

## For Customers: Delivering Peace of Mind

## Payment of Insurance Claims and Benefits and Pursuit of Security and Peace of Mind

### Status of the Payment of Insurance Claims and Benefits

The Company is endeavoring to handle insurance procedures from a customer-based perspective, and to make accurate and equitable payments by ensuring that all its officers and employees understand that the role of insurance is fulfilled at the very moment that customers receive their insurance claims and benefits.

In fiscal 2013, our customers received a total of ¥1,743.6 billion (¥1,768.1 billion in aggregation with Dai-ichi Frontier Life), including claims and benefits for death and hospitalization as well as maturity proceeds.

### Insurance claims and benefits paid in fiscal 2013 (for Dai-ichi Life on a non-consolidated basis)

Death, disability and specified disease insurance claims, etc. **¥435.4 billion**

Hospital expenses and surgical insurance benefits, etc. **¥126.6 billion**

Maturity proceeds, living benefits, and annuities, etc. **¥1,181.5 billion**

**Total ¥1,743.6 billion**

### Status of Claims and Benefit Payments in Fiscal 2013 (for Dai-ichi Life on a non-consolidated basis)

	Total	Claims for death, disability and specified disease insurance, etc.	Benefits for hospital expenses and surgical insurance, etc.
Number of cases in which payments were made	1,062,668	82,066	980,602
Number of cases in which payments were not made	33,787	3,701	30,086
Cases that don't meet payment requirements	32,085	3,278	28,807
Cancellations due to violations of the duty to disclose	1,141	112	1,029
Cases that fall under immunity grounds	556	311	245
Other	5	0	5

Note: These figures do not include maturity proceeds and living benefits, etc.

#### [Cases that don't meet payment requirements]

These are cases that don't meet the payment requirements prescribed in our policy provisions, such as cases that aren't eligible for surgery, or the onset of diseases before the policy went into effect.

#### [Cancellations due to violations of the duty to disclose]

If the policyholder or the insured does not disclose important facts that must be declared when subscribing to the policy, either intentionally or through gross negligence, the insurance policy will be cancelled. If a refund is due based on calculations at the time of cancellation, this will be paid.

#### [Cases that fall under immunity grounds]

If there is a case that constitutes grounds for immunity under the policy provisions, such as the insured committing suicide within the specified period of time or the policyholder or insured, either intentionally or through gross negligence, having an accident, insurance claims and benefits will not be paid.

## Well-Managed Handling When Customers Receive Their Insurance Claims and Benefits

### ■ Initiatives for customers to receive their insurance claims and benefits faster

The Company created the Insurance Proceeds Quick Reception Service so customers can receive death proceeds that meet certain requirements more quickly, if they urgently need to pay funeral and other expenses when a loved one passes away.

Since June 2014, customers have been able to receive their insurance benefits on the day of performing request procedures if they use this service.

We also provide a Simplified Death Benefit Reception Service in which customers are able to receive a death benefit of up to ¥5 million by submitting a predetermined request form, death certificate and copy of an identification document, even if it takes time to prepare public documents such as a residence certificate, as well as the Death Benefit Delivery Service in which our staff delivers the customer's death benefit in cash.

### ■ Reception of insurance claims and benefits, using a life insurance trust

To meet customer needs for ensuring that insurance benefits can be left to those with uncertain ability to manage property, the Company provides an intermediary service as a trust contract agent for *Omoi no Teikibin*, a trust product of Mizuho Trust & Banking Co., Ltd.

In the life insurance trust, the policyholder customizes the use of his/her death benefit before his/her death, and a trust bank receives the death benefit when the policyholder passes away and pays it to a person predetermined by the customer (policyholder) with the decided-upon specifics, while safely managing the death benefit.



Guidance on life insurance trust

### ■ Support for payment procedures when the request is difficult to make

We have introduced the Proxy Request System in which a proxy who has met the predetermined requirements is able to make a claim for insurance on behalf of the claimant if there are exceptional circumstances in which the claimant is unable to request the payment of insurance claims and benefits.

In January 2014, we also introduced Adult Guardianship Support as a new service for introducing as an intermediary a judicial scrivener who can support legal procedures for the customer who needs the appointment of an adult guardian, so

that the beneficiary will be able to assuredly receive insurance benefits, etc. even if the policyholder is unable to use the Proxy Request System for certain reasons.

### ■ Improvement of information and consulting provided when customers receive their insurance claims and benefits

When the beneficiary receives his or her death benefit, we provide information on the survivor pension system and inheritance tax system and give consulting on the inherited property including the death benefit.

Furthermore, when our customers receive hospital expense benefits, etc., we provide information on the high-cost medical care benefit system and medical expenses deduction.



Guidance on public procedures



Guidance on medical expenses

## Customer-Oriented Assistance with Insurance Procedures

### ■ Accurate and courteous guidance upon request

At the Dai-ichi Life Contact Center, operators with specialized knowledge will directly respond to customer inquiries regarding insurance claims and benefits, providing accurate and courteous guidance regarding their inquiries.

### ■ Facilitating insurance requests

Instead of having to submit a medical certificate, we have created other ways for customers to request insurance claims and benefits, such as submitting reports that they can fill out themselves and copies of receipts.

### ■ Making requests more convenient

Requests for insurance claims, etc. are handled at the Dai-ichi Life Contact Center, as well as by Total Life Plan Designers and at Dai-ichi Life Insurance Shops.

For customers who are usually out during the day or who live far away, we can send claims documents directly from the head office at their request. Customers can then return the prepared documents in a dedicated envelope.

## Improved Explanations Regarding the Payment of Insurance Claims and Benefits

For any inquiries pertaining to the content of insurance claims and benefits, the Company will explain the details in a courteous and easy-to-understand manner through a dedicated dial-up (toll-free) number.

In the event customers are unclear on any points in cases where they are not eligible to receive insurance claims and benefits, they can consult with the “Payment Inquiry Counter.” Specialized persons in charge in the payment department can directly provide them with an explanation.

If customers aren’t satisfied with the explanation, they can go to the ‘Dispute Counter’ (a different department from the payment department), use the ‘Outside Lawyer Consultation System,’ or go before the ‘Payment Examination Committee’ (a third-party organization).

### Status of Utilization of Each System

	Fiscal 2012	Fiscal 2013
Dispute Counter	202 cases	172 cases
Outside Lawyer Consultation System	6 cases	11 cases
Payment Examination Committee	6 cases	8 cases

## For Customers to Assuredly Receive Insurance Claims and Benefits

### Delivering Our Total Life Plan Reports and Implementing Our Periodical Insurance Information Checks

Our Total Life Plan Report informs policyholders of the contents of their policies and the performance of the Company each year. At the time we send out the Total Life Plan Reports, our Total Life Plan Designers implement Periodical Insurance Information Checks, verifying the contents of customers’ policies, their payment history, and seeing if there are any changes in their registered information.

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.

In Periodical Insurance Information Checks, we also implement measures to ensure our customers receive their insurance claims and benefits by promoting registration of their family information and contact addresses to allow us to have seamless contact with their families in the event of emergency.




### Procedures on Total Life Plan My Page and the Internet, and at ATMs

Total Life Plan My Page is a website for the exclusive use of policyholders where they can check the details of their policies, process insurance-related administrative procedures and use assorted types of information and services. Policyholders are able to use the Total Life Plan My Page from the Total Life Plan Support CD that we deliver to customers when they purchase insurance policies or on the Company’s website.

In addition to the above, the Company also works to improve customer service and convenience by enabling use of various procedures by telephone and at ATMs.



Total Life Plan Report  
(Fiscal 2014 Edition)

Methods for procedures Procedures	 Procedures through the Internet <sup>*1</sup>	 Procedures via automated answering system by telephone (response via voice service)	 Customers who have the Dai-ichi Life Card Procedures at Dai-ichi Life ATMs and affiliated ATMs
① Checking contents of policies	○	—	—
② Changing address and telephone number	○	—	—
③ Changing transfer account for premiums	○	—	—
④ Changing password for Dai-ichi Life Card	○ <sup>*2</sup>	○ <sup>*2</sup>	—
⑤ Registering and changing account designated for money transfer	○ <sup>*2</sup>	—	—
⑥ Using policyholder loans	○ <sup>*2</sup>	○ <sup>*2, *3</sup>	○
⑦ Repaying policyholder loans	—	—	○
⑧ Withdrawing deferred payments such as insurance benefits	○ <sup>*2</sup>	○ <sup>*2, *3</sup>	○
⑨ Withdrawing accumulated dividends	○ <sup>*2</sup>	○ <sup>*2, *3</sup>	○

Information is as of April 2014.

\*1: Total Life Plan My Page is not available for corporate policyholders or policyholders of insurance for special tax-treatment savings plan for salaried employees.

\*2: Service is available for customers who have the Dai-ichi Life Card or Dai-ichi Life Service Passport.

\*3: Quick Money Withdrawal Telephone Service is available for customers who do not have the Dai-ichi Life Card or Dai-ichi Life Service Passport and customers who have one of those but forget their ID or password.

## Development of Products for Living Onward

### Wide-Ranging Protection Tailored to Individual Customers' Needs

#### ■ Bright Way launched (January 2014)

In January 2014, Dai-ichi Life launched Bright Way, a whole life insurance policy with a dividend payable every five years, as a product able to flexibly respond to risks of customers in a wide age range.

Based on a death benefit for life, Bright Way ensures protection tailored to individual customer needs by combining riders that enable policyholders to prepare for three major illnesses, physical disorders and serious disability requiring nursing and/or medical care.

With Bright Way, policyholders are able to broadly prepare for seven risks including three major illnesses, physical disorders and serious disability requiring nursing care, as well as death, by adding a new Assist Seven rider. Since policyholders are able to receive insurance benefits as lump-sum payments, they are able to use the benefits more freely. In addition by adding the Assist Seven Plus rider, policyholders are

able to receive benefits of the highest level in the industry\* that cover risks more widely from a milder or earlier stage of illness when they are diagnosed with cancer in situ, identified as Care Level 1 under the public nursing care insurance system and designated as Disability Grade 1 to 4 under the Act on Welfare of Physically Disabled Persons, in addition to causes for payment under Assist Seven.

By adding other riders such as Income Support, Premium Waiver Rider (2013), *Ino Ichiban* NEO, 8 Lifestyle-related Diseases Hospitalization Rider, Female-Specific Cure Rider (2010) and Advanced Medical Care Rider, policyholders are able to achieve higher value-added *protection for living onward*.

\* This is the highest level in the industry in terms of coverage of benefits among the life insurance companies that are members of the Life Insurance Association of Japan and which provide benefits for cancer in situ, benefits linked to the public nursing care insurance system and benefits linked to the Act on Welfare of Physically Disabled Persons (surveyed by Dai-ichi Life; as of the end of June 2014).

## Survival Benefit Products Received by Policyholders

### ■ Crest Way launched (January 2014)

In January 2014, Dai-ichi Life launched Crest Way, annuity insurance with a dividend every five years (without surrender value), which allows policyholders to prepare for nursing care protection for life with premiums that remain unchanged for their lifetime and to significantly reduce the premium burden without surrender value.

Crest Way is characterized by the easy-to-understand and wide-ranging content of its benefits by introducing causes for payment linked to the public nursing care insurance system, in addition to causes for payment based on the Company's own standards. If any cause for payment applies, policyholders are able to receive their annuity for their lifetime. By adding riders such as Assist Seven and Assist Seven Plus, policyholders are able to prepare for three major illnesses and physical disorders and temporary expenses under the condition of need for nursing care, such as making one's home barrier-free or installing handrails. With a medical compensation rider such as *Ino Ichiban* NEO, Crest Way also enables policyholders to prepare for their needs for medical care.

## Expansion of Product Lineup

With products such as medical care insurance and single-premium products with high savings ability, we are expanding the contents of our products and ages to be covered in response to customer needs.

### ■ Medical Yell launched (January 2011)

In January 2011, we launched Medical Yell (term-type), a term-type medical non-participating insurance product, and Medical Yell (whole life-type), a whole life-type non-participating medical insurance product, as non-participating products able to provide wide-ranging and gratifying medical protection.

Medical Yell (term-type) is a product for those aged 0-49, and Medical Yell (whole life-type) is for ages 50-80.

Medical Yell (whole life-type) provides medical protection for life with premiums that remain unchanged for the customer's lifetime, since the premium burden is reduced significantly by eliminating surrender value.

We have also introduced Medical Switch (medical protection change system) that provides an option for policyholders to replace an old medical rider to their policy with Medical Yell, the latest medical insurance product, without medical screening (there are some conditions for purchasing Medical Switch). This rider has been well received.

### ■ Grand Road launched (August 2011)

In August 2011, we launched Grand Road, a single-premium non-participating whole life insurance product (without health declaration). A wide range of customers aged 0-75 can apply with easy procedures since it does not require a medical examination by a doctor, or health declaration. Customers are also able to achieve stable savings, given that the surrender value according to elapsed years is fixed at the time of purchasing the policy since the credited interest rate per the policy contract will remain the same for the duration of the contract.

Note: The description above gives an overview of Dai-ichi Life's products as of July 2014 and does not state all matters concerning the policies. When considering purchasing a policy, please make sure to read materials designated by the Company including the separate brochure and the Policy Illustration (policy overview). When purchasing the policy, make sure to read the Disclosure Statement (information requiring attention), Policy Guide, and Policy Provisions.



# Complete Health Support

## Initiatives for Education such as Prevention of Cancer and Cardiovascular Disease

We proactively work to provide customers with accurate information on cancer, cerebral stroke and cardiovascular diseases such as acute cardiac infarction. Total Life Plan Designers visit customers in person in order to help them develop knowledge about these diseases and restrict them.

We entered into a comprehensive collaborative agreement with the National Cancer Center in January 2012, with the Japanese Foundation for Cancer Research in February 2013 regarding the provision of information on cancer, and with the National Cerebral and Cardiovascular Center in May 2014 regarding cardiovascular disease.

Through mechanisms such as collaboration with local governments, we will continue to widely provide customers with highly specialized information on cancer and cardiovascular disease in an easy-to-understand manner through information papers, seminars, the DL Pad, the Internet and other means.



Countermeasures for working population against cancer

## Medical Support Service for Health, Medical, Childcare, and Nursing Care Services for Policyholders

The Medical Support Service provides advice and information on health and medical services, child care, and nursing care, and is available for policyholders and insured people with individual insurance\* and their family members via telephone and online 24 hours/day, 365 days/year (excluding when systems are undergoing maintenance).

The Medical Support Service, which started in April 2012, has been expanding its services and began providing Specialized Medical Service Consultation/ Second Opinion Support and Nursing Care Telephone Consultation in March 2013. In December 2013, it also began providing “Nursing Care Service Wide & Double,” a nursing-care-related service that adds introduction and intermediation services of “nursing

care related” information to telephone consultation about nursing care.

With these initiatives we will routinely deliver peace of mind and offer assurance in the event a policyholder or family member requires medical or nursing care. We will do this by broadly providing services related to health, medical care, childcare, and nursing care, ranging from guidance on daily health, specialized medical services and second opinions to nursing-care-related services.

\* The Medical Support Service is not available for policyholders of insurance for special tax-treatment savings plan for salaried employees.



Four features of Medical Support Service

## “With Partner” Point Service for Policyholders

We provide the With Partner point service for policyholders who purchase individual insurance\*. Policyholders are able to receive preferential treatment useful for their health, medical care and living, and use services celebrating their life events using points calculated by premiums paid and the number of years the policy has been held.

\* The With Partner service is not available for policyholders of insurance for special tax-treatment savings plan for salaried employees.



Dai-ichi Life service guide

# Be Trusted by Customers as Their Lifelong Partner

## Total Life Plan Designers

At Dai-ichi Life, approximately 40,000 Total Life Plan Designers provide face-to-face consultation and service to policyholders based on their individual total life plans.

To assist customers in all scenarios over the course of their contract cycles, including at the time of contracting, throughout the duration of the policy, when paying insurance benefits, and when the policy matures, Total Life Plan Designers establish trust with customers. They implement Periodical Insurance Information Checks and offer advice on Dai-ichi Life's products, as well as a wide range of information and services related to social security, tax, health, medical services and nursing care, and provide consistent, high-quality consulting services suited to customers' lifestyles.

The role of life insurance is to provide customers with tangible peace of mind to protect their treasured belongings and precious lives and loved ones. Dai-ichi Life will continue communicating the concept of *Passing On Peace Of Mind* to its customers and their families based on the sense of duty that the mission of Total Life Plan Designers is to stand by the side of our customers for life, to put themselves in customers' shoes, and be sensitive to their feelings and sentiments.

## Financial Planners (FPs)

Specialist knowledge about products and tax is required in proposing life insurance to customers.

To promptly and accurately respond to the diversified requests of customers, Dai-ichi Life deploys approximately 480 financial planners (FPs) nationwide.

In fiscal 2014, we assigned FPs with strong knowledge about inheritance matters to all 84 of our branch offices.

In principle, Dai-ichi Life FPs possess qualifications such as a Certified Skilled Worker of Financial Planning, a national accreditation, or CFP or AFP certifications provided by the Japan Association for Financial Planners.

Aiming to improve customer satisfaction, FPs are engaged in a wide range of activities nationwide, including proposals such as the structuring of corporate welfare systems using life insurance

products for local small- and medium-sized enterprises, and explaining the effective use of life insurance based on their extensive knowledge of tax and inheritance matters. Dai-ichi Life has 6,378 employees holding qualifications as a 2nd Grade Certified Skilled Worker of Financial Planning and/or AFP including 386 1st Grade Certified Skilled Workers of Financial Planning, or CFPs (at the end of March 2014).

## Contact Centers

Dai-ichi Life Contact Centers work to improve our services to customers by handling administrative procedures and inquiries from customers across the country, checking the contents of their policies and providing the latest information on our products, services and promotional campaigns.

Dai-ichi Life has introduced the latest call center systems in an effort to more quickly and appropriately meet customer demands. We have also established contact centers in Sapporo, Tokyo, Osaka and Fukuoka in order to reliably handle calls even during large-scale disasters.

In fiscal 2013, with approximately 1.14 million cases handled at contact centers and approximately 1.33 million cases where calls were made to customers to inform them of details and the situation of their policies, a large number of customers use these centers. The centers receive customer feedback and requests, and this information is shared inside the Company to improve our services and business processes.

In fiscal 2013, we achieved a three-star rating in the HDI Customer Contact Center Ratings fiscal 2013 organized by the Japanese office of Help Desk Institute (USA), the world's largest membership group in the support service industry.

We will continue to strive to further improve our services for customers.



Contact Center



## Website

On our website we post content such as Insurance Estimates and FP Consulting (Internet consulting) so customers can confer with us on insurance estimates at any time. We will provide comprehensive consulting services via e-mail, telephone or meeting with a Total Life Plan Designer after our FPs prepare insurance plans at the customer's request. We also provide individual advice on inheritance issues and post-retirement financial planning.

We make efforts to improve our services at contact points where customers are able to receive friendly consultation at any time.



Reception Page for Insurance Estimates

## Dai-ichi Life Insurance Shops

The Company's consulting counters are spread among 82 offices across the country under the name Dai-ichi Life Insurance Shops and are used by approximately 100,000 customers annually (as of April 2014). The counters play an important role in providing total consulting in which we give advice complying with customers' wishes in all scenarios over the course of their contract cycles, including at the time of contract, throughout the duration of the policy, and when paying insurance proceeds, and delivering the concept of "Passing On Peace Of Mind."



Dai-ichi Life Insurance Shops

Along with providing roadside offices, Dai-ichi Life Insurance Shops have also been established close to terminal stations and inside shopping centers, for increased customer convenience. Currently, 34 out of the 82 Dai-ichi Life Insurance Shops have extended business hours in the evenings on weekdays and on weekends, and appointments to visit a shop can also be made on the Company's website. We have received a number of favorable comments from the customers who have visited them, such as, "It was good to be able to visit the office at my own convenience" and "It was nice to be able to consult them about a number of things." We aim to continue to improve our services at consulting counters so that customers can easily talk to us at the time and place most convenient for them.

## Agents

From the standpoint of further improving customer convenience and responding to increasingly diversified customer needs, Dai-ichi Life embarked on a full-scale initiative for our agent channel in fiscal 2000. Since then, we have been bolstering our efforts by improving the organizations and staff involved in our agent channel.

Specifically, in fiscal 2001 we began selling our products through the professional agents of Sampo Japan, our business partner, in order to provide total insurance services, including both life and non-life insurance products. Dai-ichi Frontier Life, our subsidiary that specializes in providing products to financial institutions, has also been offering savings-type products, such as individual annuities, to agents at financial institutions since fiscal 2007.

Dai-ichi Life will continue to provide products and services to meet our customers' needs, making maximum use of the comprehensive strength of the Dai-ichi Life Group.



Counter at an agent of Sampo Japan



## Service Advisers

Dai-ichi Life assigns in-house employees in charge of overall office work related to life insurance to unit offices across the country.

In-house employees have also embarked on support (service advice) work for sales activities of Total Life Plan Designers as Service Advisers by simplifying and increasing the efficiency of their existing administrative work.

Taking advantage of their strengths such as their knowledge and experience regarding claims and benefits and life insurance products, Service Advisers prudently advise Total Life Plan Designers depending on customers' policy situations according to their life cycle (marriage, childbearing, employment and retirement). This includes their life insurance policies that span long periods from proposals and underwriting of policies, during the policy to the payment of insurance proceeds and maturity.

Service Advisers will continue to work to meet diversifying customer needs by further improving their skills for sales support as members who play a role in total consulting.



## Provision of Diverse Information to Customers

We provide our customers with important information at appropriate timing for the duration of their insurance policy, which spans long periods from purchase of insurance to payment of insurance claims and benefits.

We will continue to exert efforts so that the information we provide to customers will be easier for them to understand.

### Examples of information for customers

Payment of premiums	<ul style="list-style-type: none"><li>• Notice of scheduled account transfer</li><li>• Guidance on premium payment</li><li>• Guidance on automatic loans for premiums</li><li>• Notice of lapse of policy</li><li>• Notice of expiration of premium payments</li></ul>
Deferred payments and loans	<ul style="list-style-type: none"><li>• Notice of various interests carried over</li><li>• Notice of balance of loans to policyholder</li></ul>
Procedures	<ul style="list-style-type: none"><li>• Written request for procedures</li><li>• Guidance on procedure for claim for maturity proceeds</li><li>• Notice of renewal of riders</li><li>• Payment statements</li><li>• Detailed statement of changes in content of policy</li></ul>
Other	<ul style="list-style-type: none"><li>• Certificate of life insurance deduction</li></ul>

# Improvement of Information Provided to Customers

## Improvement of the Contract Guide and Policy Provisions Delivered at the Time of Contract

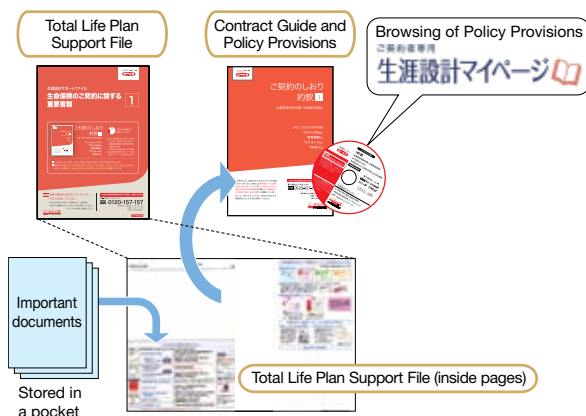
To make the Contract Guide and Policy Provisions easier to understand we are promoting a review of expressions and use of simpler charts and tables, taking into account customers' opinions and requests.

### ■ Improvement of information provided on payment of insurance proceeds, etc.

Responding to customers' opinions that the ability to check causes for payment at the time of contract would be a desirable feature, we write down detailed causes for payment, such as physical disability, which we extract from the Policy Provisions, and the collection of payment cases in the Contract Guide in order to improve information on insurance payments to be provided at the time of application.

### ■ Increase of customer convenience through CD-ROM-based Policy Provisions

We include the Contract Guide and Policy Provisions in a CD-ROM and provide it as a Total Life Plan Support CD. This enables customers to use functions unique to electronic media. For the portion comprising the Contract Guide we deliver a brochure as well as a CD to all customers. For the portion comprising the Policy Provisions we also deliver a brochure at the customer's request.



## Total Life Plan Support File

For our customers to be able to store important documents related to their policy in bulk, we deliver, in advance, a Total Life Plan Support File in which the Contract Guide and Policy Provisions and the Total Life Plan Support CD are contained.

Regarding documents we deliver, we try to increase customer convenience by using illustrations and larger characters.

## Further Improving Understandability of Disclosure Statement

We are strengthening our efforts to facilitate customers' understanding of important matters to which they need to pay particular attention in filing an application.

### ■ Format focusing on readability and understandability

We write important matters to which customers need to pay attention at the beginning of the Contract Guide and Policy Provisions, so that customers can check detailed contents more easily in conjunction with the Contract Guide.

### ■ Providing animation with voice guidance

Customers can see explanations of important matters on the DL Pad, a tablet for sales and business use, with likeable animations offering voice guidance.

We also have the same content in the Total Life Plan Support CD which we deliver to customers at the time of application and on the Company's website, so customers can view them any time.

## Browsing method for animation with voice guidance



## DL Pad Tablet for Sales and Business Use

In August 2012, we introduced the DL Pad, a tablet computer mainly for sales and business use, to approximately 40,000 Total Life Plan Designers to enhance their consulting capabilities.

The DL Pad, equipped with high-speed communications, is a highly portable LCD tablet that allows users to quickly provide information and make proposals and handle procedures for customers. We have also installed an advanced security system to protect important customer information.

In September 2014, we will start procedures for purchasing life insurance via the DL Pad. Customers will be able to apply simply and quickly on the easily viewable and easy-to-understand screen of the DL Pad.



The DL Pad

## Consulting Using the DL Pad

Using the DL Pad, users can prepare a Total Life Plan that provides income and expense simulations and estimates of public pension tailored to the life plan of individual customers together with them in an enjoyable manner as if playing a game.

We can design the optimal insurance plan together with customers, and customers can confirm the content of their benefits in detail. It is also possible to print and give to customers the Total Life Plan and benefits designed by the DL Pad.

The DL Pad is also equipped with Navi-Setsu Book, which allows explanation of a wide variety of information through illustrations and video comments, including information on health, medical services, and the social security system, as well as the process for ensuring receipt of services and insurance claims and benefits after enrollment. In this way we are working to improve our consulting services through cooperative communication with our customers.

The DL Pad also has a function for supporting the learning and activities of Total Life Plan Designers to improve their consulting abilities and provide all customers with consistent, high-quality consulting services.

We will continue to strive to assist our customers, as their lifelong partner, by further improving the quality of our services and business efficiency.



Screen image of Total Life Plan



Screen image of Navi-Setsu Book

# Initiative to Utilize Customer Feedback for Our Management

## Initiatives to Utilize Customer Feedback

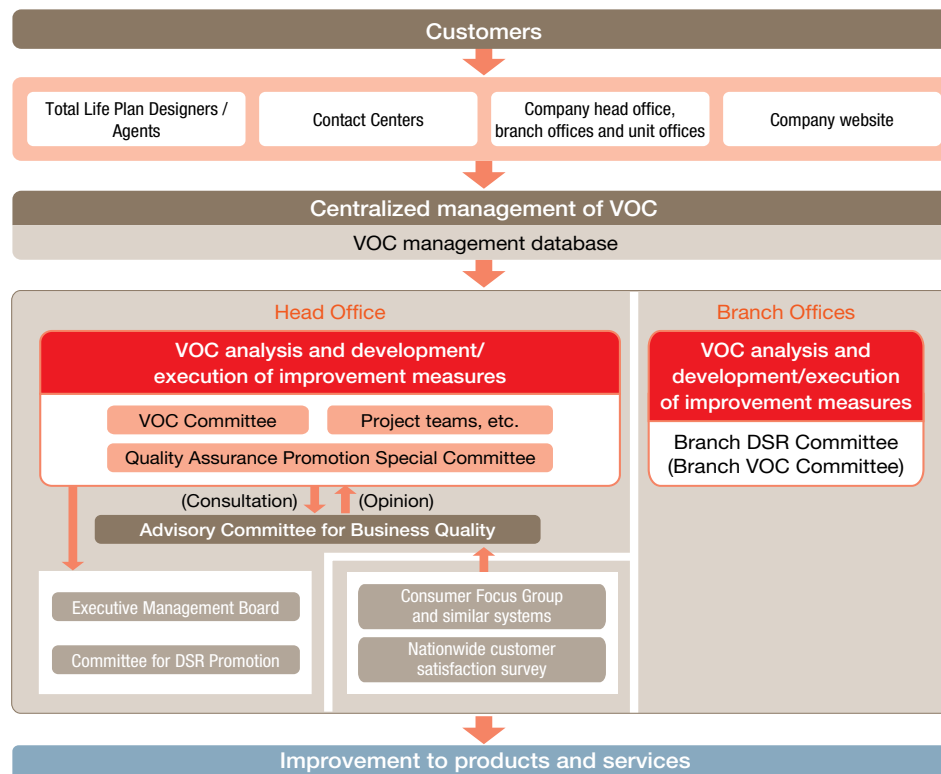
In 1992, we built a system to incorporate customer feedback received from all over Japan into the way we manage our company and have been continually improving the system ever since. The system collects and analyzes customer feedback received through customer contact points, using them to improve corporate management and operational processes. We analyze the feedback from customers at monthly meetings of the VOC Committee\*, and identify and prioritize challenges. Project teams then develop and execute specific improvement measures, and their initiatives are reported to the Executive Management Board, etc. When considering improvement measures, we employ a Consumer Focus Group and other similar systems to collect consumer perspectives, opinions, and advice to further respond to customers' needs.

In this system we are improving our products and services to further increase customer satisfaction.

\* VOC: voice of customers

## Customer Feedback (Complaints, Praise, Opinions and Requests) and Its Major Components

We believe it is important to widely collect feedback from customers and have this lead to improving our corporate management and operational processes. We regard customer complaints as the expression of their dissatisfaction with the insurance products we sell (including products of our business partners, such as cancer insurance and non-life insurance), our sales activities, the attitude and manners of our employees, and our administrative work and systems. Appreciative voices are customers' gratitude and compliments regarding our sales activities, the responses of our staff on the phone and over the counter, and our administrative procedures. We also regard opinions and requests of customers as their proposals, short of complaints, for improving our business.



● **Number of customer feedback instances (complaints, praise, opinions and requests) received in fiscal 2013 and their major components**

Classification of customer feedback		Number of customer feedback instances received	Share (%)	Major contents	Number of customer feedback instances received	Share (%) in each item
Complaints	Related to new policy	3,736	8.3	Dissatisfaction, etc. with explanation when purchasing a policy	1,285	34.4
				Dissatisfaction, etc. with carelessness of those who are in charge of selling a policy and delay in arrangement	395	10.5
	Related to procedures for premium payments	3,165	7.0	Dissatisfaction, etc. with payment of premiums	1,365	43.1
				Dissatisfaction, etc. with account withdrawal at banks, etc. and change of the account	621	19.6
	Related to procedures for maintenance of content of policy	12,963	29.0	Dissatisfaction, etc. with surrender procedures	3,104	23.9
				Dissatisfaction, etc. with policyholder dividends	1,651	12.7
	Related to payment of insurance claims and benefits	6,675	14.9	Dissatisfaction, etc. with procedures for payment of benefits	2,807	42.0
				Dissatisfaction, etc. with procedures for payment of maturity proceeds	1,279	19.1
	Others	18,152	40.6	Dissatisfaction, etc. with attitude and manners of sales representatives and responses, etc. over the counter and via telephone	7,155	39.4
Dissatisfaction, etc. with follow-up				5,375	29.6	
Total		44,691				
Grateful voices		107,817				
Opinions and requests*		1,459	* Opinions and requests are the number received after February 2014.			

\* Opinions and requests are the number received after February 2014.

■ **Posting of customer feedback on the Company's website**

Since October 2006 on the Company's website we have been posting the number of customer feedback instances and the number of complaints that were resolved.

■ **Advisory Committee for Business Quality**

We have established the Advisory Committee for Business Quality as an advisory board to the Quality Assurance Promotion Special Committee for receiving opinions from a consumer-based perspective. More specifically, we consult with the Advisory Committee for Business Quality on issues discussed at the Quality Assurance Promotion Special Committee; the opinions of its members are reflected in improvements to our business operations.



Advisory Committee for Business Quality



## ● Grateful voices received from customers by Total Life Plan Designers

Examples
<p>This case is about a customer who died due to sudden deterioration of his medical condition during the procedure for the application of the hospital expense benefit. After completing the procedure, the Total Life Plan Designer received the following comment from his family: "Thanks to your care concerning my father when he was in hospital, the procedure went smoothly and we were able to receive the benefit. You are the first person who awarded us for our nursing care to help him fight his illness over a long period. We sincerely appreciate your truly faithful and warm follow-up."</p> <p>One day when I met a 75-year-old customer during a regular visit, she confessed that she would not have long to live because of cancer. So I met her daughter and explained the content of the insurance coverage. A month later I heard from the daughter that her mother had passed away and I visited the daughter. After completing the procedure, I receive the following comment from her. "Thank you for taking the time to explain the insurance. I will cherish the insurance benefit my mother left for me."</p>

## ● Examples of improvements made from customer feedback

	Inconvenient and dissatisfactory issues for customers	Remedial measures and their results
At time of contract	<p>○ I would like Dai-ichi Life to have an insurance product through which we can prepare for a wide range of risks.</p>	<p>○ Launch of Assist Seven and Assist Seven Plus Riders We launched the Assist Seven rider by which policyholders can prepare for seven risks with a single rider including three major illnesses, physical disorders and serious disabilities requiring nursing care, and death. At the same time, we also launched the Assist Seven Plus rider that covers wider risks, such as cases in which the insured person is identified as "Care Level 1" under the public nursing care insurance system or designated as "Disability Grade 1 to 4" under the Act on Welfare of Physically Disabled Persons, in addition to the causes for payment under the Assist Seven rider.* (These riders were launched in January 2014.)</p>
While the policy is in effect	<p>○ It takes time to apply for policyholder loans, withdrawal of accumulated dividends and deferred money unless you have the Dai-ichi Life Card or Dai-ichi Life Service Passport.</p> <p>○ It is inconvenient to submit documents if you forget the card password, even if you want to withdraw money immediately.</p>	<p>○ We started the Quick Money Withdrawal Telephone Service in which policyholders can complete procedures on the same day by calling the Dai-ichi Life Contact Center and performing procedures, following automatic voice guidance. (The Service was launched in September 2013.)</p>

\* The description above is the overview of riders as of July 2014 and does not state all matters concerning the policies. The Asset Seven Plus rider needs to be added to the main policy along with Assist Seven rider.

## ■ Roundtable conference with customers

We routinely hold roundtable conferences with customers at our branch offices around the country and listen directly to opinions and requests from customers in order to improve our products and services.

## ■ Consumer Focus Group

To listen to opinions from consumers, we have been operating the Consumer Focus Group since 1984 and have experts in consumer issues, advisers at consumer centers and advisory specialists for consumers' affairs assist us as consumer monitors.

We receive opinions and advice from various perspectives on our products and services through roundtable conferences in major cities around the country and reflect them in the improvement of our business operations.

## ■ Nationwide customer satisfaction survey

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 objectively figure out customer satisfaction through a questionnaire survey, performed by an outside agency, of individual and corporate customers including current policyholders as well as customers who have surrendered their insurance policies.

We include the overall satisfaction level of customers as one of the goals in our medium-term management plan. We reflect survey results in initiatives conducted by departments in the headquarters and use them for initiatives of the Quality Assurance Promotion Special Committee and other organizations to improve customer satisfaction. Survey results are also reported to the Executive Management Board.

# Consulting, Products and Services for Corporate Customers

## Consulting by Relationship Managers (RMs)

At Dai-ichi Life, Relationship Managers (RMs) consult with corporate customers to propose welfare programs, pension and retirements plans, non-life insurance products and products for business owners for the purpose of supporting their measures to develop and improve various protection systems for their employees and reduce expected business risks. We also offer a wide range of information by providing their employees with seminars on life insurance and other insurance programs such as welfare and pension systems, the total life plan, money plans post-retirement and business manners, as well as services through the Internet.

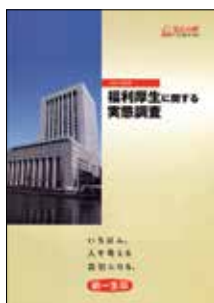
We will continue to satisfy corporate customers' needs by developing better products and services in harmony with the above initiatives.

## Provision of Health Support Menus

We provide corporate customers with information and services regarding their health support.

### ● Field survey of welfare programs

We conducted a questionnaire on the status of welfare programs introduced by corporate customers (field survey on welfare programs) including countermeasures against so-called metabolic syndrome and measures for psychological health. We compiled the survey results received from 877 companies into a report (brochure) for distribution.



Field survey on welfare programs

### ● Dai-ichi Life Health Support Desk

The Dai-ichi Life Health Support Desk is an additional service provided with our products for corporate customers and sets up broad-ranging options for consultation from daily health to psychological health.

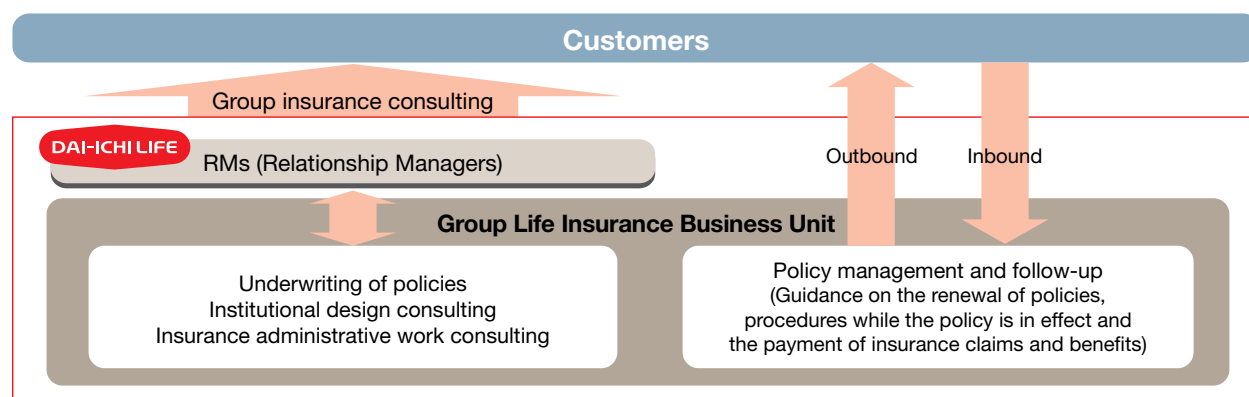
## Group Insurance Consulting, Products and Services

RMs and the Group Life Insurance Business Unit in charge of group insurance products work in unison to provide information on the group insurance system in a timely manner and provide consultation on institutional design and insurance administrative work. We have been selling non-participating riders since April 2012 with comprehensive welfare group term life insurance and insurance riders for specific conditions since October 2013 with group credit life insurance.

As a new service in group term life insurance since April 2014, we have also been offering the Administrative Work Contact Service, in which customers can check the reception state of product purchase applications they submitted.

In step with these initiatives, the Group Life Insurance Business Unit is strengthening a system to carefully follow up on practical responses such as guidance on the underwriting and renewal of policies, procedures during the contract period and the payment of insurance claims and benefits. To increase customer convenience, we also offer D1-i Office, a support service for group insurance administrative work in which customers can complete procedures such as changing the information of members in group insurance via the Internet, and D1-i Leaflet in which customers can see the features of group term life insurance on their PC screen. Since January 2014,

## Group Insurance Consulting System



we have been posting the Contract Guide—Policy Provisions for group insurance on the Company's official website. We will continue to seek to increase customer satisfaction.

## Corporate Pension Consulting

Dai-ichi Life conducts comprehensive consultation for pension and retirement plans, with RMs and the headquarters organizations working in unison. We provide broad-ranging services for institutional design, asset management, retirement benefit accounting and system operation, tailored to customers' needs.

## Initiatives to Improve the Corporate Pension Fiduciary Service

### ■ Initiatives for defined benefit plans

#### ● Provision of Defined Benefit Plan Online Service

We provide the Defined Benefit Plan Online Service\*, a system to perform procedures for the maintenance of a defined benefit plan, to customers for whom Dai-ichi Life is the sole underwriter or the agent, in order to improve the efficiency and speed of customers' administrative work.

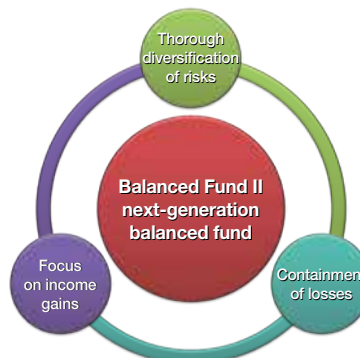
\* We provide this service through our business partner Corporate-pension Business Service Co., Ltd.

#### ● Expansion of lineup of performance-based products and services

Since April 2014, we have been selling a new product, Separate Account Balanced Fund II, to meet customer needs for controlling the downside risk of

investment performance and achieving stable income.

The Balanced Fund II is a next-generation balanced fund with three major investment strategies: thorough diversification of risks, containment of losses when the market collapses, and focus on income gains.



Product features (image)

In May 2014, we commenced agency and intermediation services for our corporate pension customers to enter into discretionary investment contracts with DIAM, our Group company.

### ■ Initiatives for defined contribution plans

#### ● Investment education service

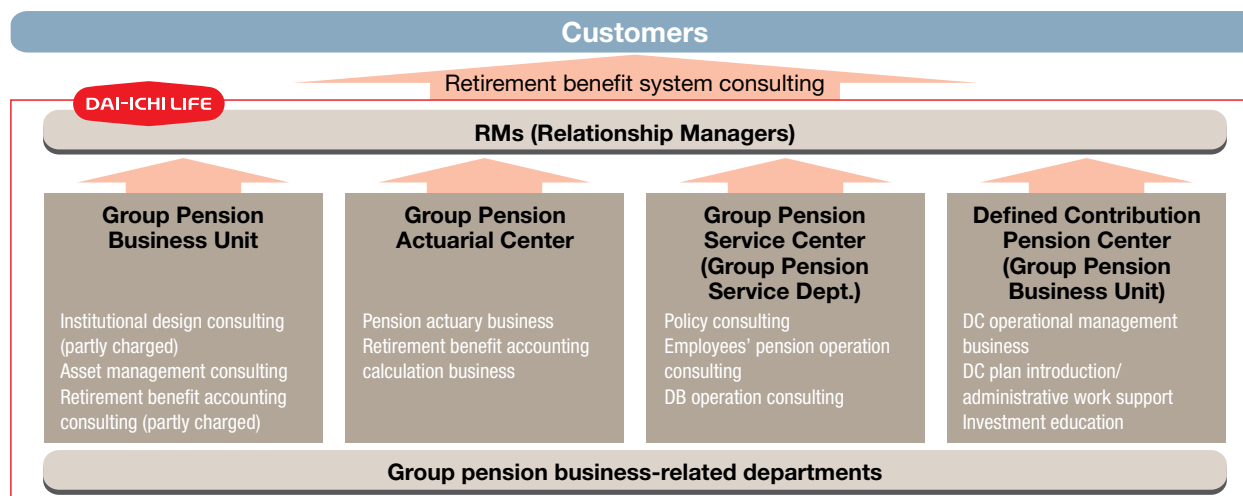
As a defined contribution plan provider, we provide customers of our defined contribution plans with investment education seminars and continuous education e-learning for their employees.

Dai-ichi Life's fulltime instructors



View of investment education (image)

## Corporate Pension Consulting System



advise on the preparation of funds for retirement in light of needs of individual employees by offering ongoing support ranging from seminars and individual consultation at the time of introducing the plan to subsequent continuous education.

### ● Providing information to members in defined contribution plans

We provide members in a defined contribution plan with a service\* for them to make inquiries about the balance of assets and investment yields via the Internet or cell phone. We also work to improve information provided by establishing a dedicated portal site on the Internet in which the plan members can check the amount of money they will receive in the future, run various simulations of items such as taxes and social insurance premiums, and see the information in our information magazine *L'Espoir* and notices from Dai-ichi Life.

\* The service is provided through our outsourcing contractor Japan Investor Solutions & Technologies Co., Ltd.

### ● Providing Dai-ichi Life DC Smart Plan package plan

We sell the Dai-ichi Life DC Smart Plan, which is designed to simplify administrative procedures by managing the corporate defined contribution (DC) plans of multiple companies by using a single pension code in the DC system. We prepare six kinds of product packages, Types I-VI, to meet the needs of more customers.

### ● Providing information to business owners

We provide customers of a defined contribution plan with DC Support Web, a dedicated online service that provides information in a timely manner and supports the operation and administration of the plan.

### ● Dai-ichi Tsumitate Pension to prepare funds post-retirement

Dai-ichi Tsumitate Pension<sup>\*1</sup> is a principal protection product<sup>\*2</sup> under the defined contribution pension system that guarantees yields according to the market interest rate for five (or ten) years. This product, which offers a number of reception methods, including a certain annuity and a whole life annuity, is selected by many customers as the core product for investing their defined contribution pension.

\*1: The official name is fixed-term guaranteed interest rate defined-contribution pension insurance.

\*2: If canceled before maturity, the principal may not be protected since the surrender charge could come into effect.

### ■ Provision of information to customers

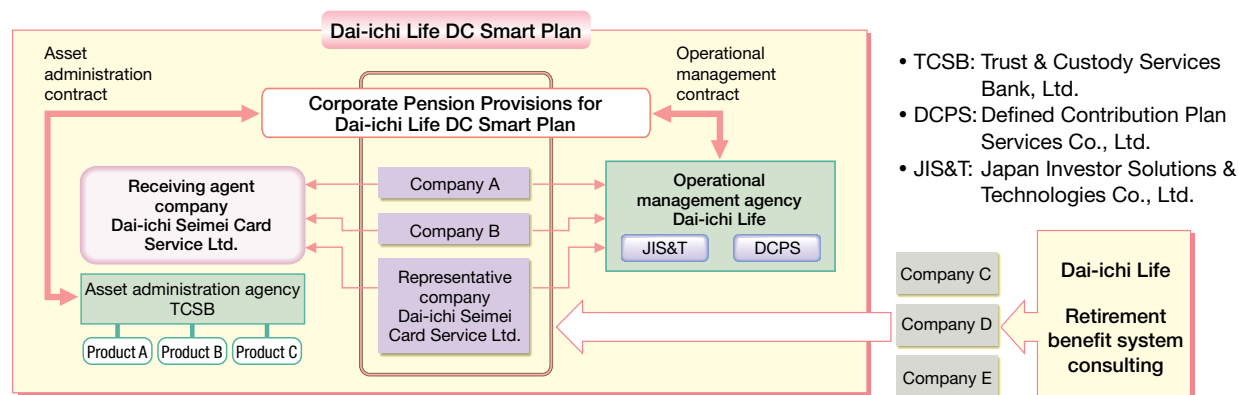
We offer our customers many opportunities to be provided with information centering on the latest topics, including seminars, briefing sessions on pension fund administrative work and debriefing sessions on investment of separate accounts (four times a year).

We also publish *Pension News*, which regularly provides information in broad-ranging areas, such as pension finance including revision of laws related to the pension system, asset management and a glossary.



Dai-ichi Life Pension News (image)

### Smart Plan Fiduciary System (image)



## System for Employee's Life and Finance Solution (SELFS)

Along with changes in the environment surrounding companies, many firms are reviewing their personnel systems, welfare programs and retirement plans.

In response to such changes, we have been providing the System for Employee's Life and Finance Solution (SELFS), a comprehensive Internet-based welfare program management system, since April 2000 to support the restructuring and higher efficiency of welfare programs of companies.

Approximately 8,000 companies now use the SELFS service (as of April 2014), and many of them hold SELFS in high regard.

SELFS provides information on social insurance and a life plan that supports the self-reliance of employees and explains funds for life after retirement and the amount of public pension to be received. We are also taking steps to improve its content, in particular strengthening the simulation function of the amount of insurance necessary to receive for emergencies and accidents, and the various consultation functions on the Total Life Plan Support Site.

For higher efficiency in the operations of the welfare program, SELFS enables companies to improve the efficiency of their administrative work for corporate insurance by using a system which encourages participation in the network of employee contribution insurance and making inquiries about the network's contents. SELFS also offers reports on the amount of pension assets for each group annuity insurance policy.

A portal site dedicated to the defined contribution plan provides knowledge about the defined contribution plan and its investment products and investments, a simulation function that estimates the amount of money to be received in the future and other functions to check the balance of assets and perform procedures. SELFS users can use these functions in an integrated fashion.



Top screen of the Total Life Plan Support Site

## Success Net Members-only Service for Corporate Customers

Success Net is a members-only service for corporate customers that is operated jointly with Sampo Japan, with approximately 60,000 companies participating (as of April 2014). Success Net supports business management by providing wide-ranging information and services covering business and welfare programs, including Success Net News, which provides business information via e-mail and fax, Application and Notification Navigation for business and legal documents, Possible Subsidiary Reception Diagnostic Service, Business Report, Business Management Consulting and Hotel Courtesy Service that enables participants to stay in affiliated hotels around the country at special prices.



Application form for Success Net



# International Insurance Business

## Services for International Companies Operating in Japan

Dai-ichi Life provides comprehensive welfare services to international companies operating in Japan through its International Corporate Relations Department. We have concluded transactions with more than 420 international companies in terms of corporate insurance alone.

The services we provide to international companies cover a broad array of products. These include planning bereaved families' compensation through group insurance, planning corporate pension plans and proposals for the management of corporate pension plan assets, and consulting on introducing defined contribution pension. Moreover, our business alliance with Sompo Japan has enabled Dai-ichi Life to provide non-life insurance products, including disability income replacement insurance and accident insurance.

As a representative of Japanese insurance companies, Dai-ichi Life 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. In principle, one representative life insurance company for each country or region becomes a member of the IGP. Currently, insurance companies in more than 60 countries and regions have become members and have formed an international group insurance network that spans the globe.

Our group insurance business takes advantage of the IGP system, in which global member companies cooperate to provide support for multinational companies. Over 840 companies have joined the IGP worldwide.

## Group Insurance Consulting

To support the improvement of welfare programs of Japanese companies conducting overseas businesses, Dai-ichi Life introduces Japanese companies to its allied overseas life insurance companies, which perform consulting activities in group insurance. They provide detailed services, including explanations in Japanese, at the customer's request.

Using the IGP system they also introduce welfare services for foreign-based Japanese companies.

# For Shareholders: Meeting the Expectations of Our Shareholders Relationships with Shareholders and Investors

We aim to create sustainable corporate value.

## Investor Relations Policy

The Company, through its IR activities, strives to provide information, including information about its management strategies, financial condition, and financial results, to shareholders, investors, and securities analysts (collectively, “Investors”) in a fair and timely manner. By making efforts to accurately deliver information, the Company strives to earn the trust and an appropriate evaluation from the financial markets.

The Company is committed to fair disclosure in accordance with (1) laws and ordinances including the Financial Instruments and Exchange Act (the “Act”) and (2) Securities Listing Regulations (the “Regulations”) of the Tokyo Stock Exchange. The Company will also make fair and timely disclosure of information that is not required to be disclosed by such laws and regulations, ordinances, and the Regulations, but which it believes helps the Investors achieve a better understanding of the Company.

Requests and opinions obtained from Investors will be reported to the Company’s management to be considered and shared within the Company to improve its corporate value.

## Communication and Information Disclosure

We place great value on our communications with shareholders and investors. The Company provides an opportunity for its senior management to communicate directly with these stakeholders at its results briefings held four times a year, at its management meetings held twice a year, and in meetings with institutional investors (more than 300 were held in the most recent year, of which more than 100 were overseas). To offer more insight into the Company, senior management also participates in IR events for individual investors, such as the Nikkei IR Fair 2013, as well as company information sessions.

The Company has set up a page for shareholders and investors on its website and posts useful information for shareholders, investors, and security analysts, such as news releases, briefing documents, videos, and voice clips. We also provide clear explanations about our market share, management strategies, and embedded value, so that individual investors can develop a better understanding of the Company.

## Shareholders’ Meeting

We held our Annual General Meeting of Shareholders for the Fourth Fiscal Year on June 24, 2014 (number of shareholders attending: 1,702. Duration: 2 hours and 27 minutes). At the meeting we reported our business results and passed a resolution on three proposals.

In reporting our business results, in particular we improved the presentation to help our shareholders better understand the explanations of our business operations in fiscal 2013 and the progress of the Medium-term Management Plan and Future Growth Strategy. We held a question-and-answer session on our proposals and business operation of the Group to further improve our communications with shareholders. We also displayed panels describing our efforts to solve social issues in our DSR management and salaried workers’ *Senryu* at the venue and distributed a questionnaire to shareholders in attendance.

We sent a notice of convocation to shareholders well in advance (three weeks ahead) of the meeting and posted it on our website a week before the mailing in an effort to give enough time to our shareholders to consider the proposals.

As part of our efforts for active information disclosure, after the meeting we posted a video reporting our business operations, progress of our Medium-Term Management Plan, and future growth strategy, as well as a summary of questions received from shareholders and results of voting.

## Enhancing Shareholder Returns

We regard providing stable dividends to shareholders as the basis of our shareholder returns. Specifically, we aim to increase our returns to shareholders in tandem with growth in our profits by setting as a medium-term target a total payout ratio of around 30% based on our consolidated adjusted net income.

Note: See page 76 for an overview.

### [Consolidated adjusted net income]

Consolidated adjusted net income is the indicator showing our effective real profitability, which is calculated by adding back to our consolidated net income items such as a provision for a contingency reserve in excess of the statutory amount (after-tax).

### [Total payout ratio]

Total payout ratio = (Total dividends to shareholders + Total amount of the Company’s own stock repurchases) / Consolidated adjusted net income

# For Society: A Society that Spreads Smiles and for the Environment

## Corporate Citizenship Activities

Through its life insurance business with a social and public nature, the Group strives to continuously progress with local communities as a good corporate citizen while helping them build a safe and comfortable lifestyle and society. The Group supports voluntary social participation of its employees, and the companies and their employees work together to contribute to society.

### Concept of Corporate Citizenship Activities

Under its Basic Policy for Corporate Citizenship, the Company participates in corporate citizenship activities, focusing on promoting health, creating a comfortable society for future generations and preserving the environment based on the idea of solving social issues associated with or linked to the life insurance business, in particular by utilizing the Company's strengths. The Company aims for higher value-added activities by periodically reviewing and improving them, taking into account social needs and the distinctive qualities the Company offers.

### ■ Promoting Health

While the sustainability of the social security system has become a social issue, the Company playing the role of complementing the system helps to maintain it through various activities to support promotion of its customers' health.

#### ● Public Health Award

Dai-ichi Life established the Public Health Award in 1950 to show our gratitude to and respect for those working to improve public health and hygiene. We have presented the award every year since then through the sponsorship of the Ministry of Health, Labour and Welfare and other organizations. The award commends health-related activities for a wide range of current issues, such as overseas medical activities and efforts to combat lifestyle-related diseases, and 960 organizations and individuals have been honored to date. Award winners receive an audience with the Emperor and Empress of Japan.



Presentation ceremony for the 65th Public Health Award

#### ● The Cardiovascular Institute

This foundation was established in 1959 to conduct medical research on cardiovascular diseases and contribute to their prevention, diagnosis and treatment. It helps improve treatment results through numerous studies directly related to clinical medicine and provides advanced specialized medical services at its hospital.

#### ● Efforts to promote our customers' health

Dai-ichi Life conducts a host of activities to respond to its customers, hoping to improve their health.

It provides individual customers with Medical Support Service including consultation and supply of information for health, medical, childcare and nursing care issues. Our Total Life Plan Designers work in cooperation with medical institutions specializing in cancer and cardiovascular disease to deliver accurate knowledge on diseases, how to prevent them, how to undergo examinations, and other educational information.

For corporate customers, the Company has been providing healthcare information and services since 2013. This includes the Dai-ichi Life Health Support Desk service offering consultations on a wide range of topics from daily healthcare to psychological health and a Survey on Welfare Benefits reporting the results of a questionnaire on introduction of welfare programs.



Announcement of agreement signed with a medical institution

## ■ Creating a Comfortable Next-Generation Society

The Company works to solve the problem of limited availability of preschools as one of the issues in tackling the declining birthrate and to promote finance and insurance education among members of future generations, in efforts to create a comfortable society for the next generation, in which everyone can enjoy a comfortable life.

### ● Initiatives to invite nursery centers to operate using our real estate

As part of its measures to reduce the number of children waiting to enter preschool, the Company has since 2011 been inviting nursery centers to operate using real estate the Company owns as an

institutional investor. Aiming to accept 2,500 children, or approximately 10% of children on nationwide waiting lists, the Company had invited operators to open 10 daycare centers (up to 422 children) by April 2014 in cooperation with these operators.

This project was selected as good practice in fiscal 2012 and fiscal 2013 by approximately 190 financial institutions that had signed the Principles for Financial Action towards a Sustainable Society (Principles for Financial Action for the 21st Century).



Poppins Nursery School Yurigaoka in Dai-ichi Life Yurigaoka Bldg.

### Daycare/nursery centers invited (as of April 2014)

Property name	Location	Center's name	Max. number of children accepted
Makuhari Techno Garden	Chiba City, Chiba Prefecture	ASK Kaihin Makuhari Daycare	59
Nakano Honcho Dai-ichi Life Bldg.	Nakano-ku, Tokyo	Daycare Baby Salon Shin-Nakano	30
Omori Bellport	Shinagawa-ku, Tokyo	ASK Minami Oi Daycare	70
Shin-koenji Dai-ichi Life Bldg.	Suginami-ku, Tokyo	Pinocchio Preschool Shin-Koenji	28
Tabata Asuka Tower	Kita-ku, Tokyo	Poppins Nursery School Tabata	40
Tokyo Square Garden	Chuo-ku, Tokyo	Kids Square Tokyo Square Garden	30
Nerima Sakuradai Branch	Nerima-ku, Tokyo	Poppins Nursing Mama Room Sakuradai	15
Kobe Tarumi Branch	Kobe City, Hyogo Prefecture	Sora Branch, Takeno Nursery School, Social Welfare Corporation Yokokai	20
Dai-ichi Life Mitaka Bldg.	Mitaka City, Tokyo	Poppins Nursery School Mitaka-Minami	70
Dai-ichi Life Yurigaoka Bldg.	Kawasaki City, Kanagawa Prefecture	Poppins Nursery School Yurigaoka	60
Total			422

### ● Aid provided to daycare/nursery centers by The Dai-ichi Life Foundation

A general incorporated foundation, The Dai-ichi Life Foundation conducts survey research, makes proposals and provides assistance to help achieve health and livability amid an aging society and declining birth rate, in order to help to create a comfortable society for future generations.

With the recognition that the lack of children's daycare facilities is a pressing social issue, the



First Presentation Ceremony for projects as measures to reduce numbers of waiting children and support daycare/nursing centers



Company began subsidizing newly established nurseries and Certified Children's Nurseries in 2013 (as measures to reduce the number of waiting children or support daycare/nursing centers), and provided approximately 30 million yen to 35 centers in its first project. This aid program (which funds the purchase of playground and exercise equipment) not only helps increase the number of nursery facilities and possibly reduces the number of children waiting for nursery admission, but also contributes to improving childcare quality through the support provided to such centers, exerting sincere and dedicated efforts for the healthy growth of children.

Note: This foundation was established in April 2013 through the merger of three general incorporated foundations—namely, Toshi No Shikumi To Kurashi Kenkyusho [The Research Institute of City and Life Structures], Chiiki Shakai Kenkyusho [The Research Institute of Local Communities], and Shisei Kenkyusho [The Japan Institute of Human Posture Research].

- **Support for consumer education and finance and insurance education through *Life Cycle Game II: Recommending a Total Life Plan***

In 2012, the Company created *Life Cycle Game II: Recommending a Total Life Plan*. This is a consumer education tool that lets players learn about life risks and informs them regarding necessary preparation and consumer contracts through the enjoyment of a *sugoroku*-style game (*sugoroku* is the Japanese version of Parcheesi).

This material is provided for free through the Company's website, and through April 2014 applications for approximately 11,000 sets had been received from schools, consumer service centers, government offices and other facilities.

Dai-ichi Life employees visit schools, consumer service centers, companies, etc. and provide classes and training using the material (47 times for 1,658 participants in fiscal 2013), and help promote consumer education and finance/insurance education in schools, communities and companies.



*Life Cycle Game II*

- **The Foundation for the Advancement of Life & Insurance Around the world (FALIA)**

This foundation provides training sessions and seminars for people from the insurance industry in Japan and overseas. As of March 31, 2014, participants totaled more than 8,000.

FALIA also works to develop and educate human resources in insurance administration and business in ways such as organizing a prize essay competition for students coming from developing countries to Japan.

- **Yellow Badge program**

The program of giving so-called Yellow Badges along with traffic accident insurance to children entering elementary schools began in 1965 to help prevent such accidents. Dai-ichi Life joined the program in 2003, and it is currently being operated by Mizuho Financial Group, Sampo Japan, Meiji Yasuda Life and Dai-ichi Life.

The year 2014 marks its 50th anniversary, and approximately 61.11 million badges have been given out to date.



50th Yellow Badge Presentation Ceremony  
Traffic safety class

- **Preserving the environment**

Dai-ichi Life supports development of urban greenery and sustainable communities to facilitate safe and healthy living by contributing to the environmental conservation of local communities and global environmental protection.

- **Green Environmental Design Award and Green City Award**

The Company created the Green Environmental Design Award in 1990, and has been sponsoring it together with the public interest-incorporated foundation Organization for Landscape and Urban Green Infrastructure. The award commends and provides subsidies for greening plans, selected from among public candidates, that will contribute to creation of beautiful local landscapes and urban environments in which people and nature can coexist. A criterion for accrediting such plans which actively incorporate environmental preservation was added in 2009 to improve measures for environmental issues.



Houtoku Kindergarten (the 23rd Green Environmental Design Award; the Minister of Land, Infrastructure, Transport and Tourism Prize)



Since the award was established, green spaces have been created at 144 locations in 39 prefectures nationwide, including schools, medical and welfare institutions, shopping districts, and areas in front of train stations.

Since 2013, the Company has also been participating in the Green City Award, which aims to honor groups showing outstanding results in efforts to conserve and create a green environment and widely promote urban tree-planting. The Company comprehensively supports environmental preservation activities for Urban Greenery by helping from planning of greening (entry) to results (exit).

### ■ Corporate citizenship activities of Dai-ichi Life employees

Executives and other employees of Dai-ichi Life across Japan voluntarily contribute to local communities through ways such as cleaning, charity bazaars and fund-raising.

To assist and promote the contribution of employees to their local communities, the Company has introduced the Matching Gift Program, in which the company adds a certain amount to the funds raised by its employees through donations or sales when they donate the funds to organizations. The Company also introduced the Action Gift Program in 2010, in which it contributes or donates a certain amount to activities that do not directly result in donations, such as community cleanups; the amount donated depends on the number of participants in each activity.

In Karakuwa district, Kesenuma, Miyagi Prefecture, approximately 140 employees participated in activities to support the restoration of marine product farming between 2011 and 2012. In 2013, 63 employees joined the Fukushima Organic Cotton Project in Fukushima Prefecture, aiming to create new agricultural and other industries, and helped to weed fields and harvest cotton. In addition to regional activities, the Company organized sale of products related to the disaster areas for employees to purchase at the head office, and continues to help the restoration of disaster-hit areas.



Participation in charity walk

### ■ Promoting arts, culture, and sports

#### ● VOCA Exhibition and Dai-ichi Life Gallery

Dai-ichi Life has been assisting The Vision of Contemporary Art (VOCA) Exhibition at the Ueno Royal Museum since its premiere in 1994 to help foster and support young artists in the field of two-dimensional arts. The Company also provides continuous support by collecting and periodically exhibiting outstanding works in the lobby and gallery of its Hibiya head office and holding solo exhibitions of award-winning artists in this gallery to provide them with opportunities to present their works after winning awards.

Such activities were recognized and in 2000 the Company received the Japan Mécénat Award from the Association for Corporate Support of the Arts, which honors companies and foundations that contribute significantly to the promotion of arts and culture.

#### ● Supporting NPO Triton Arts Network

Dai-ichi Life established the NPO Triton Arts Network (TAN) in 2001 to restore the Dai-ichi Seimei Hall in Harumi, Tokyo, aiming to promote community-oriented art activities by supporting TAN.

In addition to performances held at the hall, TAN has been steadily expanding community-based music-oriented activities such as outreach for delivering quality music to people at schools and welfare institutions who have not had the opportunity to visit the hall frequently.

Such initiatives were recognized, and in 2009 the Company received the Japan Mécénat Award.



Dai-ichi Seimei Hall

#### ● Dai-ichi Life All Japan Primary School Student Tennis Championships

Dai-ichi Life has been providing special support for the championships organized by the Japan Tennis Association since its first tournament in 1983 and lends out the Company's clay courts (in Sengawa, Tokyo) for the tournaments so as to help develop young players.

The 2014 tournament is the 32nd time the event is being held, and the championships have produced a number of internationally recognized players such as

Ai Sugiyama and Kei Nishikori.

The fact that these activities have been continuing for many years was recognized, and in 2014 the Company received its third Special Company Award from the Japan Tennis Association.



31st Dai-ichi Life All Japan Primary School Student Tennis Championship

### Overseas corporate citizenship activities

The Dai-ichi Life Group actively leads a host of corporate citizenship activities outside Japan as well.

#### ● Dai-ichi Life Vietnam

Dai-ichi Life Vietnam has been working with Dai-ichi Life since 2008 to provide surgery free of charge to cataract patients who are unable to afford it. To date, approximately 3,000 patients have been helped. These initiatives were recognized and in fiscal 2013 Dai-ichi Life Vietnam received the Vietnam Prime Minister's Award. In November 2013, the *Asia Insurance Review* journal selected it as the first insurance company in Vietnam to receive the CSR Award in recognition of the company's donation of water filtering devices with an ultraviolet sterilization function to 24 schools.



Support for cataract patients

#### ● TAL (Australia)

TAL established action guidelines for sponsorship and community partnership called the A Gift for Life program and actively assists activities such as the sponsorship of an historical Australian art collection that is available for the public to enjoy, the raising and training of assistance dogs, support for skin cancer



Charity marathon to support breast cancer research

research, support for Paralympics participants, and fundraising activities for donations to charities and support for breast cancer research.

#### ● Panin Dai-ichi Life (Indonesia)

Panin Dai-ichi Life organizes group blood donation events among its employees, personal agents, and customers, and seminars on diabetes prevention.



Group blood donation event

The company also held fundraising events to support the victims of the eruption of Mt. Sinabung and Mt. Kelud in 2014 and donated the funds to the disaster-stricken areas.

#### ● Star Union Dai-ichi Life (India)

Star Union Dai-ichi Life actively engages in



Helping the village of Mohpuri

corporate citizenship activities, including the supply of free food and water to Mohpuri village in the state of Maharashtra, which suffered serious drought damage in March 2013.

#### ● Ocean Life (Thailand)

To help support children who suffered from the devastating floods of 2011, Ocean Life has continually donated stationery, office supplies, and relief funds to local elementary schools. The company also donated funds to the victims of the super typhoon that hit the Philippines in 2012, carried out company-wide blood donation activities, and has been accepting college



Accepting interns

interns to provide practical education for development of human resources supplied to the life insurance industry.

# Initiatives in Environmental Management

Dai-ichi Life has established its Basic Environmental Policy, and all executives and employees are working together to protect the environment, aiming to help achieve social and economic development, harmony with the global environment, and building of sustainable society.

## Basic Environmental Policy (overview)

### ● Basic idea

As a member of society, Dai-ichi Life considers protection of the local and global environment and building of a recycling-oriented society, based on its basic management policy of Securing Social Trust, to be part of the Company's social responsibility, and works to continually protect the environment on a daily basis in accordance with the following action guidelines.

### ● Guidelines for action

Comply with laws and regulations related to the protection of the environment and **behave in ways that consider environmental impact**.

**Reduce environmental load** through energy and resource saving and recycling in business activities.

Increase awareness of environmental issues among executives and employees and **implement environmental awareness efforts** such as subsidies and support for environmental protection activities.

**Promote sustainable environmental improvement** by setting objectives and goals, checking the progress of activities, and actively disclosing the results.

## Promoting Environmental Management

As part of its medium-term management plan, Action D: The Group's Collective Challenges for Achieving Further Growth, Dai-ichi Life has established a Medium-Term Environmental Effort Plan for fiscal 2013-fiscal 2015 to become a global insurance group that contributes to the development of sustainable society in the medium- to long-term.

This plan sets specific numerical goals regarding Efforts to Prevent Global Warming (Energy Saving) and Efforts to Build a Recyclable Society (Resource

Saving).

It also sets qualitative goals regarding Corporate Efforts for Environmental Protection and Efforts to Improve Environmental Management in Response to Social Demands.

The Company calls this plan Action D-“ECO” and is currently implementing it throughout the company to further strengthen our environmental management, and steady achievements have already been made in energy saving, resource saving, and environmentally friendly behavior in asset management.

### Medium-Term Environmental Effort Plan for fiscal 2013-fiscal 2015

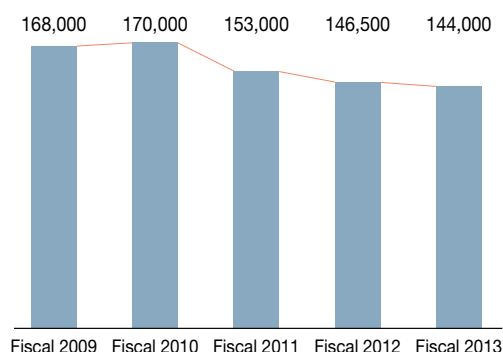
<b>Efforts to Prevent Global Warming (Energy Saving)</b>	Reduction of energy in offices	<ul style="list-style-type: none"> <li>CO<sub>2</sub> emissions (t-CO<sub>2</sub>) Reducing CO<sub>2</sub> emissions by 6% compared to fiscal 2009</li> <li>Electricity use (1,000 kwh) Reducing electricity use by 6% compared to fiscal 2009</li> </ul>
	Reduction of paper usage	<ul style="list-style-type: none"> <li>Total use of paper (tons) Reducing the total use of paper by 30% compared to fiscal 2009</li> </ul>
<b>Efforts to Build a Recyclable Society (Resource Saving)</b>	Reduction of general waste	<ul style="list-style-type: none"> <li>Reducing general waste by 10% compared to fiscal 2012 in three major offices (Hibiya, Toyosu, and Fuchu)</li> </ul>
	Promotion of green purchases	<ul style="list-style-type: none"> <li>Percentage of green purchases 80% or more</li> </ul>
<b>Corporate Efforts for Environmental Protection</b>	Promoting pro-environmental behavior in asset management	
	Response to biodiversity conservation	
	Efforts to conserve the environment through supply chains	
<b>Efforts to Improve Environmental Management in Response to Social Demands</b>	Developing pro-environmental behavior as a Group	
	Understanding and disclosing indirect CO <sub>2</sub> emissions	
	Improving the social valuation of our efforts to conserve the environment	
	Further enhancing educational activities for employees	

## ■ Efforts to reduce CO<sub>2</sub> emissions and electricity use

Dai-ichi Life is working to reduce CO<sub>2</sub> emissions and electricity use in its business activities to help prevent global warming.

The Company is continuing our company-wide energy-saving efforts (general power-saving measures) such as reducing the use of lights which we began in 2011, and continuously promoting facility improvements such as the replacement of air conditioners with more energy-efficient models. As a result, CO<sub>2</sub> emissions in fiscal 2013 were 14.3% lower than the figure in the base year of fiscal 2009.

### CO<sub>2</sub> emissions (t-CO<sub>2</sub>)



## ■ Efforts to reduce paper usage

Dai-ichi Life needs a large amount of paper in its business operations for functions such as sending notices to customers. Efforts are therefore being made to reduce the use of paper at various levels from the entire company to individual employees. This has resulted in a 36.5% reduction in fiscal 2013 from use in the base year of fiscal 2009.

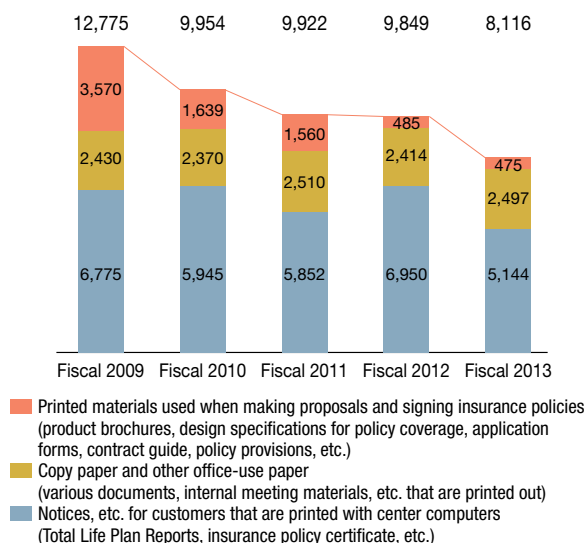
### ● Efforts to reduce printing

Brochures and other printed materials for customers and documents for internal use that make up approximately 60% of paper used in the entire company have been combined or eliminated and policy provisions have been replaced with electronic documents since 2008.

### ● Efforts to reduce copy paper

The Company has increased its efforts to reduce the amount of copy paper and other office-related paper used in the entire company since 2009. More specifically, we have implemented independent efforts by employee, including paperless alternatives to meeting materials such as use of projectors and promotion of digitized internal information, and document digitization in clerical processes.

## Changes in use of paper (t)



## ■ ESG Principles in Asset Management Three Arrows – E, S and G

As an institutional investor that controls approximately ¥30 trillion in total assets, Dai-ichi Life's approach to asset management focuses not only on stability and profitability, but also on the benefits for society and the public. With interest growing around the world in asset management that considers environmental (E), social (S) and governance (G) issues, Dai-ichi Life has drawn up its own set of principles of behavior, known as the Three Arrows, by incorporating the ESG perspective and taking into account its contribution to the government's growth strategies.

### ● Arrow 1 – E: Environmentally friendly asset management

- Financing development of infrastructure for utilizing renewable energy

We have set a goal of providing up to ¥200 billion in financing for growth sectors during the three-year period of our medium-term management plan for 2013-2015. As part of this initiative, we plan on expanding investments in the environmental and infrastructure sectors. Based on the idea that environmentally friendly asset management of Dai-ichi Life as an institutional investor leads to sustainable development of all of society, the Company plans to increase its investment and lending in the environmental and infrastructure sectors, which are expected to have high demand for capital. The Company put more than ¥30 billion into investments and loans in fiscal 2013 (see table below), and will also consider active financing as one of its asset management vehicles.



## Examples of Dai-ichi Life's investments and loans (fiscal 2013)

Sector	Type	Total amount
Biomass power plant project	Loan	¥3.0 billion
Mega solar power plant project	Loan	¥7.5 billion
	Equity investment	¥4.8 billion
	Securitization	¥3.7 billion
Thermal and renewable energy project (public-private partnership infrastructure fund)	PE fund	¥3.0 billion
Investment in overseas infrastructure fund	PE fund	¥5.0 billion
Green Loan	Loan	¥3.0 billion
Private Finance Initiative Promotion Corporation of Japan	Investment	¥0.5 billion
Total		¥30.5 billion

### ■ Environmentally friendly real estate investment

Dai-ichi Life works to save energy in both hardware and software aspects of buildings. Hardware includes improvement of environmental performance by introducing high-efficiency equipment and planting trees in and around buildings. Energy-efficiency is increased also in the software aspect based on daily management and operation through continuous improvement by cooperating with building management companies. In the construction of Tokyo Square Garden in Chuo-ku, Tokyo, for instance, a green space of approximately 3,000 m<sup>2</sup> called Kyobashi no Oka was created to help reduce the urban heat island effect. The Kyobashi Environment Station was also placed in the building as an advanced initiative to promote energy conservation in the area as a whole. It presents information on area energy management and environmental technologies. This building construction project was selected by the Ministry of Land, Infrastructure Transport and Tourism as a leading housing/building project in CO<sub>2</sub> control, and also has been recognized by many organizations.



Tokyo Square Garden (Chuo-ku, Tokyo)

## ● Arrow 2 – S: Social contribution through asset management

For the first time in the life insurance industry, a Socially Responsible Investment (SRI<sup>1</sup>) fund was established<sup>2</sup> in October 2010 for asset management in Dai-ichi Life. This fund selects and invests in companies recognized for their diversity, governance, environmental protection, etc. (approximately 100 companies as of the end of June 2014). Investment in the fund was increased from an initial ¥1 billion to ¥3 billion in fiscal 2013, and it was renamed the ESG Fund. The Company is also raising the weight of diversity assessment such as the level of participation of female employees (percentage of females who are managerial level and percentage of female employees taking childcare leave) as one of the criteria for selecting companies in which to invest.

\*1: SRI is generally a type of investment that concerns aspects such as legal compliance, information disclosure, consideration for employees, clients' labor conditions, contribution to local communities, and consideration for the environment, in addition to financial matters.

\*2: This fund is managed in-house (not outsourced) and focuses on investments in domestically listed companies.

## ● Arrow 3 – G: Corporate governance through asset management

As an institutional investor that holds more than ¥2 trillion in Japanese equity, Dai-ichi Life promotes activities that improve the corporate governance of companies in which we have invested, and publicly accepts the Principles for Responsible Institutional Investors: Japan's Stewardship Code. The purpose of this code is to guide institutional investors to promote increased corporate value and continuous growth of companies in which they invest through purposeful dialogue and increase medium- to long-term investment returns of their customers and beneficiaries. Being a responsible institutional investor, Dai-ichi Life earnestly supports the intent of the code. The Company has already held regular dialogue with the companies in which we have invested concerning management goals and the idea of returns to shareholders, and we appropriately exercise our voting right for all proposals submitted to the general meetings of shareholders of those companies, based on our internal standards.\*

There are increasing international expectations for institutional investors to play the role of promoting growth and improving corporate governance of companies in which they invest. To meet such expectations, Dai-ichi Life will continue to improve its dialogue with invested-in companies in which we invest and the standards for exercising our voting rights.

\* The idea and process of exercising the Company's voting rights are found on our website.

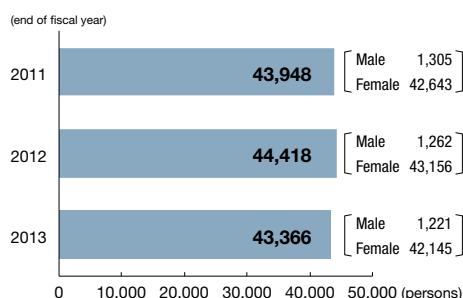


## For Employees: Being an Energetic and Attractive Company

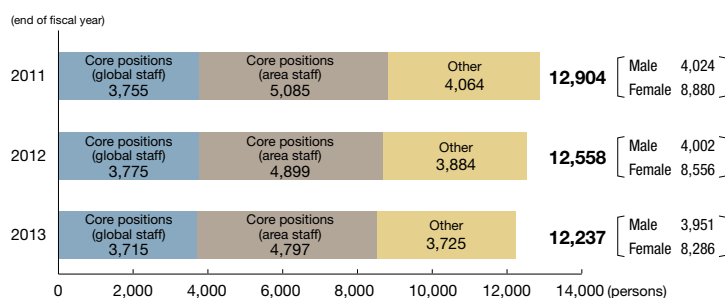
All activities of the Dai-ichi Life Group are supported by our human resources, whom we consider our most important management resource. Dai-ichi Life implements various human resource development programs and promotes diversity and inclusion in order to create an exciting and rewarding workplace where each employee can fully exercise his or her abilities.

## Employees Status

### ● Employment of Total Life Plan Designers



### ● Employment of in-house employees



### ● Number of recruits, average age, and average service years

Category			Number of recruits			Avg. age	Avg. service years
			Fiscal 2011	Fiscal 2012	Fiscal 2013	End of fiscal 2013	
Total Life Plan Designer			9,777	9,561	8,666	47 years 1 month old	10 years 6 months
Sex	Male		51	65	55	43 years 3 months old	18 years 8 months
	Female		9,726	9,496	8,611	47 years 2 months old	10 years 3 months
In-house employee			857	763	719	43 years 9 months old	13 years 11 months
Sex	Male		144	177	129	45 years 8 months old	19 years 1 month
	Female		713	586	590	42 years 11 months old	11 years 6 months
By duty	Core positions (global staff)		114	154	111	43 years 7 months old	19 years 11 months
	Core positions (area staff)		91	78	104	41 years 1 month old	16 years 2 months
	Other		652	531	504	47 years 7 months old	5 years 2 months

### ● Average salary (monthly)

(thousand yen)				(thousand yen)			
Category	Fiscal 2011	Fiscal 2012	Fiscal 2013	Category	Fiscal 2011	Fiscal 2012	Fiscal 2013
Total Life Plan Designer	259	257	255	In-house employee	288	292	297

#### Notes:

- Total Life Plan Designers include heads of offices.
- The number of Total Life Plan Designers employed includes those who have signed a delegation contract with the Company and also are registered as life insurance agents, totaling 1,091 as of the end of fiscal 2011, 1,181 for fiscal 2012, and 1,301 for fiscal 2013. Those with assistant duties were 678 at the end of fiscal 2011, 639 for fiscal 2012 and 603 for fiscal 2013.
- In-house employees include Branch Office General Managers, Regional Managers, and Special Staff Managers.
- Revision of the personnel system effective July 1, 2009 merged the conventional managerial and general positions into core positions. These core positions are divided into global and area staff depending on whether the employee can be transferred.
- Fulltime temporary workers and contract employees are also included.
- Average salary (monthly) is regular salary before taxes and does not include bonuses or overtime pay.

# Development Support System

## – Total Life Plan Designers and Agencies

### Total Life Plan Designer Development Policy

#### ■ Education system

Dai-ichi Life strives to develop Total Life Plan Designers equipped with knowledge and skills to stay with, be trusted by, and serve customers through consultation in line with our management philosophy of Customer First.

#### ● Training programs

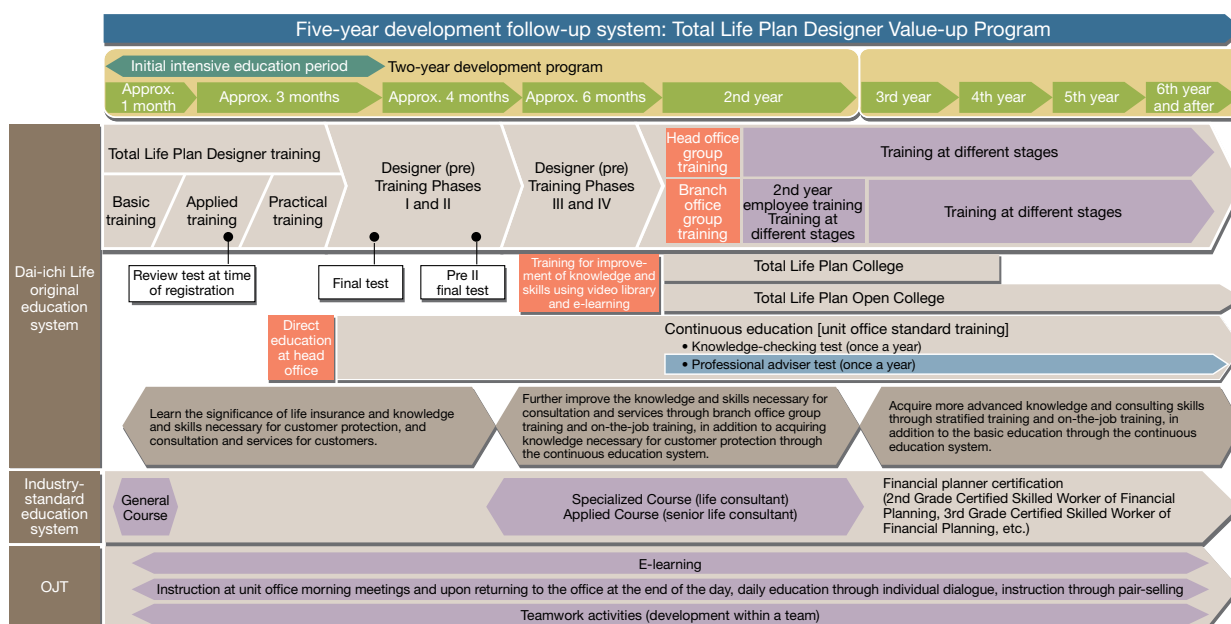
Total Life Plan Designers must pass a general course test consisting of standardized examinations for the life insurance industry to qualify for selling life insurance products. The period of three months after passing the test is the initial intensive education period, in which they intensively learn the basics of sales such as the significance of life insurance, business manners, and communication skills as well as product knowledge and proposal skills at specialized training centers. They also learn about customer service to appropriately respond to customers' requests for going through procedures, and before starting sales activities they confirm

the essential knowledge they have acquired for life protection of their customers.

Since the Company considers it important to improve such knowledge and skills not only through theory but also repetition of practical training, we develop employees through new employee training given by specialized internal trainers, on-the-job training by sales instructors, and other daily education in combination with e-learning even after starting their sales work based on the two-year development program. Subsequently, progress is checked at each stage based on each employee's development policy, and the five-year development follow-up system including stratified training for further growth is built as a long-term development system.

Total Life Plan Designers who have completed their development term periodically confirm their understanding through the continuous education system focusing on the knowledge specified by the Life Insurance Association of Japan, such as legal compliance and contract follow-up for protecting their customers, and the Company's original curriculum. In this way, the Company strives to enhance the development system.

### Total Life Plan Designer Development Program – five-year development follow-up system



- **Industry standard educational tests and external qualifying examinations**

Employees actively take the tests recommended by the Life Insurance Association of Japan and external qualifying examinations in efforts to acquire a wide range of advanced specialized knowledge and serve our customers even more effectively.

The Company particularly encourages employees to acquire related qualifications, such as the specialized and applied course examinations given by the Life Insurance Association and the nationally certified financial planner skill tests. The company provides group education given by specialized instructors and various learning materials as part of our support system for acquisition of qualifications by our employees.

- **E-learning system**

An e-learning system is installed in the DL Pad. The explanation guidance function for customers, on-camera role-playing function to allow employees to check their presentation by taking a video of themselves, learning function that allows checking of learning progress after acquiring more knowledge, and other functions are used in training sessions and for self-education.



Training using the explanation guidance function



Training using the on-camera role-playing function

- **Head office group training**

In addition to regular training, daily education, and training for industry standard course examinations, the Company has established a group training system at the head office.

The head office group training provides Total Life Plan Designers selected from across Japan with advanced education on skills to meet diverse customer needs.



Head office group training

## Educational Facilities and Staff

- **Educational facilities**

In addition to the Higashi-Totsuka Education Center (Kanagawa Prefecture) that hosts the head office group training, approximately 180 practical training facilities, specialized educational service for new employee education, are placed at branches and sales offices across Japan.

A teleconferencing system has also been installed to enhance audiovisual education.

- **Education staff**

Specialized education staff members are assigned to branches and approximately 180 practical training facilities across Japan to develop Total Life Plan Designers. The Head Office establishes a high-quality educational system for these members by holding periodical head office group training and teleconference sessions and sharing positive training examples.

## Systems for Supporting and Educating Agents

Dai-ichi Life develops training systems that cover not only the knowledge of life insurance but also related knowledge of finance in response to varying needs of agencies. Dai-ichi Life seeks to improve the knowledge of our agencies through this training and carry out sophisticated consulting sales that meet increasingly diverse customer needs together with the agencies.

The Company further provides education for advanced consultation and timely information by expanding the Dai-ichi-life Internet Agency System (DIAS) online.

### Dai-ichi-life Internet Agency System (DIAS)



DIAS screen

## Training system

Introduction training	Briefing regarding outsourcing	<ul style="list-style-type: none"> <li>Overview of agency operation</li> <li>Dai-ichi Life corporate profile, etc.</li> </ul>
	Training before registration	<ul style="list-style-type: none"> <li>Mechanism of life insurance</li> <li>Product knowledge</li> <li>Laws concerning sale of life insurance, etc.</li> </ul>
	Training after registration	<ul style="list-style-type: none"> <li>Learning operations for sales contracts</li> <li>Duties of agencies and correct sales activities</li> <li>Confirming overview of policy provisions</li> </ul>
Skill improvement training	Life insurance training	<ul style="list-style-type: none"> <li>Total Life Plan consultation</li> <li>Retirement allowance consultation</li> <li>Consultation for business operators</li> <li>Practical role-playing</li> <li>Legal compliance training</li> <li>Case studies, etc.</li> </ul>

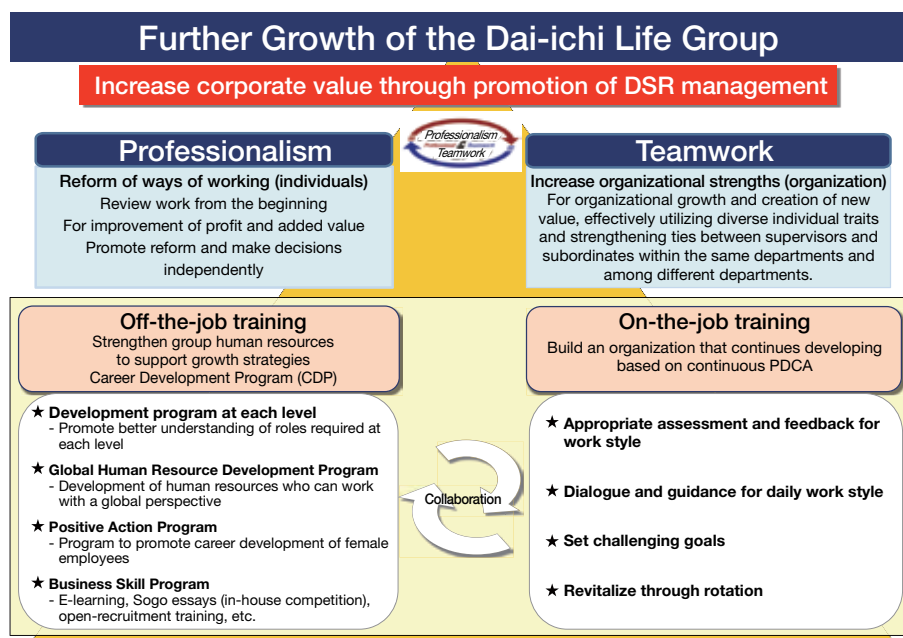
## Development Support System – In-house Employees

### ● Policy on human resource development

The most important management resources for the Dai-ichi Life Group are people and the ability to secure good human resources in all sectors must be improved to achieve further growth for the Group.

The Company places the concepts of professionalism and teamwork at the highest level of our HR development policy and aims for the notion of: professional = reform of the ways individuals work and teamwork = increasing organizational strength.

For professionalism, each employee aims to become a human resource capable of reviewing his/her own way of working, promoting work reform to increase profit and added value, and making decisions. For teamwork, the Company will strengthen ties between supervisors and subordinates within the same departments and among different departments to create new value that considers organizational growth and total optimization.



### ● Efforts for building professionalism

#### Reform of ways of working

Each employee sets challenging targets for higher positions, continuously operates the PDCA cycle, and raises individual action levels through interim and year-end interviews for work review, and daily dialogue and guidance.

#### Development of next-generation leaders

Candidates for next-generation leaders are shared within the same departments and among the entire company and developed through strategic rotation and combination of off-the-job and on-the-job training.

### ● Efforts for building teamwork

The entire organization of Dai-ichi Life is working hard to develop human resources as the Company's management resources. One specific initiative is to place clear focus on the development of subordinates as an important managerial duty, and a new supervisor system to provide opportunities and responsibility for development has been established. Expertise of HR development was collected and standardized as a communication handbook, which is used among different departments to strengthen the company-wide HR development system.

### ● Efforts for development of global human resources

Dai-ichi Life focuses on the development of global human resources to increase the value of its overseas business, a growth area, and to establish a solid position as a global company.

In addition to overseas training and overseas study, a specific initiative is the Overseas Challenge Club, in which we invite native speakers of foreign languages and provide younger employees with programs to help improve language skills and cultural understanding. The e-learning programs aim to help improve language skills and cultural understanding by improving language programs using methods such as online English conversation.



Overseas Challenge Club

### Number of e-learning courses applied for

	Fiscal 2014
# of applications for e-learning	2,760

### Number of overseas trainees and students

	Fiscal 2014
Trainees in US	2
Trainees in Europe/ Australia	4
Trainees in Asia	3
Students	2
Total	11

\* The number of students includes those studying abroad, EMBA, and those studying in Japan.



# Promoting Diversity and Inclusion

## Promoting the Achievements of Female Employees

As one of the initiatives of Diversity and Inclusion, Dai-ichi Life is working to reform employee awareness and improve the HR development system to provide more opportunities for female employees, comprising a large part of the Company, to make achievements.

The Medium-term Management Plan (fiscal 2013-fiscal 2015) aims to increase the proportion of females in managerial posts to 20% by 2016, and various efforts have been made for both Total Life Plan Designers and in-house employees.

### ● Efforts for Total Life Plan Designers

At an early stage the Company develops women aiming for top management positions as instructors and managers by indicating clear managerial career paths such as one from the development of new Total Life Plan Designers to unit office management, and even branch management.

Head office group training is provided at each level in the process of career development to help acquisition of knowledge and technical skills and raise awareness of higher positions and qualifications.

### ● Efforts for in-house employees

Dai-ichi Life is working to develop female leaders by making them take on challenges directly linked to growth strategies and produce achievements (diversification of duties) and by helping them improve their action to make such achievements (reform of ways of working).

In particular, the Company works to develop female leaders at an early stage through training systems consistent with the roles required at each level, positive action programs that systemize the promotion to higher positions, and a career support program for experiencing high positions linked to growth strategies. In fiscal 2013, a mentor system run by executive officers was introduced to strengthen efforts for promotion to managerial positions.

As a result, the first female Special General Manager of the Company was appointed on April 1, 2014, and 30% of those newly appointed to managerial positions were women. Female leaders are also working at more than 40% of the Company's unit offices in more than 1,200 locations across Japan.

## Promoting Achievements of Employees with Disabilities

As a corporate citizen, the Dai-ichi Life Group considers that providing a wide range of employment opportunities is also an important part of its social responsibility. The Group, therefore, actively recruits people with disabilities and develops an accommodating work environment for them. As of June 2014, the ratio of employees with disabilities was 2.16%, and 909 employees are working across the country. Dai-ichi Life Challenged Co., Ltd., one of the Group companies, provides primarily people with intellectual or mental disabilities with a wide range of jobs such as cleaning, printing, and cafeteria operations at multiple workplaces. For the coffee shop business, dl.café (in front of the Imperial Palace) was opened on the first floor of the Dai-ichi Life Hibiya Head Office Building in November 2012, which has been used by many customers.



dl.café (in front of the Imperial Palace) on first floor of Dai-ichi Life Hibiya Head Office Building

## Number of females in managerial posts and proportion of females in managerial posts (as of April 2014)

	# of females in managerial posts	of which # of section chiefs	of which # of department managers or higher	Proportion of females in managerial posts
In-house employees	155	141	14	8.2%
Sales representatives	512	508	4	29.6%
Total	667	649	18	18.4%

## Promoting Global Diversity

The Dai-ichi Life Group held the Global Management Conference as an opportunity for exchange and development of executives inside and outside Japan to increase the entire Group's international competitiveness. The conference was attended by members of overseas Group companies and hosted presentations and discussions of various companies on their activities on commonly shared themes such as ERM. Through such efforts, the Group works to create synergy and develop human resources who will contribute to the Group's management.



Global Management Conference

### ● Other initiatives

- Promoting recruitment of international students
- Overseas Challenge Club (training to improve language skills and cultural understanding)
- Dispatching employees for overseas study, training, etc.

## Promoting Work-Life Balance

### ■ Reform of work style

Dai-ichi Life works to reform its employees' work styles to develop a work environment accommodating to a variety of human resources (work-life balance). The Company sets finishing time targets and implements actions to promote leaving early in an effort to reduce total working hours. It also actively encourages employees to take their annual paid leave.

### ■ Promoting childcare leave

Dai-ichi Life allows childcare leave of up to 25 months, a period considerably longer than the statutory leave. In fiscal 2013, a total of 1,056 men and women used their childcare leave benefit. The Company encourages not only female employees, but also encourages male employees to take Papa Training Childcare Leave.



### ■ Designation as *Kaeru-no-Hoshi*

The Dai-ichi Life Group is promoting work-life balance both across the entire Group and at the department level to reduce workloads. *Kaeru-no-Hoshi* (frog's star) is an award established by the Gender Equality Bureau of the Cabinet Office and given to organizations that have achieved positive results in streamlining daily work processes and promoting work-life balance.

The Group Life Insurance Business Unit and Employee Contribution Pension Center of the Group Pension Service Dept. were designated for this award in 2012 and 2014, respectively.



Employee Contribution Pension Center of Group Pension Service Dept.

Cabinet Office	Certified <i>Kaeru-no-Hoshi</i> (Initiatives of Group Life Insurance Business Unit) (2012)	 <i>Kaeru-no-Hoshi</i>
	(Initiatives of Group Pension Service Dept.) (2014)	
Ministry of Health, Labour and Welfare	Received Special Encouragement Award of the Ikumen Company Award (2013)	
Ministry of Economy, Trade and Industry	Diversity Management Selection 100 (2013)	
Nikkei WOMAN	Ranked 5th in top 100 companies in which women can excel (2014)	

# Stakeholder Dialogue

## What the Dai-ichi Life Group Needs to Do Become a Company That Thinks People First.

The Dai-ichi Life Group invited Ms. Yukiko Furuya, an executive advisor to the Nippon Association of Consumer Specialists, and held a Stakeholder Dialogue on the theme of the Group Vision “Thinking People First.” The participants were 10 employees selected from the Dai-ichi Life Group companies. The members held a spirited debate on what they should work on to achieve the vision.

They were split into two teams and discussed who the “customers” of the Dai-ichi Life Group are, what kind of value the Group could provide the customers with, and how it could be possible. This was an important opportunity for the members, with widely ranging duties and areas of work, to realize views of others that were normally overlooked.



### Keynote speech by Ms. Furuya

At the beginning of the dialogue, Ms. Furuya gave a keynote speech titled “Thinking of the future based on your company and social trends surrounding the company.”

Ms. Furuya suggested the need for each employee of the Dai-ichi Life Group to understand the essence of the “Customer First” philosophy and the vision of “Thinking People First,” and apply more specific

ways to put them into practice. She emphasized that it was important, after ensuring such understanding and practice, to examine the past cases of default or negligence of insurance payment and other companies’ or industries’ cases such as fraudulent food labeling in view of the relationship between consumers and sellers, and think of the causes of such incidents and reasons for failure in preventing them.

She also mentioned the importance of paying attention to the latest trends and social changes such as accidents that have recently occurred in the area of consumer affairs and enacted laws, and asked the members to consider these aspects in their discussions.



**Ms. Yukiko Furuya**  
Executive Adviser to the  
Nippon Association of  
Consumer Specialists

As an expert tackling consumer issues, Ms. Furuya has advised many companies on consumer-oriented corporate activities.



## Voices of the Participants

### ■ What is important is our communication with customers and information-sharing in the Company and Group.

Those we consider customers of the Dai-ichi Life Group include agents, shareholders, the media, and employees of Group companies, in addition to direct policyholders and their families. A participant who is in charge of sales emphasized the importance of potential customers by arguing that all people to whom insurance products could be offered should already be treated as customers.

Meeting varying demands of customers requires the pursuit of simplicity in aspects such as products, product procedures, and explanations, and the unity of the Group and cooperation in its responses to customers.

The members unanimously agreed that active communication was an essential factor in increasing the value provided to customers. Information-sharing among employees and building a unified customer information management system within the Company and Group are also necessary, and we think it is equally important to create a work environment that allows employees to work in a lively and energetic manner.



From left  
Shun Mitsuogi (DIAM)  
Yumiko Seo (Contact Center Control Dept.)  
Ikuyo Kitaoku (Dai-ichi Frontier Life)  
Kouji Arioka (Group Pension Service Dept.)  
Makiko Nakamura (Metropolitan Consulting Sales Center)

### ■ Each individual becomes capable of creating value to increase the value of the entire Group.

We held discussions from many different perspectives. Prospective customers included business partners and employees, in addition to direct policyholders, and even overseas Group companies. A participant engaging in system development also mentioned system users.

Opinions about issues of the entire Group included, “we should recognize that we need to provide not only insurance, but total consultation services including asset management and healthcare” and “overseas Group companies need to make use of one another’s strengths.”

In the final summary, there was an ambitious opinion that “each individual must offer valuable presence and become capable of creating new value,” and we strongly felt the significance of working for both customers and ourselves in our daily life. We consider that we need to think of what value we can provide our customers with and act accordingly in our individual departments and positions.



From left  
Sei Sugita (Dai-ichi Life Information Systems)  
Noriko Sato (IT Business Process Planning Dept.)  
Keitaro Inoue (International Business Management Dept.)  
Ayako Kawaguchi (Toshin Sogo Branch Office)  
Rei Yamamoto (Separate Account Management Dept.)

### Ms. Furuya's comments

We all had a very active discussion and the wide-ranging views regarding customers were highly positive. One more factor you should pay attention to, however, is the relationship between customer and seller. For product information, for example, the customer must depend on what the seller provides, which makes an unbalanced relationship between customer and seller. I suggest that you strongly recognize the gap in the information provided to consumers and put the range of ideas raised today into practice from the perspective of creating a better society together with your customers.

### Summary of the dialogue

What do we need to work on to become a company that “thinks people first”? Of course this question cannot be answered easily but it is important to listen to third-party opinions and share a common understanding across the Group in order to create value of the Dai-ichi Life Group as a whole. Operating the PDCA cycle while conducting repeated trial and error will surely lead us to the achievement of the Group Mission “By your side, for life.” We will resolutely share the issues brought by the participants in each department, think how to achieve our ideals, and continue to take action.