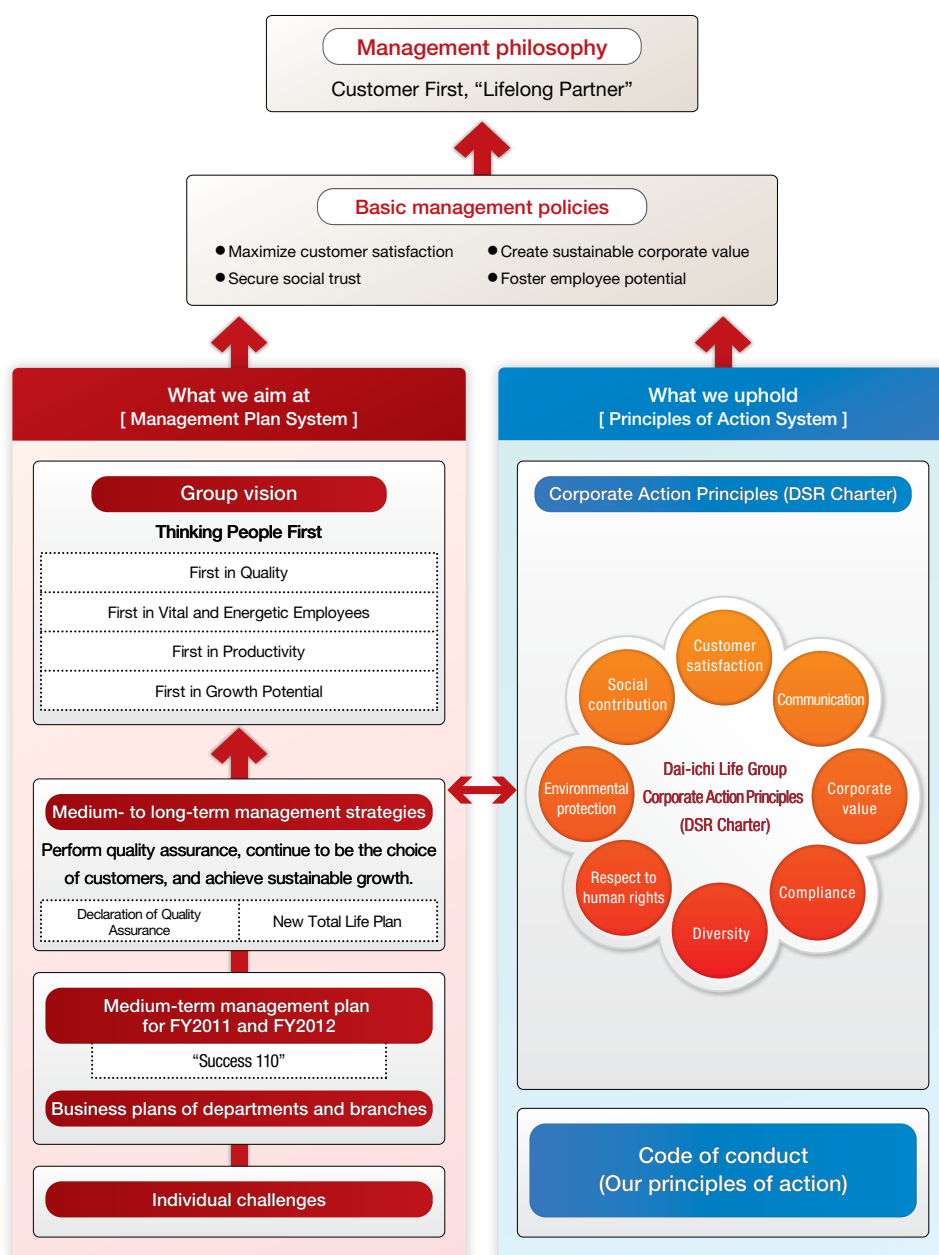


Management Policy

DSR Management Setup

This year, the Company will celebrate the 110th anniversary since its founding in 1902. We have been consistently endeavoring to embody our “Customer First” principle throughout our history. 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.



What Is DSR (Dai-ichi’s Social Responsibility)?

DSR stands for Dai-ichi’s Social Responsibility (the social responsibility of the Dai-ichi Life Group). It is part of our management framework to fulfill our social responsibility to each stakeholder and increase the corporate value of the Dai-ichi Life Group by continually improving the quality of our management across the Group through the PDCA cycle.

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.

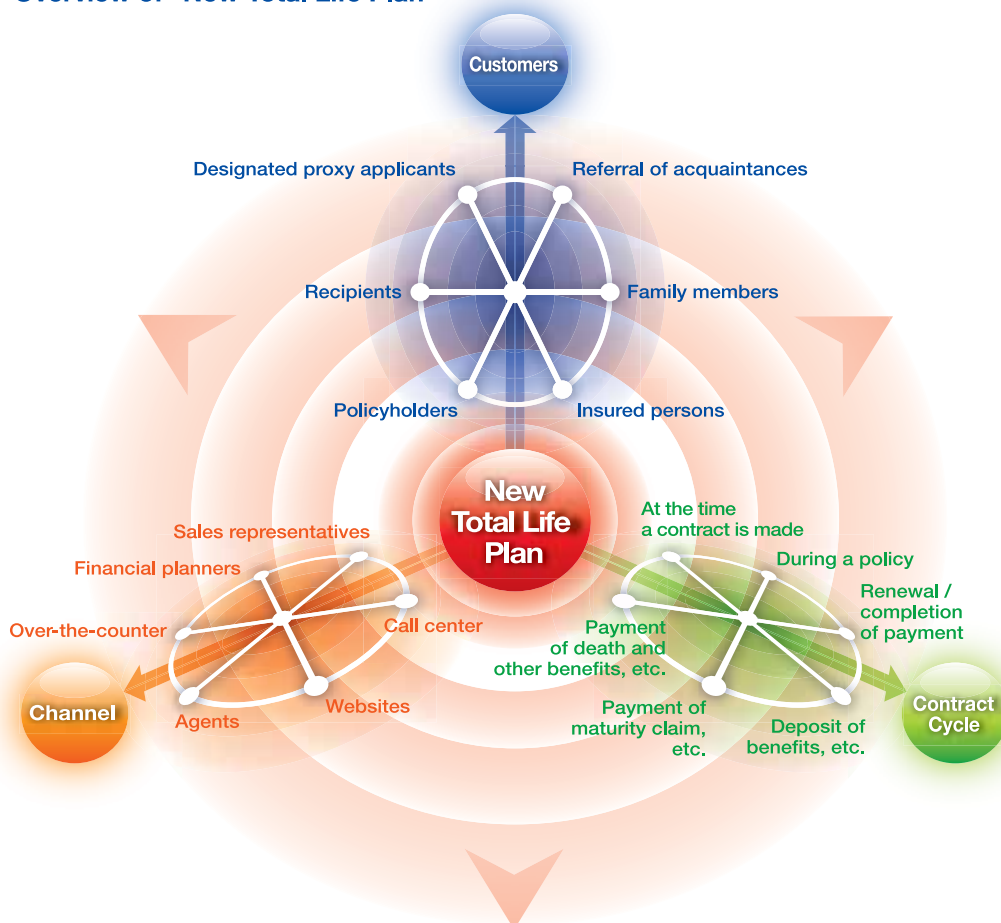
New Total Life Plan

"New Total Life Plan" —

For all customers,
Everyone of us
Will be their lifelong partner
At all points of contact

Based on this concept, Dai-ichi will deliver high-quality products, proposals, and services to all its customers, including policyholders. Dai-ichi will leverage the comprehensive strength of the Group by mobilizing Total Life Plan Designers (sales representatives) and strengthening customer contact points in all settings for all contract cycles, such as before and while a policy is being drawn up, during the policy, and when the payment is made.

Overview of "New Total Life Plan"



Promotion of New Total Life Plan Strategies

To continue to be a company that attracts customers, we are working on our New Total Life Plan, an expanded and evolved version of the Total Life Plan concept we had promoted in the past. As a result of promoting our customer-focused activities, overall customer satisfaction reached a record high of 86.0% according to the Nationwide Customer Survey conducted in fiscal 2011.

Promotion of Integrated Marketing Strategies

To act on our Declaration of Quality Assurance, we are working on a sales promotion plan where we evaluate customer-oriented activities of Total Life Plan Designers (sales representatives). Through this sales promotion plan, we aim to further improve our operational performance by pursuing quality assurance with a focus on our priority issues such as training sales representatives, maintaining our existing policies, and promoting compliance.

The Great East Japan Earthquake has once again proven the importance of communicating the value of life insurance as well as the importance of tailoring our services to the needs of each customer at all points of contact. We have also rediscovered that in order to ensure that customers receive claims and benefits, which is the primary role of life insurance, it is important to communicate with their family members, including recipients, and to know their contact information.

We are also working to strengthen customer contact points by promoting our strategies for the New Total Life Plan—integrated marketing strategies—in order to provide customers with a life plan that corresponds to their lifestyle and way of life by trying to understand them at all stages of their lives. We will grow our markets in Japan by delivering better quality products, proposals, and services to customers by strengthening their points of contact with sales representatives and mobilizing all contact resources (over-the-counter, call centers, administration centers, the Internet, mailed notices, etc.).

In August 2012, we upgraded eNavit, the portable PC for Total Life Plan Designers, and introduced DL Pad, a mobile tablet computer. We will strengthen our consulting capabilities through multidirectional communication, utilizing easy-to-understand and approachable functions, and thereby strive to enhance customer satisfaction.

■ The Total Life Plan Report : Informing 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 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 Sampo 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 on each main insurance policy and rider and a 10-year payment history for claims and benefits related to hospitalization and operation by policy, so that policyholders can access more detailed information about their claims.

Starting with the fiscal 2011 edition, policyholders became able to check procedures relating to filing claims and benefits using the periodical insurance information check sheet and the customer service information registration form at the end of the report. We are also working to develop an environment to ensure that customers receive claims and benefits by registering family information and contact information for family members who are the recipients of these claims and benefits.

We are also trying to improve readability and comprehension of our reports such as paying attention to the use of colors, characters, and design by employing universal type fonts and acquiring color universal design (CUD) certification, to accurately communicate information to as many policyholders as possible.

■ Nationwide Customer Survey

Nationwide Customer Survey in FY2011 ^(Note)

Overall satisfaction

86.0%

(Note)

[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 October 7, 2011

[Research agency] Research and Development, Inc.

Each year, we calculate customer satisfaction as an indicator to measure the degree to which we are attaining our goal of “Maximize Customer Satisfaction,” as set forth in our basic management policy. We use the opinions from customers we receive from the survey to improve customer satisfaction.

Overall customer satisfaction improved year on year for the 10th consecutive year, and reached a record high of 86.0% in the Nationwide Customer Survey conducted in fiscal 2011.

We are taking steps to further improve the “information provision and service areas,” in which customer satisfaction is relatively low, particularly in recent years.

■ Payment of Insurance Claims, Benefits, and Annuities

Payments in FY2011 ^(Note)

¥1,762.3 billion

The total amount of insurance claims, benefits, and annuities paid in FY2011 stood at 1,762.3 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.

(Note) The payments above do not include the payment of cash surrender values, etc.

Medium-term management plan “Success 110” for FY2011 and FY2012

We are working on our medium-term management plan for fiscal 2011 and fiscal 2012, “Success 110 Achieve a Recovery and Growth by Utilizing All Available Resources.” We see fiscal 2012, when we will celebrate the 110th anniversary of our founding, as the year to make a leap forward to the next growth stage, while maintaining our recovery efforts.

Aims of the year to make a leap forward to the next growth stage

- Since fiscal 2012 is the final year of the current medium-term management plan and an historic year when we will celebrate the 110th anniversary of our founding, we plan to begin a new stage at a higher level.
- We will strive to accumulate specific achievements for sustainable growth—such as increasing medium- and long-term growth in Japanese and overseas markets, further improving efficiency, and developing corporate value management—by advancing our efforts along with each of our basic strategies, while continuing to work toward earthquake recovery.

■ Fulfillment of Security Function, Recovery and Renewal

We will continue to process filed claims and make the necessary claim and benefit payments, etc. quickly and accurately to all customers, in consideration of their point of view. We will also share and promote the concept of “Passing On Peace Of Mind,” which is our mission and the purpose of life insurance, on an ongoing basis, with all directors, officers and employees of the Dai-ichi Life Group reaffirming it.

■ Acceleration of Business Development for Growth

In Japan, we will continue to launch products in the Third Sector (medical and survival) and individual saving markets, based on the strategies of the “New Total Life Plan.” The Company will seek to enhance its consulting capabilities further by introducing DL Pad, a mobile tablet computer, and improve the sales performance of its sales representatives by adjusting their grade and compensation system to make it more closely linked to the Company’s profitability. The Dai-ichi Frontier Life will strive to increase its assets under management by launching competitive individual savings-type products in a timely manner.

For overseas businesses, while utilizing the know-how accumulated over the Group’s long history, we will implement growth strategies and enhance the management system in the areas the Group has already entered, including TAL in Australia. We will also make further efforts to expand into new markets, including the early start-up of the Chinese business. In addition, we are looking to enter overseas asset management businesses which are expected to grow in the future. As a first step, this year we had entered into a strategic business and capital alliance with Janus Capital Group Inc., a US based asset manager, in the United States, the largest asset management market in the world.

In order to promote those growth strategies, we will continue to work on our “Five Changes” Project and reduce fixed costs further.

■ Enforcement of the Financial Base and Implementation of a Disciplined Capital Strategy to Support Growth Strategies

While carefully monitoring developments in accounting principles and capital regulations, to accelerate future growth we will strive to further enhance our capital level by accumulating retained earnings from periodic income and promoting risk control. We will pursue additional initiatives for “Enterprise Risk Management (ERM)” (Note), including taking into account the risk profiles of each business line, and making disciplined capital allocations to growth areas to improve the Group’s profitability. Through this, we want to achieve stable growth in corporate value indicators such as Embedded Value.

(Note) See page 18 for details.

■ Establishment of Internal System for Next Level Group Management

The Company has established a “Group Management Headquarters” (Note) as the best framework at the present time to accelerate the future growth of the Group and strengthen Group management.

(Note) See page 18 for details.

■ Promotion of Dai-ichi’s Social Responsibility (DSR) to Improve Corporate Value

All directors, officers and employees of the Dai-ichi Life Group will fulfill their social responsibilities to each stakeholder and strive to increase corporate value, consistently working to improve management quality by autonomously working through the self-directed PDCA (Plan-Do-Check-Action) cycle at each organization.

Acceleration of Business Development for Growth

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 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 2012 was 1,756.2 billion yen.

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 is always striving to be 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 are working to accelerate the operation of overseas businesses for growth.

Through our overseas subsidiaries and affiliates, we contribute to the promotion of life insurance and the development of the life insurance market, and seek to expand our businesses from a medium- and long-term perspective according to the economic development of each country. We are also contributing more to Group business by offering

the life insurance expertise we have accumulated over the past 100 years and pursuing added value based on greater cooperation among our overseas subsidiaries and affiliates. In November 2011, we announced that we had received approval to establish a joint venture in China. We will strive to strengthen our businesses that have already advanced into overseas markets, and aim to expand new businesses.

India

Star Union Dai-ichi Life Insurance Company Limited, a joint life insurance company established in conjunction with two local state-owned banks, commenced operations in February 2009. This was the first time a Japanese life insurance company had entered the life insurance business in India.

Focusing on selling insurance through its joint partners, the two local state-owned banks, Star Union Dai-ichi Life Insurance has been making solid progress in the three years since its founding, and was ranked 11th out of 23 private life insurance companies in a ranking of premium income from new policies (as of the end of fiscal 2011).

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.

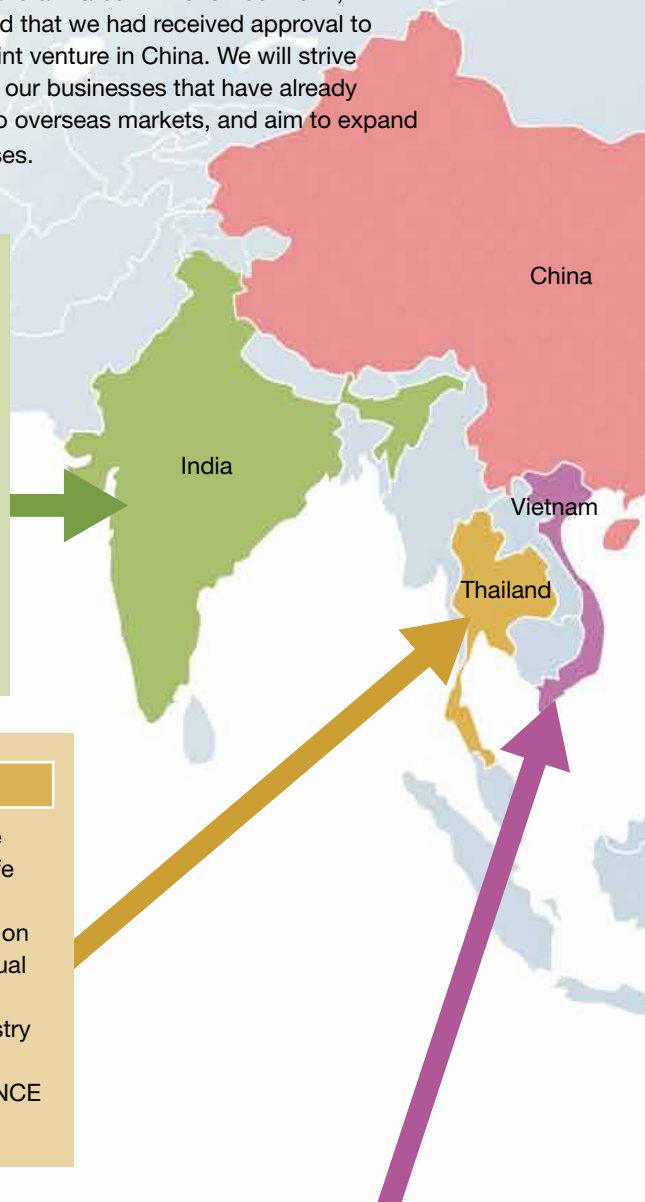
Since then, we have been cooperating with Ocean Life Insurance on an ongoing basis, such as improving the sales capabilities of individual agents, to increase the corporate value of Ocean Life Insurance. Insurance premium income increased at a faster pace than the industry average in fiscal 2011.

Ocean Life Insurance changed its name to OCEAN LIFE INSURANCE PUBLIC COMPANY LIMITED in July 2012.

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 life insurance market in Vietnam growing rapidly, the premium income of Dai-ichi Life Insurance Company of Vietnam increased faster than the market since the acquisition, reaching 3.2 times its pre-acquisition level in FY2006. The company's market share has also expanded from 4.4% in FY2006 to 7.3% in FY2011. Dai-ichi Life Insurance Company of Vietnam also enjoys a superior reputation in Vietnam. In 2012, for the fourth consecutive year, it received the Golden Dragon Award, which is given to foreign-affiliated companies that have contributed to Vietnam's economic development.



China

We concluded a basic agreement with China Huadian Corporation, a state-owned enterprise and one of the five largest electric power companies in China, on the establishment of a joint life insurance company, and announced in November 2011 that we had acquired a permit to prepare to commence a new company from the China Insurance Regulatory Commission.

We will accelerate our preparations to establish this joint venture and start operating a life insurance business in the huge Chinese market, integrating our expertise in the life insurance business with the strong corporate brand power and diversified management resources of China Huadian Corporation.



Ceremony commemorating the launch of new products (India)



Ceremony to mark the acquisition of a 100% ownership stake in TAL (Australia)



Support activities for flood victims (Thailand)



Ceremony for the Golden Dragon Award (Vietnam)

Australia

In May 2011, TOWER Australia Group Limited, an affiliate of Dai-ichi, became a wholly owned subsidiary of Dai-ichi through a friendly acquisition scheme, and changed its corporate name to TAL Limited in June 2011.

TAL Limited employs strategies specializing in protection-type products, and increased its premium income by 21.5% year on year in FY2011, expanding its share of the protection-type insurance market in Australia, which has high growth potential. The management of TAL Limited is highly regarded in Australia. In February 2012, for the second consecutive year, the company received the award for the "Life Insurance Company of the Year Award," which is given to insurance companies that exhibit all-around excellence in terms of financial strength, products, and services.

We plan to support the growth of TAL Limited more than ever by strengthening our cooperation through the exchange of human resources.

Australia

Business Alliances

We are strengthening the competitiveness of our businesses by forming strong partnerships with our business alliance partners and establishing a framework to offer non-life insurance, cancer insurance, and other financial products and services that contribute to the New Total Life Plan.

Mizuho Financial Group

In our full-scale business alliance with The Industrial Bank of Japan (currently Mizuho Financial Group, Inc. [hereinafter “Mizuho Financial Group”]), which we announced in October 1998, we have steadily achieved results, primarily in the financial sector. These include the establishment of IBJ-DL Financial Technology Co., Ltd. (currently Mizuho-DL Financial Technology Co., Ltd.), a joint venture engaging in the research and development of advanced financial technologies, in April 1999, and the establishment of DLIBJ Asset Management Co., Ltd. (currently DIAM Co., Ltd.), a merger of three investment trust and investment advisory companies, in October 1999. This full-scale business alliance has been preserved under the consolidation and reorganization system of Mizuho Financial Group.

■ Efforts to Sell Insurance Products through Bancassurance

In our bancassurance business, the individual annuity insurance products of The Dai-ichi Frontier Life are sold by companies under Mizuho Financial Group. We also exchange human resources by sending Dai-ichi staff with consulting expertise in life insurance to Mizuho Financial Group.

As described, we have been entering into business alliances in a wide range of areas. We will continue to strengthen our relationship with Mizuho Financial Group to better meet the needs of our individual and corporate customers.

Resona Holdings

In our business alliance with Resona Holdings, Inc. (hereinafter “Resona Holdings”) which we announced in July 2007, we plan to strengthen the business competitiveness of both companies by offering better products and services in the insurance field to meet the increasingly sophisticated and diversified needs of our customers.

■ Efforts to Sell Insurance Products through Bancassurance

In our bancassurance business, the individual annuity insurance products of The Dai-ichi Frontier Life are sold by banks under Resona Holdings. We also exchange human resources by sending Dai-ichi staff with consulting expertise in life insurance to Resona Holdings.

We will continue to offer products tailored to customer needs in cooperation with Resona Holdings.

Sompo Japan Insurance

In our full-scale business alliance with Yasuda Fire and Marine Insurance Co., Ltd. (currently Sompo Japan Insurance Inc. [hereinafter “Sompo Japan”]), which we announced in August 2000, we seek to form the “strongest and most comprehensive life and non-life insurance group” with them as an equal partner, while maintaining the uniqueness of both companies.

■ Mutual Product Offering

In the non-life insurance area, our Total Life Plan Designers (sales representatives) sell an auto insurance product called ONE-Step as well as other Sompo Japan products. We aim to improve customer satisfaction, taking advantage of Sompo Japan’s strong brand and products and its dependable accident response system.

In the life insurance area, Sompo Japan agents sell Dai-ichi products (in the First Sector, death protection insurance) to complement and strengthen the product lineup of the Sompo Japan Group.

■ Strengthening Alliances

To further strengthen our alliance, we took a stake in Sompo Japan DIY Life Insurance Co., Ltd. in September 2008, and Sompo Japan invested in The Dai-ichi Frontier Life Insurance.

AFLAC

In our business alliance with AFLAC (American Family Life Assurance Company), which we announced in September 2000, we seek to form the “strongest partnership in the First and Third Sectors (death protection insurance and medical insurance)” as an equal partner, leveraging the strengths of both companies while maintaining their unique attributes.

■ Sales of Cancer Insurance

In the area of cancer insurance, we sell AFLAC’s “Ikirutameno Gan Hoken [cancer insurance for life] Days” as “Ikirutameno Gan Hoken Days, Dai-ichi Life Full-Support Plan,” a life insurance product customized for the New Total Life Plan proposed by Dai-ichi. With this product we plan to offer comprehensive support for a wide range of areas, from economic support to mental health care, in an effort to minimize customers’ concerns regarding their cancer treatments.

Dai-ichi’s Capital Strategies and Promotion of ERM

The Company is striving to strengthen its financial base and implement a disciplined capital strategy to support its growth strategies.

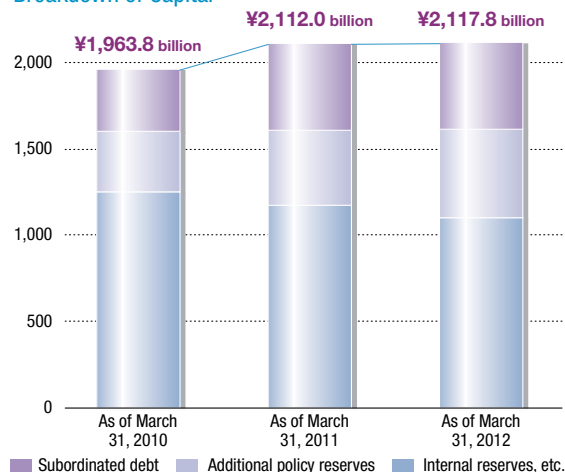
Dai-ichi’s Capital Strategies

Dai-ichi understands that building a strong capital base is important if it is to retain the trust of its customers. To this end, Dai-ichi has sought to enhance capital by securing periodic income and building up shareholders’ equity and internal reserves, such as a contingency reserve and a reserve for price fluctuations. Dai-ichi has also been accumulating additional policy reserves since fiscal 2007 and improving its future negative spread to enhance its financial stability.

In addition to these efforts, the Company has supplemented its core capital through the subordinated debt that is allowed to be incorporated into an insurance company’s capital. In October 2010, the Company revised the terms of its contracts to replace its past dated subordinated borrowings with perpetual subordinated borrowings that have stronger capital attributes. In March 2011, the Company also issued US dollar-denominated perpetual subordinated bonds to further bolster its capital base.

Based on regulatory trends, Dai-ichi will continue to maintain a capital base adequate to deal with risks.

Breakdown of Capital



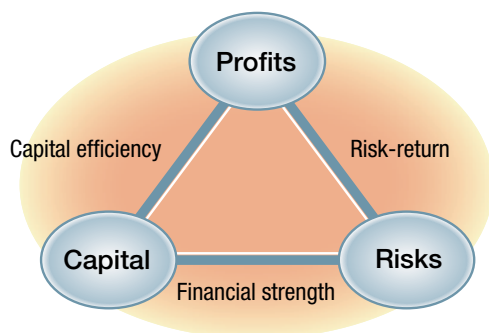
Promotion of ERM

The Company promotes ERM (Enterprise Risk Management) across the Group.

■ What is ERM?

ERM is a risk management approach to promote business activities by formulating a management plan and a capital strategy in accordance with a company's capital conditions, risks, and profits. In other words, it aims to achieve strategic targets by properly controlling capital, risks, and profits, taking into consideration the source, types, and characteristics of risks.

Relationship Between Capital, Risks, and Profits



■ Increasing Corporate Value by Promoting ERM

The Company plans to further promote its ERM efforts, including measures such as strengthening its risk management, keeping in mind the risk characteristics of each business and improving profit levels. Through this, we seek to steadily increase our corporate value. More specifically, we are implementing measures such as maintaining and improving the periodic income from the insurance business in Japan and overseas, building up internal reserves, further promoting ALM, reducing risks by controlling the balance of risk assets, and investing in growth areas in a disciplined manner in order to steadily increase corporate value such as Embedded Value (Note), while moderating fluctuations, and build an optimum business portfolio.

(Note) See page 35 for details.

[ALM]

ALM is the abbreviation of Asset Liability Management. For a life insurance company, ALM means grasping the risks arising from fluctuations in interest rates on liabilities (insurance policies) and managing the assets that are appropriate given the characteristics of those risks. Among other imperatives, it is important to maintain assets in accordance with the characteristics of the liabilities and prepare for the future payment of insurance claims.

Establishment of Group Management Headquarters

■ Primary Purpose of Establishment

In our medium-term management plan “Success 110” for fiscal 2011 and fiscal 2012, we established the acceleration of business development for growth as one of our strategies, and have been steadily moving forward in the overseas life insurance business in countries where we have already opened businesses, such as Vietnam, India, and Thailand, as well as Australia, where we made TAL a wholly owned subsidiary in May 2011.

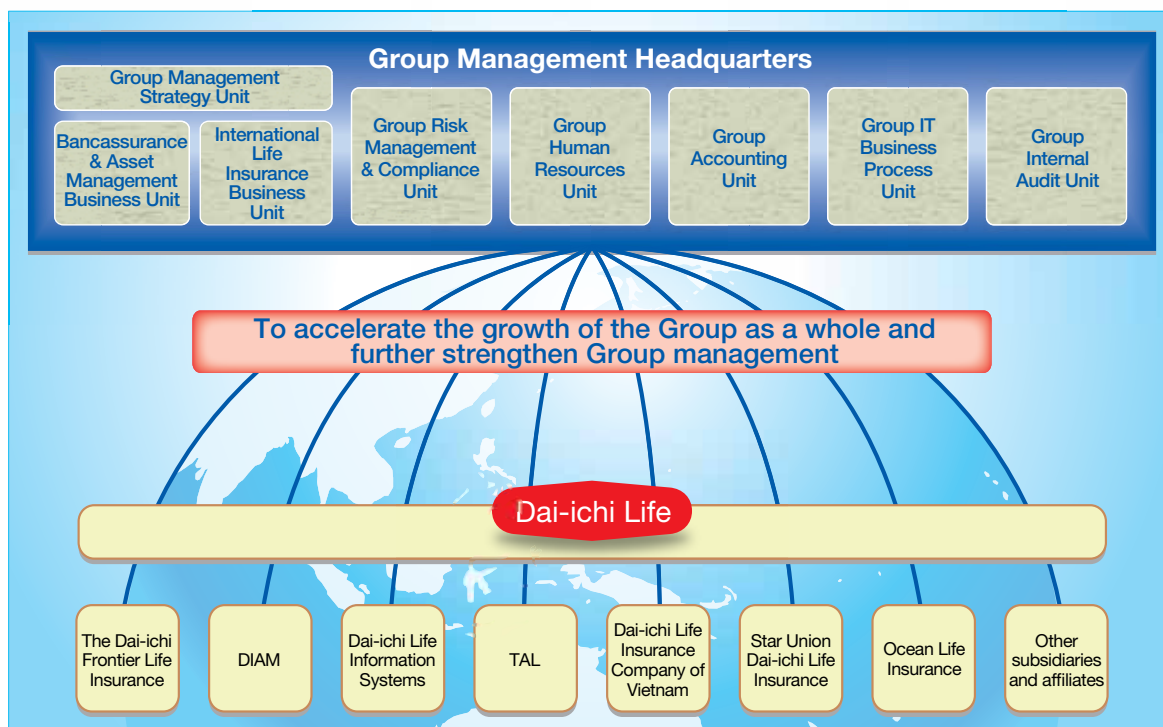
In Japan, we launched new products in the Third Sector and the individual savings markets based on our strategies in the New Total Life Plan, while The Dai-ichi Frontier Life Insurance, our subsidiary, has been steadily increasing the balance of its assets under management by launching new products.

With the number and size of our subsidiaries and affiliates increasing as we advance our efforts in these growth areas, it is necessary to strengthen our Group management more than ever before. For this purpose, we have established a Group Management Headquarters based on our existing organizations. We feel this is currently the best framework to accelerate the Group's growth and strengthen its management, while maintaining management efficiency and speed.

■ Structure of the Group Management Headquarters

The Group Management Headquarters oversees eight units as its subsidiary organizations, and has appointed the President as Chief of the Headquarters and Executive Officers as heads of the subsidiary units. The Group Management Headquarters has also appointed employees to an additional position based on existing organizational departments such as corporate planning, international business management, profit management, human resources, and risk management. Under the new Group management structure, we will further accelerate the growth of the Group and increase corporate value as a whole by bolstering the necessary business management skills and functions, developing infrastructure, and promoting ERM across the Group. We are doing this along with establishing multiple business lines through domestic and cross-border M&A.

Structure of the Group Management Headquarters



“Five Business Reform” Project

To support growth strategies and further strengthen the competitiveness of the Group, we are carrying out the “Five Business Reform” Project to transform our business models in existing business fields.

■ “Cost-Mind Reform” Project

With the aim of becoming “a company that offers the highest quality and productivity,” which provides better quality products and services than ever before at lower cost, we are endeavoring to change the thinking and conduct of all Group employees.

■ “Business Operation Reform” Project

We are working to change the Group’s administrative flow in order to make customer convenience and comprehension a top priority and pursue administrative quality and productivity at the same time by using a manufacturing approach in departments where administrative processing is concentrated.

■ “Business Formation Reform” Project

We are endeavoring to improve the efficiency of organizations and personnel at the head office and branch offices, including shifting human resources to customer contact points.

■ “Office Infrastructure Reform” Project

We are attempting to build an office structure that more extensively meets customer needs in terms of business hours, locations, and services. We are also improving our business efficiency and productivity by employing a universal layout (Note) for the head office and by consolidating offices.

(Note) The new floor layout, which responds to business needs, will be created only by moving people and documents; the arrangement of furniture and fixtures will not change.

■ “Work-Style Reform” Project

To promote the reforms above, we are working to change the thinking and conduct of all Group employees so that everyone will improve their productivity and add more value by reviewing their current work methods.

Diversity

By supporting the Diversity Promotion Policy, we strive to create a working environment where people with different backgrounds can work productively.

Diversity Promotion Policy

The Dai-ichi Life Group guarantees a satisfactory working environment where people with different backgrounds can work well.

The Dai-ichi Life Group aims to create a workplace where every individual respects the different views and values of those with different backgrounds with regard to gender, nationality, culture, age, education, career, and lifestyle, and can reach their highest potential by drawing on their personal qualities.

Creating an environment where the diverse values of each employee are respected, and where they can choose their job and work style, will lead to job satisfaction and life motivation of employees. Making an effort to draw on diversity will also help increase the corporate value of the Dai-ichi Life Group.

As described, by promoting diversity the Dai-ichi Life Group will help the Company achieve growth and the self-fulfillment of its employees at the same time.

Based on this concept, we will promote diversity with a particular focus on encouraging the active participation of women and promoting the employment of the physically challenged.

1. Encouraging the Active Participation of Women in the workplace

- We will support female employees by improving our training system to assist in women's career paths and challenges on an ongoing basis, so that they can independently decide on a career vision.
- We will develop a work environment in which female employees can more actively participate by improving the work-life balance.
- We will encourage female employees to become leaders who support the growth strategies of the Dai-ichi Life Group.

2. Promoting the Employment of the Physically Challenged

- We will create a workplace where the physically challenged can enjoy work by respecting their personal qualities and facilitating mutual understanding.
- We will support the personal growth and independence of each physically challenged person in their work.
- We will make more workplaces and job positions accessible for physically challenged employees, and promote their employment.

To realize the aims above, we will raise employee awareness and promote a reform of the work climate.

Dai-ichi Life Group's Corporate Action Principles (DSR Charter)

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

Dai-ichi Life Group's Corporate Action Principles (DSR Charter)

[Customer satisfaction]	We provide high-quality products and services with the intention of becoming lifelong partners with our customers. Everything we do is designed to exceed our customer's needs and deliver customer satisfaction.
[Communication]	We hold ourselves accountable to our stakeholders and sincerely accept their opinions, reflecting them in our corporate management.
[Compliance]	We set the bar high for ethical standards and maintain full compliance in all our business activities. We respect privacy and fully enforce the protection and management of personal information.
[Respect to human rights]	We respect the culture and customs of every country and region, always operating in a way that contributes to local development. We also respect human rights and proactively operate in a way that reflects this.
[Diversity]	We provide a motivating and rewarding working environment where people of all backgrounds play an active role, encouraging both personal development and good health.
[Environmental protection]	We actively engage in environmental protection on a daily basis, recognizing that preserving the global environment is our social responsibility.
[Social contribution]	We head social action programs, growing together with communities as an active corporate citizen.
[Corporate value]	We effectively use our management resources to create sustainable corporate value, always seeking new and better ways to contribute, improve business productivity, and maintain and strengthen our capital base.

Code of Conduct (Principles of Action)

The Company has established a Code of Conduct (Principles of Action) that every one of our directors, officers and employees can use to put our basic management policies into practice.

Extracts from the Code of Conduct (Principles of Action)

1. Maximize customer satisfaction

Maximize customer satisfaction by adhering to the "Customer First" principle as a lifelong partner of customers and to improve the quality of all our businesses.

2. Secure social trust

- (1) Comply with laws, regulations, and internal company rules, and conduct business activities fairly in compliance with social norms and market rules.
- (2) Contribute to the welfare and prosperity of society and coexist with others as a good corporate citizen by working to develop the life insurance business.

3. Create sustainable corporate value

- (1) Promote the effective use of management resources, improve business productivity, and fully enforce risk management from the standpoint of optimizing the Company as a whole, based on the concept of DSR management, when carrying out duties.
- (2) Undergo self-transformation on an ongoing basis to develop the company and individuals by accurately identifying changes in social expectations and the environment both inside and outside the company.

4. Foster employee potential

Create an unrestricted work climate that embraces innovative changes by respecting the character and personal characteristics of individual directors, officers and employees.