

Thinking People First

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

Thinking People: We take action, considering sincerely people and their lives. It means listening to people and working together with them to build human capital that contributes to happiness. It means a global perspective, constantly taking on new challenges for the future. *Thinking People* means sincerely thinking about people, considering their needs, demands, and lifestyles.

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

DAI-ICHI LIFE

Dai-ichi Life Group Vision

Dai-ichi Life Group has adopted *Thinking People First* as its medium- to long-term Group vision. This vision is shared by around 60,000 people in the Dai-ichi Life Group. Based on this vision, we will always take a sincere approach to stakeholders such as customers, society, shareholders and investors, employees, and others who are involved in the daily activities of our Company, act accordingly, and aim to be the 'First in Quality,' 'First in Productivity,' 'First in Vital and Energetic Employees,' and 'First in Growth Potential.' Ultimately, our aspiration is to be the number one customer-supported company.

CONTENTS

MESSAGE FROM THE PRESIDENT-----	01	BY YOUR SIDE, FOR LIFE:	
PASSING ON PEACE OF MIND-----	04	DAI-ICHI'S MANAGEMENT PHILOSOPHY-----	54
OVERVIEW OF DAI-ICHI-----	05	CORPORATE CITIZENSHIP AND EFFORTS	
MANAGEMENT POLICY-----	07	REGARDING ENVIRONMENTAL ISSUES-----	64
SUMMARY OF FINANCIAL RESULTS-----	25	FINANCIAL SECTION-----	68
ASSETS AND LIABILITIES-----	30	SUPPLEMENTARY FINANCIAL DATA-----	140
REVENUES AND EXPENDITURES-----	31	ORGANIZATION CHART-----	171
INVESTMENTS-----	34	BOARD OF DIRECTORS AND EXECUTIVE OFFICERS/	
FINANCIAL SOUNDNESS-----	37	OVERSEAS NETWORK-----	172
INTERNAL CONTROL AND		HISTORY	
OVERALL RISK MANAGEMENT-----	45		