. In FY2009, we launched the "Hospitalization Lump-sum Benefit Rider D" to enhance medical care insurance lineup, create a CD-ROM that includes the Policy Guide: Policy Conditions, and launched a dedicated Internet (PC) service for policyholders called "My Total Life Plan" to provide information for policyholders and improve the convenience of procedures.

■ Point Program for Policyholders With Partner

Since October 2008, we have been offering a points program called With Partner to all individual insurance and individual annuity insurance policyholders (Note). Policyholders can enjoy a range of services and special benefits that support their health, medical care, nursing care, and lifestyles, using points that are accumulated based on their transactions.

(Note) This service is not available for corporate or financial insurance policyholders.

■ Portable Personal Computer eNavit

The portable personal computer eNavit which all Total Life Plan Designers have, is equipped with functions including an Explanation Navigator, which help the designers describe the need for and the functions of insurance and provide medical information. Using eNavit, the designers can provide easy-to-understand, visual explanations. The

designers can access the headquarters' computer system when they are out of the office and can answer inquiries from customers promptly. They propose total life plans in accordance with the life stage of each customer through face-to-face consultations using eNavits. We also use eNavit for e-learning for our employees.

Proactive Investments in Growth Markets

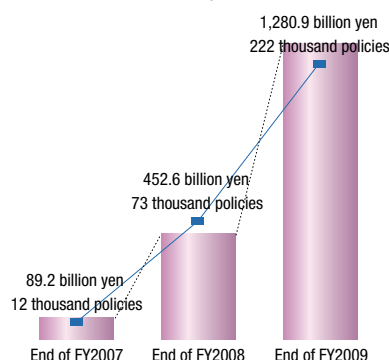
With changes in the social environment, the life insurance market is evolving. To respond to the changes and achieve sustainable growth, we position the individual savings product business and overseas life insurance business as growth businesses.

Initiative in Savings-type Product Market

The life insurance market in Japan is being shaped by significant environmental and structural changes, such as demographic shifts associated with the declining birth rate and the aging society. Most baby boomers have retired from supporting their companies and families, and have started their second lives. Consequently, demand in the individual savings market to maintain a robust retirement lives and to enjoy long lives has been growing.

To bolster our operations in the savings-type product market, including the individual annuity insurance business, which we position as a growth field, our subsidiary The Dai-ichi Frontier Life Insurance Co., Ltd. commenced operations in October 2007. The subsidiary provides products tailored to customer needs for banks, securities firms, and other financial institutions and is enjoying steady sales growth. Its sum insured of policies in force at the end of March 2010 was 1,280.9 billion yen.

The Dai-ichi Frontier Life Insurance
Sum insured and number of insurance policies in force



<Basic Management Policy of Dai-ichi Frontier Life>
As a group company of Dai-ichi, whose management philosophy has been “Customer First (Lifelong Partner)” since its foundation, Dai-ichi Frontier Life follows the concepts included in the basic management policies of Dai-ichi, positioning the following policies as the foundation of its management:

- To become a company with the very strong trust and support of its customers, business partners, and many other stakeholders, Dai-ichi Frontier Life will fully develop internal control systems, including a compliance system, and aim for sound and sustainable development.
- Dai-ichi Frontier Life will go ahead of changes in the business environment and the evolution of customers' needs and will continue to provide the most appropriate products and services that will satisfy customers.
- Dai-ichi Frontier Life will comprehensively pursue prompt, secure, and low-cost business operations and will seek to improve business efficiency.
- Employees will continue to perform challenging tasks to realize both their own dreams and the aspirations of Dai-ichi Frontier Life.

Initiatives for Overseas Businesses

We have also been developing our overseas businesses by leveraging the expertise in life insurance we have developed over the past one hundred years.

We aim to contribute to the growth of life insurance and the development of a life insurance market in countries where we have begun operating, and will seek to generate earnings in line with local economic growth.

■ Vietnam

In January 2007, Dai-ichi acquired Bao Minh CMG, which commenced operations as Dai-ichi Life Insurance Company of Vietnam, Limited. This was the first instance of a Japanese life insurer operating in Vietnam.

With the rapid growth of the life insurance market of Vietnam, premium income of Dai-ichi Life Insurance Company of Vietnam at the end of December 2009 stood at 3.7 billion yen, about twice the pre-acquisition level of FY2006. Its market share expanded from 5.0% in FY2007 to 6.3% in FY2009.

■ India

Star Union Dai-ichi Life Insurance Company Limited, a joint life insurance company established together with the Bank of India and Union Bank of India, commenced operations in February 2009 after obtaining a registration certificate of business

approval and product approval. It was the first instance of a Japanese life insurance company launching a life insurance business in India.

Premium income from new business in the first fiscal year significantly exceeded the plan.

■ Thailand

In July 2008, Dai-ichi agreed to take an equity stake in Ocean Life Insurance Co., Ltd. and form a strategic business alliance. Ocean Life Insurance subsequently became Dai-ichi's affiliate in the same year.

Dai-ichi has been cooperating with Ocean Life Insurance in developing group insurance for Japanese companies to bolster the corporate value of Ocean Life Insurance. As a result, insurance premium income in FY2009 increased from the year-ago result.

■ Australia

In August 2008, Dai-ichi agreed to take an equity stake in Tower Australia Group Limited and form a strategic business alliance. Tower Australia Group subsequently became a Dai-ichi affiliate in the same year.

Dai-ichi has been building the alliance with Tower Australia Group, a competitive player in insurance products, encompassing a wide range



of operations, such as building a market for group insurance provided to Japanese companies and reinsurance.

■ Taiwan

In June 2006, Dai-ichi agreed to take an equity stake in Shin Kong Financial Holding Co., Ltd. and form an operating alliance. Dai-ichi has since been keeping the alliance.

International Insurance Business

Services for Japanese Companies Operating Overseas

To support Japanese companies operating overseas, Dai-ichi manages a group reinsurance business, through which it introduces Japanese companies to its partner insurance companies in countries that have concluded a reinsurance agreement. Dai-ichi also provides group insurance services to Japanese companies through the partner insurance companies. At present, Dai-ichi has 16 partner insurance companies and underwrote 205 reinsurance policies (as at the end of March 2010).

To improve services provided by our partner insurance companies, we dispatch staff to provide support in the form of sophisticated services that meet the needs of customers.

Group reinsurance agreements

Months and years that agreements were concluded		
U.K.	PPP healthcare	Apr. 1994
Czech Republic	Cooperativa	Mar. 2009
France	Quatrem	June 1991
Singapore	AIA	Dec. 1995
	AVIVA	Dec. 1988
Thailand	Ocean Life	July 2006
	Muang Thai	Mar. 1994
China	Ping An Insurance	Aug. 2003
Hong Kong	AIA	Mar. 1995
	Pacific Century	Oct. 1997
	AXA China Region	Mar. 1987
Taiwan	Shin Kong Life	June 2006
Malaysia	ING	July 1994
Philippines	First Guarantee	Feb. 1997
Australia	AMP	Jan. 1988
	Tower	Oct. 2009

Services for International Companies Operating in Japan

Dai-ichi provides comprehensive welfare services to international companies operating in Japan through its International Corporate Relations Department. We have concluded transactions with more than 500 international companies in terms of corporate insurance alone.

Services provided to international companies cover a broad array of products. These include the planning of bereaved families' compensation through group term insurance, management of corporate pension assets, and consultation on the introduction of the defined contribution pension. Moreover, business alliances with Sompo Japan and AFLAC have enabled Dai-ichi to provide an even more extensive product lineup, including long-term disability insurance and accident insurance.

As a representative of Japanese insurance companies, Dai-ichi has become a member of the International Group Program (IGP), the international group insurance network created at the initiative of John Hancock Life Insurance Company, a major U.S. insurer. IGP is now an international group insurance network with members from 54 major insurance companies around the world.

Our group term insurance business takes advantage of the IGP system, in which global member companies cooperate in providing support to multinational companies. The number of companies adopting IGP has been rising steadily.

Individual Reinsurance

Dai-ichi also operates an individual reinsurance business. We focus especially on the Asian region, where we have developed strong relationships with Asian life insurance companies by providing them with the management expertise we have developed. We are currently conducting reinsurance transactions with 13 companies in 5 countries in Asia.