

Management Strategy

History of the Dai-ichi Life Group

Founding – A new founding through demutualization

Five years since the new founding through demutualization

Medium-Term Management Plan of Dai-ichi Life

[Dynamism] Growth Strategy (Domestic Life Insurance Business)

Growth Strategy (Overseas Life Insurance Business)

Growth Strategy (Asset Management Business)

[Discipline] Promotion of ERM

[Dimension] Group Management

[Diversity] Human Capital Development

History of the Dai-ichi Life Group

(Founding – A new founding through demutualization)

Since its founding in 1902, Dai-ichi Life has been consistently practicing its management philosophy “Customer First” through all of the stages of its long history, which extends back more than a century. To practice its management philosophy, Dai-ichi Life has not been constrained by tradition, but has been pursuing innovation to “change what needs to be changed” in response to the evolving times and society. Maintaining its own management philosophy for more than 110 years, the Company will continue to work for sustainable growth in the future.

Solid management, a customer-first mentality, and try to become the best rather than the largest.

Passion of the founder Tsuneta Yano

In the immediate postwar period when the hygienic environment in Japan deteriorated, then President Ichiro Yano established the Public Health Award as an award to give thanks and respect to those who worked to improve health and hygiene. Continuing to commend health-related activities for a wide range of current issues, the Public Health Award will be its 67th time in 2015.



Dai-ichi Life, Japan's first mutual company, was established by the founder Tsuneta Yano who had a passion to create a customer-oriented life insurance company.

Establishment of Public Health Award



Founding

1902

1950

Launch of Total Life Plan

In 1997, the amount of policies in force turned down for the first time since the Company's founding. The Company launched the concept of a Total Life Plan to comprehensively cover risks in customers' lives according to changes in their life stage. This initiative has now evolved into “By your side, for life – With You Project.”

1997

Dai-ichi Life acquired Bao Minh CMG in Vietnam in 2007 and, with this acquisition as a start, has been developing the life insurance business in Thailand, Australia, India and Indonesia to strengthen its efforts in overseas life insurance markets, mainly in the Asia-Pacific region.

Beginning of Business Development in the Asia-Pacific Region



Lifetime Partner
Dai-ichi Life
Insurance Company
of Vietnam



OCEAN LIFE
INSURANCE
PUBLIC COMPANY
LIMITED



A DAI-ICHI LIFE Group Company



Star Union Dai-ichi
Life Insurance

2007

2010

2006

2001

1998



Winner of Japan Quality Award

The Company established the concept of a Total Life Plan in 1997 and, since then, has been focusing on developing human capital with advanced consulting abilities, the launch of new products, and follow-up with existing policyholders based on its management philosophy of Customer First. Winning approval for these endeavors, the Company received the Japan Quality Award for the first time in the history of the financial and insurance industries.

Business Alliance with the Financial Industry

Accompanying financial deregulation, competition and liberalization progressed across sectorial boundaries in the financial industry. To provide the best products against risks, Dai-ichi Life formed a business alliance with The Industrial Bank of Japan (currently Mizuho Financial Group) in 1998 and with Yasuda Fire and Marine Insurance Co., Ltd. (currently Sampo Japan Nipponkoa Insurance Inc. ("Sampo Japan Nipponkoa")) and American Family Life Assurance Company of Columbus ("AFLAC") in 2000. In 2007, the Company formed a business alliance with Resona Holdings in the area of bancassurance.



New Founding - Change of the Organizational Structure to a Stock Company/ Listing on the Tokyo Stock Exchange

The Company changed its organizational structure to a stock company to consistently promote its management philosophy of Customer First and execute growth strategies globally by expanding management options. The Company, which listed its stocks on the Tokyo Stock Exchange in April 2010, regards this day as its new founding and has entered a new stage of innovative changes.

Establishment of Dai-ichi Frontier Life



第一フロンティア生命
第一生命グループ
Dai-ichi Frontier Life

To lay out a framework to quickly respond to increasingly diverse customer needs, the Company established Dai-ichi Frontier Life on the premise of selling savings type insurance products over the counter at banks and securities companies.

Spirit of Customer First unaltered since the founding

History of the Dai-ichi Life Group

(Five years since the new founding through demutualization)

In April 2010, the Company changed its organizational structure from a mutual company to a stock company and made a new start with its new founding.

The Group has been taking any steps to remain “By your side, for life” for customers even amid the influence of the European debt crisis and the Great East Japan Earthquake.

Value up 2010

Success 110

Fiscal 2010

Fiscal 2011

Fiscal 2012

Demutualization/
Listing

Two years we worked on reconstruction and growth

Construction of a framework to meet diversifying customer

March 2011 -

Response to the Great East Japan Earthquake

We confirmed the safety of customers who became victim to the Great East Japan Earthquake and made efforts for them to receive insurance claims and benefits quickly and surely.

November 2012 -

January 2011

Launched Medical Yell, a non-participating medical insurance product.

Launched a non-participating medical insurance product for the first time since demutualization.



August 2012

Introduced the DL Pad, a tablet computer mainly for sales and business use.

Renovated the existing eNav!t to be able to provide a broader range of information at all contact points (see page 43 for details).



Accelerated

May 2011

Made TOWER Australia Group Limited (currently TAL) a wholly-owned subsidiary.

Built a foundation in the Australian market.



January 2013

Made Janus Capital Group Inc., an asset management company in the United States, an affiliate.

Strengthened efforts for the asset management business.



Fiscal 2010

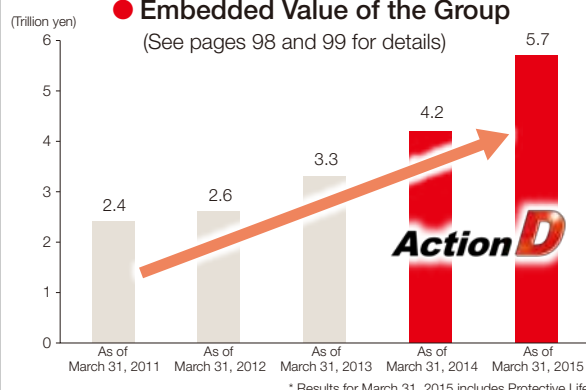
Fiscal 2011

Fiscal 2012

In the fiscal 2014, consolidated ordinary revenues, ordinary profit and net income reached new post-listing highs in March 2015, thanks to these initiatives.

As a result, the Company achieved the management objectives set in the medium-term management plan for fiscal 2013 to fiscal 2015 “Action D” a year ahead of schedule.

Embedded Value of the Group (See pages 98 and 99 for details)



Two years we aimed for further growth

needs as a partner standing “By your side, for life” of customers and their loved ones

December 2013 -

December 2014 -

By your side, for life – With You Project

Provided customers with security and peace of mind and complete health support with strong teamwork by all officers and employees with specialized skills, including Total Life Plan Designers (see page 24 for details).

一生のパートナー

With You プロジェクト

“Declaration to Support Total Life Plan for the Second Half of Life”

Strengthened our efforts to provide services that are friendly to senior customers (see page 25 for details).

セカンドライフ
生涯設計応援宣言

Insurance Proceeds Quick Reception Service

Enabled customers to receive their death benefits on the day of performing request procedures in order to meet their needs for receiving funds urgently (see page 39 for details).

保険金クイック
お受取りサービス

Provision of security and peace of mind through Periodical Information Checks

Strengthened the framework to reliably pay insurance claims and benefits, through activities such as Total Life Plan Designers visiting customers to check the contents of policies (see page 41 for details).

January 2014

March 2014

August 2014

Launched Bright Way, a whole life insurance product with a dividend payable every five years, and Crest Way, nursing care annuity insurance with a dividend every five years (without surrender value).

Enhanced protection for living onward by reforming our main products.

第一生命の
ブライトWay

第一生命の
クレストWay

Dai-ichi Frontier Life achieved the largest sales share (single premium savings-type products in bancassurance).

Increased sales through the diversification of a product lineup that reflected changes in the environment.



第一フロンティア生命
第一生命グループ
Dai-ichi Frontier Life

Made Sampo Japan DIY Life Insurance Co., Ltd. (currently Neo First Life) a wholly owned subsidiary.

Provide easy-to-understand products through simplified procedures to meet the needs of customers who want to make a comparison. (Began selling in August 2015)

ネオファースト生命
The Neo First Life Insurance Company, Limited

global development for further growth

October 2013

December 2013

February 2015

Made PT Panin Life (currently Panin Dai-ichi Life) in Indonesia an affiliate.

Accelerated development in the Asia-Pacific region.

PaninDai-ichiLife
By your side, for life

TAL in Australia achieved the largest market share (in terms of annualized net premium from policies in-force) (protection-type products).

Provided products through various sales channels tailored to customer needs.

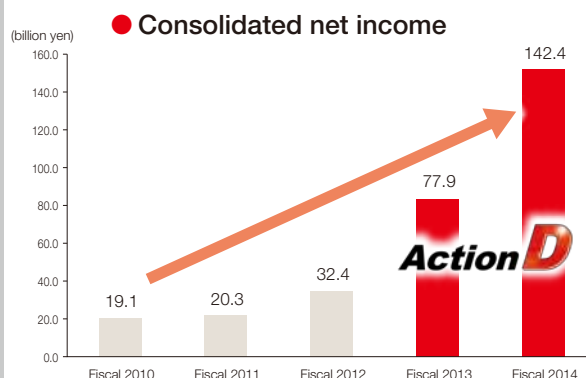
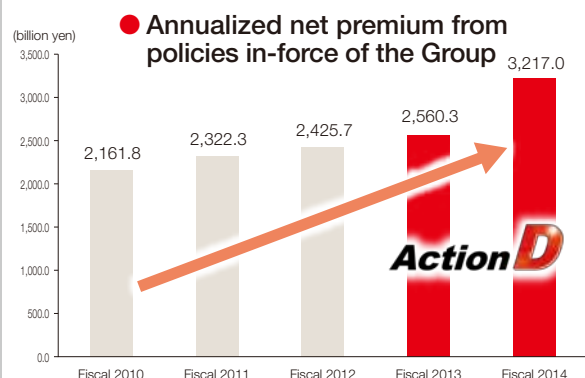
TAL
A DAI-ICHI LIFE Group Company

Made Protective Life Corporation in the United States a wholly owned subsidiary.

Entered the United States, the world's largest life insurance market.

Protective.

Status of Achieving Major Management Targets



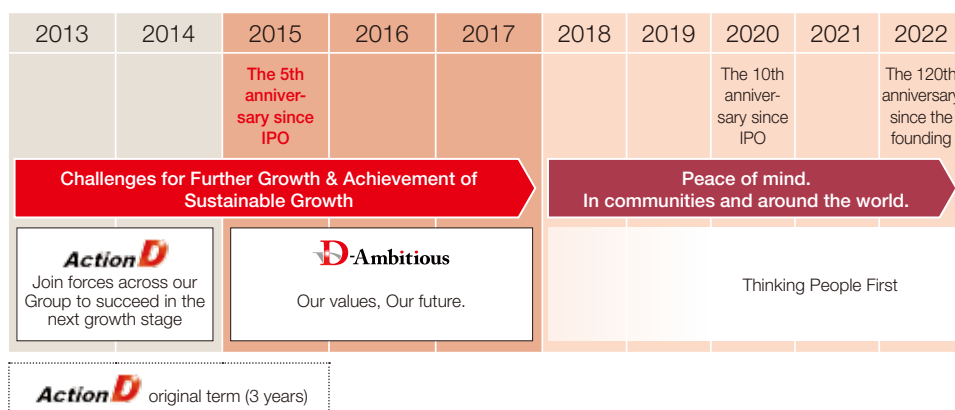
Medium-Term Management Plan of Dai-ichi Life



Medium-Term Management Plan for Fiscal 2015 to Fiscal 2017

Dai-ichi Life is working on the medium-term management plan covering fiscal 2015 to fiscal 2017 “D-Ambitious/ Our values. Our future.” Given that the management objectives in the medium-term management plan for fiscal 2013 to fiscal 2015 “Action D” are likely to be achieved a year ahead of schedule and that the business structure of the Group has changed drastically as a result of active M&A, we have revised the medium-term management plan in fiscal 2015 to make a new start for accelerating growth in earnest.

We will dynamically and swiftly develop our business and strive to realize sustainable creation of corporate value that will meet the expectations of all stakeholders, by further evolving DSR Management, our unique value-creating framework.



Overview of the Medium-Term Management Plan for Fiscal 2015 to Fiscal 2017 “D-Ambitious”

Basic Strategy “Four Ds”



- Achieving sustainable and accelerating growth with three growth engines (the domestic life insurance business, the overseas life insurance business and the asset management business)
- Forming the Global Trilateral Structure (Japan, North America and Asia Pacific) to support sustainable growth, and strengthen the corporate governance structure
- Doubling consolidated adjusted net income*2, securing adequate capital level anticipating global capital regulations, realizing a further enhancement of return to meet stakeholders' expectations

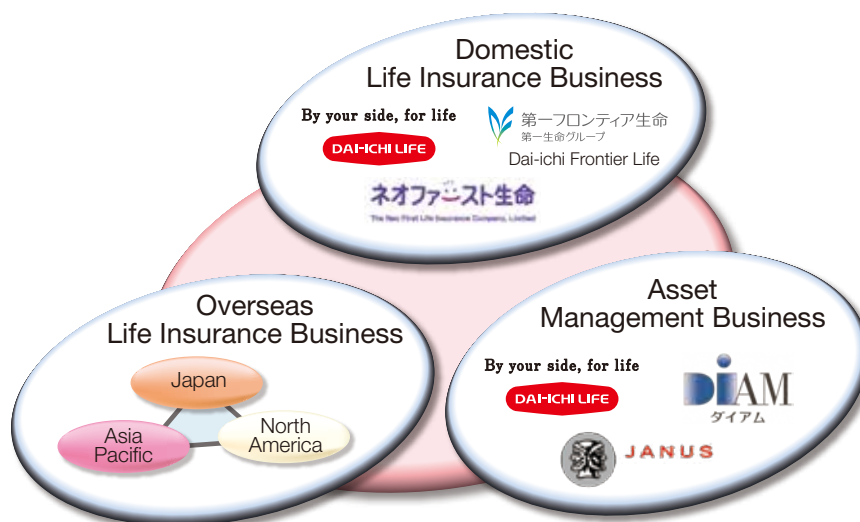
*1: ERM (Enterprise Risk Management) is an effort to increase capital efficiency and corporate value by formulating strategies according to profits, capital and risks, taking into account the types and characteristics of the risks.

*2: We assume the doubling of consolidated adjusted net income from ¥100 billion, which was the target set in the medium-term management plan Action D.

Dynamism Growth Strategy Pages 22 to 33

We will realize sustainable and solid growth with three growth engines (the domestic life insurance business, the overseas life insurance business and the asset management business).

- **Domestic life insurance business:** Three domestic life insurance companies for a larger share
- **Overseas life insurance business:** Global Trilateral Structure supports profit growth
- **Asset management business:** Synergies of three companies for an enhanced profit contribution



Discipline Promotion of ERM Page 34

We will not only strive to increase consolidated profits, but also ensure an adequate capital level anticipating global capital regulations and increase capital efficiency and the corporate value.

Dimension Group Management Page 35

We will further strengthen the Group management framework through the enhancement of functions of the Group Management Headquarters and Regional Headquarters and, at the same time, seek to accelerate our efforts for the sustainable growth of the Group and increase the corporate value of the entire Group through the transition to a holding company structure in October 2016 (planned).

Along with these endeavors, we will aim to further strengthen our corporate governance structure, so that the Company will serve as a model in the industry as a listed company in light of the spirit of the Corporate Governance Code, etc.

Diversity Human Capital Development Page 36

We will continue to develop an environment where diversified human capital play an active role, regardless of their nationality, gender, disability, or lifestyle. We will step up our efforts to foster human capital that will support the global business development of the Group by respecting and mutually accepting diversified human capital (diversity and inclusion).

In the medium-term management plan **D-Ambitious**, we will also endeavor to continue to provide stakeholders with corporate value. See "Initiatives for Stakeholders" from page 37 for details.

Domestic Life Insurance Business

In Japan, customers' needs for life insurance are becoming increasingly diverse. To precisely cater to those needs, we aim to offer our customers the best suited products via the most appropriate sales channels, based on our network of a three domestic life insurance company structure. We also intend to step up existing initiatives, aimed at offering security and peace of mind and complete health support through our core life insurance business, in an effort to provide customers with even greater value.

Representative Director,
Deputy President
Norimitsu Horio



Our journey so far

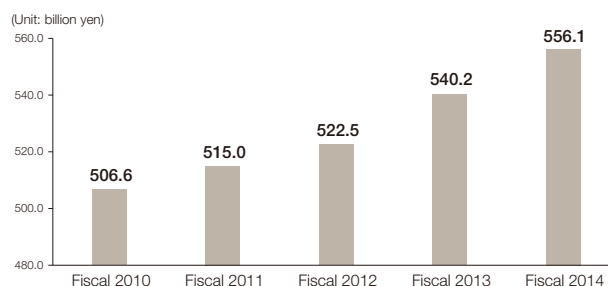
The “By your side for life – With You Project” is our domestic growth strategy for the Dai-ichi Life Group. Based on this strategy, we have provided our products and services best suited for every stage of life, so that we can help our individual customers lead secure and healthy lives.

We regard the third sector market, including medical and nursing care insurance, and the individual savings market as growth areas that are likely to keep on expanding in the future, and have therefore continued to enhance initiatives in the market such as flexibly releasing new products.

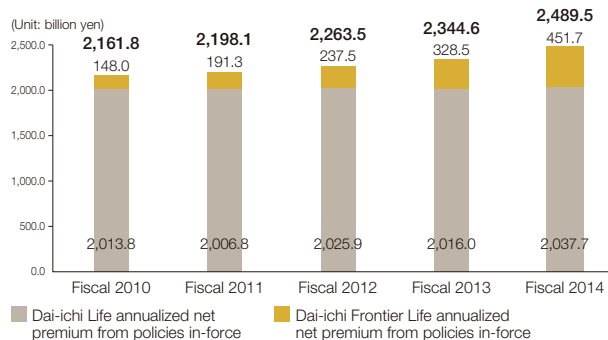
In the third sector market, we are doing well with sales such as riders offering cover against seven risks (three major illnesses, physical disorders and serious disabilities requiring nursing care) and nursing care annuity insurance. As a result, we have been able to increase group annualized net premium from policies in-force in the third sector.

In the individual savings market, we have also continued to increase group annualized net premium from policies in-force, through sales of single premium whole life insurance and individual annuity insurance, and via the bancassurance channel through Dai-ichi Frontier Life.

Dai-ichi Life + Dai-ichi Frontier Life third sector annualized net premium from policies in-force



Dai-ichi Life + Dai-ichi Frontier Life annualized net premium from policies in-force



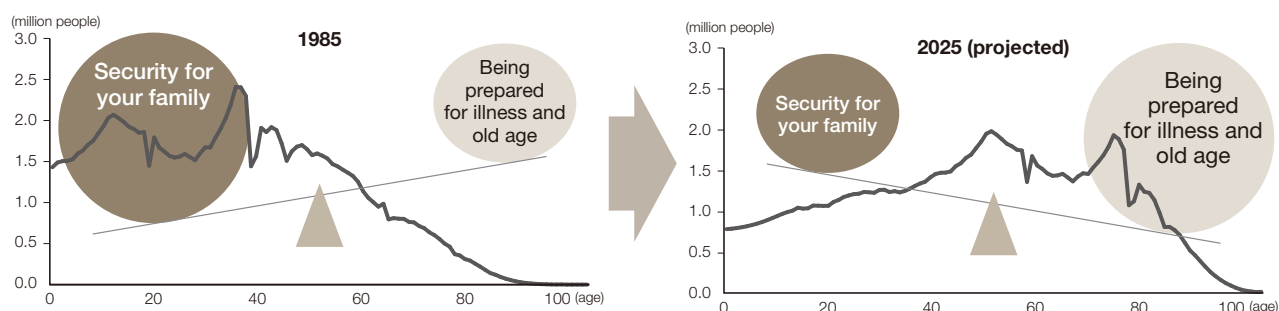
Outlook for the domestic life insurance business environment

With social security costs expected to increase over the medium to long term due to Japan's dwindling birth rate and aging population, private life insurance companies are set to play an increasingly important role as supplementary capacity for social security in the future. Specifically, there is strong demand for medical, nursing care and inheritance services amongst Japan's growing population of senior citizens. That is why we have earmarked the

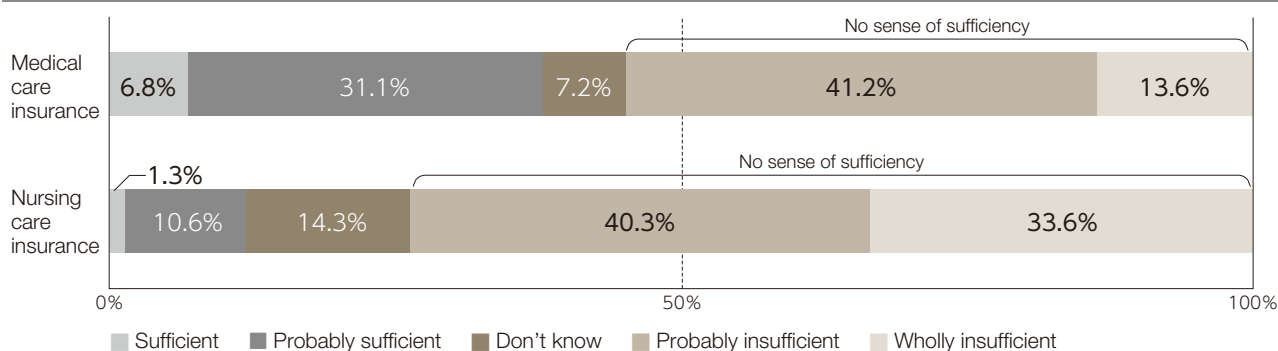
third sector and individual savings markets as growth markets that are likely to keep on expanding in the future.

Faced with an increasingly diverse range of customer needs, we recognize that it is more important than ever to establish a sales structure that reflects those needs, including walk-in insurance shops as well as sales channels such as Total Life Plan Designers and financial institutions.

Changing demographics and needs



Sense of sufficiency regarding medical and nursing care insurance



* Responses selected at random from men and women nationwide aged 18-69

* Medical care insurance sample: 3,989 people

Nursing care insurance sample: 3,943 people

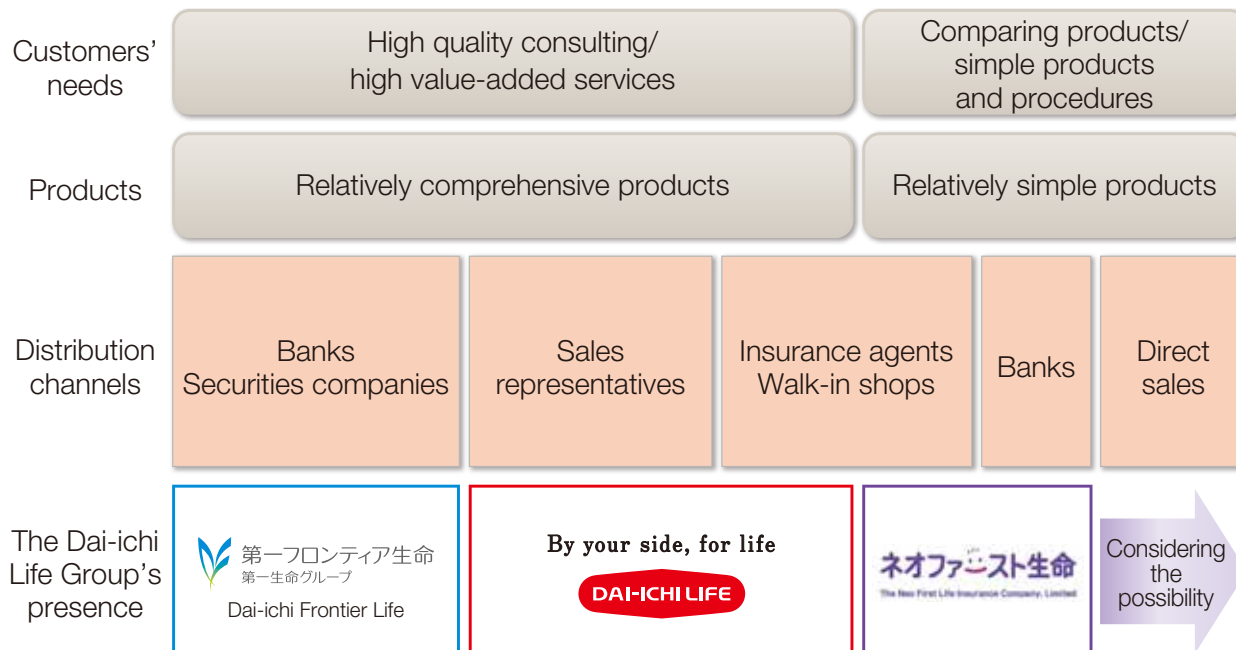
[Source] FY2013 Survey on Life Protection (Japan Institute of Life Insurance)

Future initiatives

Three domestic life insurance company structure

The Dai-ichi Life Group revolves around the three domestic life insurance company structure – Dai-ichi Life, Dai-ichi Frontier Life and Neo First Life – enabling us to precisely cater to a

wide range of customer needs by providing the most suitable products via the most appropriate channels. Operating three separate companies enables us to respond to customers' needs more flexibly and supply products as quickly as possible.

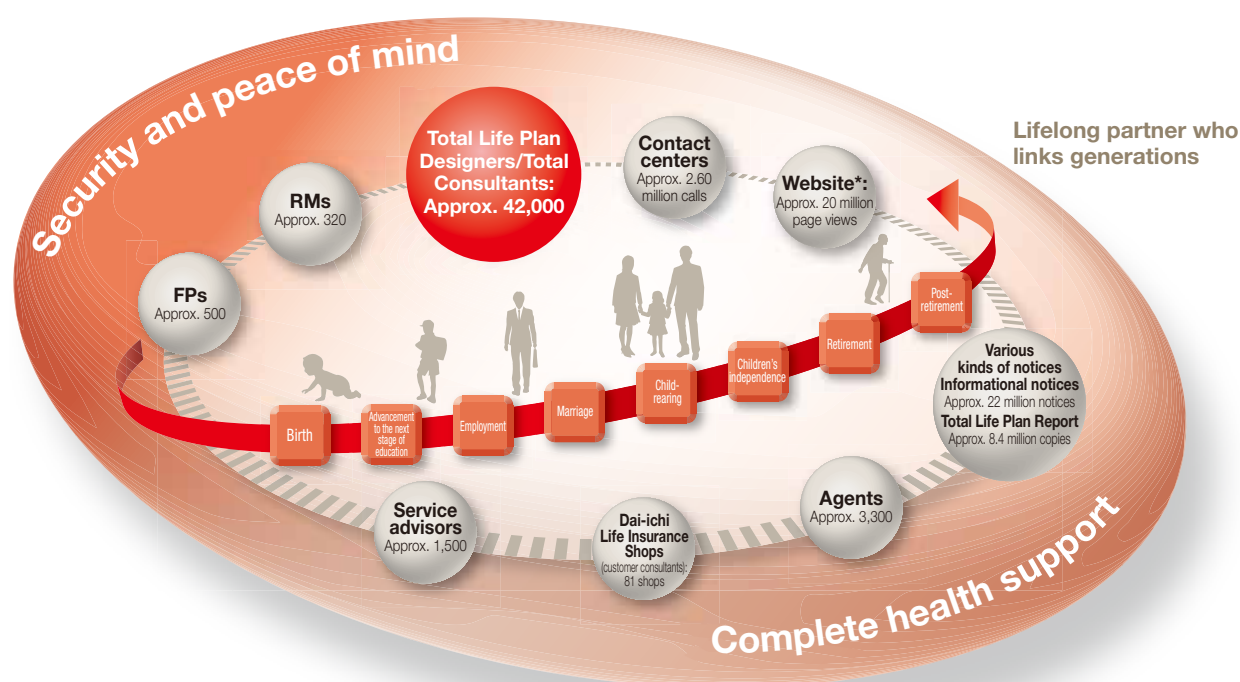


Domestic Growth Strategy: By your side, for life – With You Project

Society is going through some major changes at the moment, as individual lifestyles and values becoming increasingly diverse. In order to respond precisely to current changes such as these, all of our employees put themselves in the customer's shoes and are constantly reviewing how they can assist our

customers, as they promote the By your side, for life – With You Project as lifelong partners.

As well as offering security and peace of mind through our core life insurance business, the aim of this project is to provide individual customers with complete health support based on strong teamwork across all of our expert officers and employees, including Total Life Plan Designers.



*Number of page views from April 2014 to March 2015.

[Initiatives aimed at offering security and peace of mind]

By your side, for life

DAI-ICHI LIFE

One of the aims of the By your side, for life – With You Project is to offer security and peace of mind. Offering security and peace of mind means ensuring that our customers feel glad that they entered into their insurance policy, and appreciate the importance of insurance, at every stage from checking policy coverage, making claims and receiving benefits.

Key Initiatives

Payment of insurance claims and benefits and pursuit of security and peace of mind	We are working to establish a support structure to ensure that customers receive their claims/benefits as quickly as possible and to provide information and consulting services, in order to maximize the value of insurance policies.	P38
Secure after-sale service during the contract period	It is important that customers who have entered into insurance policies are able to carry out procedures without delay when they need to. That is why we take great care to maintain communication on a regular basis, so that policyholders and their families are prepared in the event of a worst case scenario.	P41
Uniform and high-quality consulting suitable to the lifestyle of customers at the time of contract	As society continues to change and values continue to become more diverse, we have introduced DL Pad portable computers, and are making every effort to provide more information on subjects such as the social security system and to offer consulting services that are more useful to our customers.	P43
Product development in line with customers' needs	Customers' needs are becoming increasingly diverse as a result of changes such as Japan's dwindling birth rate and aging society, and an increase in single-person households. We are constantly striving to improve our product lineup so that we can cater to a wider range of needs.	P44

[Initiatives aimed at providing complete health support]

Ever since the Company was first established, we have been working to offer peace of mind through our core life insurance business, as well as providing support to improve our customers' health, in an effort to complement the social security system and contribute to society as a whole. We will continue to provide complete health support unique to Dai-ichi Life.

Key Initiatives

Raising awareness of how to prevent cancer, cardiovascular disease and dementia	We provide accurate information and try to raise awareness of how to prevent conditions such as cancer, cardiovascular disease and dementia.	P42
Medical support service for health, medical, childcare, and nursing care services for policyholders	We provide advice and information on health, medical care, childcare and nursing care for policyholders and members of their families.	P42
Run with You Project	We sponsor public marathons nationwide, organize running classes and do our bit to promote running at the local level, as a major example of a sport that people can enjoy while improving their health on a daily basis.	P42

[Declaration to Support Total Life Plan for the Second Half of Life]



Senior citizens are establishing a greater presence, due to Japan's dwindling birth rate and aging

population, and are choosing to live their lives in an increasingly diverse number of ways. Last year, we launched the Declaration to Support Total Life Plan for the Second Half of Life initiative, in our capacity as lifelong partners accompanying our customers through their lives.

The concept of Declaration to Support Total Life Plan for the Second Half of Life is fulfilling the function of life insurance to industry-leading level and offering security and peace of mind for all of our senior customers, to ensure that they receive their claims/benefits. The aim is to provide services that are easier for senior customers to use.

For example, we phone senior customers to check how they are progressing and follow up on relevant procedures.

Other initiatives include operating a toll free service exclusively for senior customers, to facilitate direct communication.

Recent example: Launching services in conjunction with Yamato Transport Co., Ltd.

We have launched a service whereby sales drivers from Yamato Transport deliver leaflets and other such items to customers who do not live near one of our sales offices or whose location makes it difficult for Total Life Plan Designers to visit them on a regular basis.

[Providing high quality consulting services]

We are constantly working to increase points of contact with our customers, and to improve the consulting capabilities of our Total Life Plan Designers, so that we can ensure satisfaction for as many customers as possible by offering them security and peace of mind, and providing complete health support.

Establishing and expanding channels for specific customers and segments, in addition to Total Life Plan Designers Page 47

We are looking to increase our number of Total Consultants, who are specializing in consulting for corporate and government offices in major metropolitan areas, to an industry-leading level of 2,000. We have created Customer Consultants, as a team of specialists offering after-sales and consulting services for less accessible customers, and have been operating at full capacity since April 2015.

Improving the consulting capabilities of Total Life Plan Designers Page 60

We have extended training periods from two to five years, in an effort to develop more human capital with high level consulting capabilities, and thereby improve productivity even further.



A Total Consultant in action

[Initiative in savings-type product market]



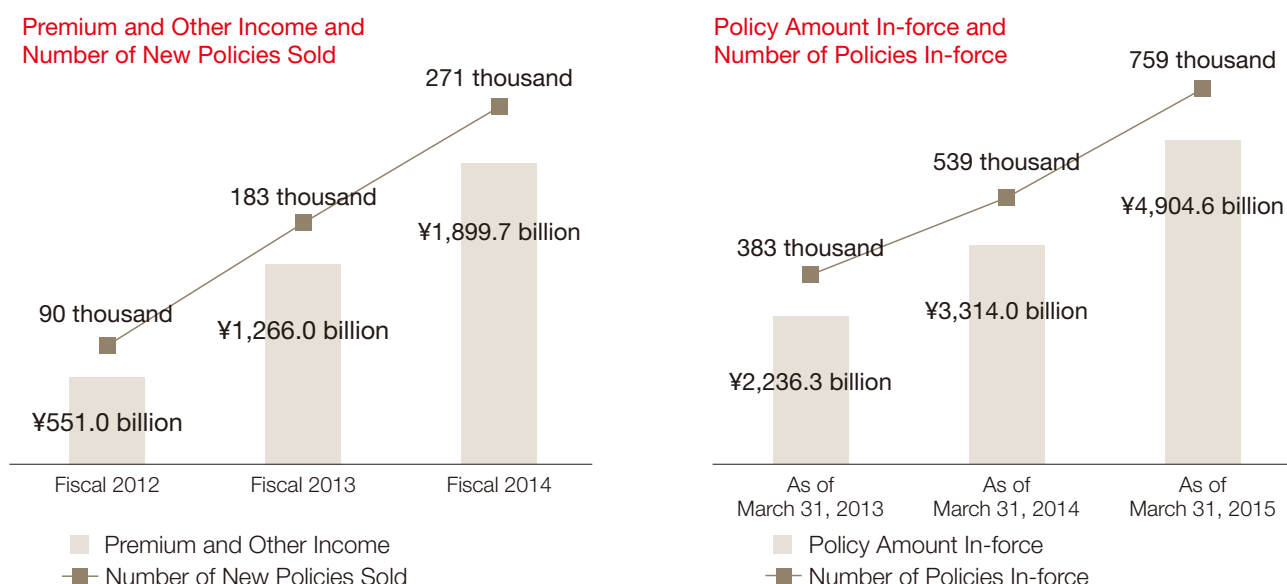
第一フロンティア生命
第一生命グループ
Dai-ichi Frontier Life

The life insurance market in Japan is being shaped by significant environmental and structural changes, such as demographic shifts associated with the declining birth rate and the aging society. Many baby boomers have retired from supporting their companies and families, and have begun their second lives. Consequently, demand for asset building to maintain a robust retirement and for asset succession to beloved family members has been growing. To bolster our operations in the savings-type product market, which we position as a growth area, our subsidiary Dai-ichi Frontier Life commenced operations in October 2007.

This subsidiary sells single premium savings-type products, such as annuity insurance and whole life insurance, through banks, securities companies and other financial institutions. To effectively meet diversified customer needs we are endeavoring to expand our product lineup.

Thanks chiefly to strong sales of foreign currency products, premium and other income reached ¥1,899.7 billion in fiscal 2014, which was the highest since the Company was first established. Policy amount in-force stood at ¥4,904.6 billion. We will continue to provide high-quality products and services responding to customer needs in a timely manner.

Dai-ichi Frontier Life – Main Financial Results



[Initiatives aimed at developing new markets (catering to customers wishing to compare products)]



The Neo First Life Insurance Company, Limited

As customers' needs becoming increasingly diverse, sales via financial institutions have started to expand to include protection-type insurance as well as savings-type insurance in recent years. Banks, walk-in insurance shops and other such facilities have also seen an increase in the number of customers wishing to compare and choose insurance products by themselves. In an effort to cater to such kind of needs

more effectively, we established Neo First Life, and started providing a series of new products and services from August 2015, via facilities such as financial institutions and walk-in insurance shops.

Neo First Life has set out "Focusing on what people want" as its corporate slogan and is working to meet the needs of customers wishing to compare products, by selling straight-forward, distinctive products that embody what people want through banks and other financial institutions, and through walk-in insurance shops with simple procedures.

As its first product, Neo First Life is aiming to sell a new third sector product that is designed to ensure satisfaction for new customers.

■ Efforts for Business Alliance

We are committed to forging powerful partnerships between the Dai-ichi Life Group and its business partners, in order to make our operations more competitive in the domestic market.

<p>Mizuho Financial Group</p> <p>In our full-scale business alliance with Mizuho Financial Group, we have been steadily achieving results primarily in the financial sector by establishing joint ventures such as Mizuho-DL Financial Technology Co., Ltd., which researches and develops advanced financial technologies, and DIAM. As part of our bancassurance business, we also sell Dai-ichi Frontier Life products at banks and securities companies affiliated with the Mizuho Financial Group. We also exchange human capital by sending Dai-ichi Life employee with consulting expertise in life insurance to the Mizuho Financial Group.</p>	<p>Resona Holdings</p> <p>In our business alliance with Resona Holdings, we plan to strengthen the business competitiveness of both companies by offering better products and services in the insurance field to meet the increasingly sophisticated and diversified needs of our customers.</p> <p>As part of our bancassurance business, we sell individual annuity insurance from Dai-ichi Frontier Life at banks affiliated with Resona Holdings. We also exchange human capital by sending Dai-ichi Life employee with consulting expertise in life insurance to Resona Holdings.</p>
<p>Sompo Japan Nipponkoa Insurance</p> <p>In our full-scale business alliance with Sompo Japan Nipponkoa, we seek to form the “strongest and most comprehensive life and non-life insurance group” with them as an equal partner, while maintaining the uniqueness of both companies.</p> <p>In non-life insurance we aim to improve customer satisfaction by selling auto insurance products, taking advantage of Sompo Japan Nipponkoa’s strong brand and products and its dependable accident response system.</p> <p>In the life insurance area, Sompo Japan Nipponkoa agents sell Dai-ichi Life products (in the First Sector, death protection products) to complement and strengthen the product lineup of the Sompo Japan Nipponkoa Group.</p>	<p>AFLAC</p> <p>In our business alliance with AFLAC, we seek to form the ‘strongest partnership in the First and Third Sectors (death protection insurance and medical insurance)’ as an equal partner, leveraging the strengths of both companies while maintaining their distinctiveness.</p> <p>In cancer insurance we sell AFLAC’s products that are customized for the Total Life Plan of individual customers proposed by Dai-ichi Life.</p>

Overseas Life Insurance Business

We have positioned the overseas life insurance business as a growth sector for the Dai-ichi Life Group, and have launched operations in six countries to date. As our operations have expanded across an increasingly wide area, we have established regional headquarters in North America and the Asia Pacific region, in an effort to reinforce our business management and support frameworks based on a Global Trilateral Structure which includes Japan. Given that overseas life insurance markets are expected to grow in the future, we intend to focus on balanced growth across developed and emerging markets.

Representative Director, Deputy President
Chief General Manager, Asia Pacific Business

Shigeo Tsuyuki



Our journey so far

With the overseas life insurance business positioned as a growth sector for the Dai-ichi Life Group, we acquired a local life insurance company in Vietnam in 2007, after which point we proceeded to expand into the life insurance markets in Thailand, Australia, India and Indonesia. In 2015, we acquired US life insurance group Protective Life as a wholly owned subsidiary, enabling us to expand our business into the United States, the world's largest life insurance market.

Our aim is to enhance the value of group life insurance companies by providing them with our expertise in the life insurance business, built up over more than 110 years (risk management, actuarial work, sales channel development, asset management,

etc.) and providing support in areas such as human capital and capital.

As we continue to expand our business over a wider area, in 2015 we established and began operating regional headquarters in North America and the Asia Pacific region, in an effort to reinforce our business management and support frameworks with respect to our overseas group companies, and ensure adequate governance throughout the Group.

As a result of initiatives such as these, we have continued to steadily expand the scale of our overseas life insurance business and increase our profits. (See pages 30 and 31 for details of our overseas group life insurance companies)

Outlook for the overseas life insurance business environment

Although overseas life insurance markets are expected to continue expanding in the future, driven by factors such as economic and population growth, the economic and business environment surrounding the life insurance market varies from one country to the next.

Whereas developed markets in North America and other parts of the world are relatively mature, in terms of the prevalence of insurance, they are nonetheless likely to see stable growth in the future due to steady economic and population growth.

We also expect to see strong growth in emerging markets, particularly in Asia, due to factors such as high economic growth rates, increasing numbers of middle income earners, and a greater awareness of risks which are covered under life and health insurance.

With overseas operations in six different countries, we are aware of just how important it is to provide adequate business management and support in line with factors such as the degree of market maturity and the business environment in each country.

Future initiatives

■ Upgrading our business management framework and harnessing group synergy via our Global Trilateral Structure

As the globalization of the Dai-ichi Life Group continues, we have established regional headquarters in North America and the Asia Pacific region, thereby creating an operating framework based on a Global Trilateral Structure, revolving around our Head Office and Group Management Headquarters.

Our regional headquarters enable us to quickly and easily maintain communication with other group life insurance companies without having to worry about time differences. Located at the heart of their respective regions, each headquarters acts as a focal point that enables us to promote exchange between regional group companies to an even greater extent.

In terms of initiatives aimed at generating synergy, we are committed to promoting exchange with management at overseas group companies through measures such as having them to participate in meetings at our Head Office and Group Management Headquarters, and organizing Executive Summits attended by management staff from overseas group companies. We also organize Global Management Conferences based around a variety of topics,

including product development, sales, branding and advertising, ERM, and personnel, with the aim of sharing best practice in each country and strengthening the networks between top management at the divisional level. We continue to implement initiatives such as these in an effort to create even greater value as a group.

We intend to continue effectively operating our Global Trilateral Structure in the future, so that we can establish and strengthen business management and support for group life insurance companies, and achieve sustainable growth.



Global Management Conference

■ Promoting balanced growth

We plan to actively expand the Dai-ichi Life Group's operations in the future, to tap into strong growth in overseas life insurance markets, and intend to maintain balanced growth in both developed and emerging markets.

Specifically, we will be focusing on business management geared towards stable profit growth, in an effort to make an even greater contribution to our profits from developed markets. In Asia and other emerging markets meanwhile, our top priority is to harness strong growth potential and expand the scale of our operations, in order to secure stable profit over

the medium to long term. We are also exploring the potential to further expand new businesses in both developed and emerging markets.

Based on our shared vision and philosophy throughout the Dai-ichi Life Group, we are determined to keep on spreading the vision "Peace of mind. In communities and around the world.," and to make a global contribution to social and economic development.



Overseas Life Insurance Companies of the Dai-ichi Life Group

Protective Life (USA)

Protective Life Corporation



John D. Johns, CEO, Protective Life and Koichiro Watanabe, President, Dai-ichi Life

Established in 1907, Protective Life provides life insurance throughout the United States. In addition to traditional life insurance and individual annuities, it has also developed advanced competencies and capabilities in acquisitions, having an industry-leading track record in this area, demonstrated by the completion of 47 acquisition transactions by 2014.⁵ Its commitment to minimizing costs to ensure efficient operations is one of Protective Life's strengths, which has enabled its corporate growth based on a distinctive business model wherein capital generated through the retail business is utilized for the expansion of acquisition business.

Dai-ichi Life has established DLI NORTH AMERICA INC. in New York as its North America Regional Headquarters at the same time Dai-ichi Life completed the acquisition of Protective Life, which enabled it to achieve a swift and smooth Post Merger Integration, as well as routine monitoring.



Number of employees ^{*1}	2,476
Actual premium income ^{*2, *3}	3,297 million US dollars (397.5 billion yen)
Year on year	+10.6%
Market share / ranking ^{*4}	0.8% / 34th

TAL (Australia)

TAL Dai-ichi Life Australia Pty Ltd



TAL head office building

As a strategic specialist in protection-type products, TAL became the industry leader in the Australian (protection-type) life insurance market in December 2013 in terms of annualized net premium from policies in-force, thanks to its effective use of retail, group and direct sales channels. Since then, it has continued to increase its share as the leading company in the market.

In fiscal 2014, TAL won awards in a number of different fields, including the "Life Insurance Company of the Year Award"⁶ and "Employer of the Year Award"⁷, in recognition of its business activities, commitment to diversity and social contributions, etc.



Number of employees ^{*1}	1,537
Actual premium income ^{*2, *3}	2,745 million Australian dollars (252.7 billion yen)
Year on year	+18.5%
Market share / ranking ^{*4}	15.6% / 1st

Dai-ichi Life Vietnam (Vietnam)

Dai-ichi Life Insurance Company of Vietnam, Limited



Customer counter at the head office

In January 2007, Dai-ichi Life became the first Japanese life insurance company to expand its life insurance business into Vietnam. With the Vietnamese life insurance as a whole experiencing rapid growth, Dai-ichi Life Vietnam has managed to expand its business ahead of the market, increasing its share from 4.4% in fiscal 2006 to 9.0% in fiscal 2014. Dai-ichi Life Vietnam has won widespread acclaim for its initiatives. In January 2014, the Vietnamese government presented it with the Vietnam Prime Minister's Award, given to companies or individuals that have made an outstanding effort in areas such as business, social contribution, environmental preservation and education. Dai-ichi Life Vietnam also became the first Vietnamese insurance company (life or non-life) to receive the CSR Award at the 17th Asia Insurance Industry Awards, organized by the Asia Insurance Review, a professional journal for the insurance industry.



Number of employees ^{*1}	652
Actual premium income ^{*2, *3}	2,546.0 billion dong (14.2 billion yen)
Year on year	+37.1%
Market share / ranking ^{*4}	9.0% / 4th

*1: As of the end of March 2015. Excluding staff in sales channels. However, staff involved in direct sales of TAL are included in the number of employees.

*2: Figures refer to the period from January to December 2014, for Protective Life, Dai-ichi Life Vietnam, Panin Dai-ichi Life, Star Union Dai-ichi Life and Ocean Life. Figures for TAL are for the period from April 2014 to March 2015. Actual premium income figures are based on premium and other income for Protective Life, TAL, Dai-ichi Life Vietnam and Panin Dai-ichi Life, and on premium income for Ocean Life. Figures for Star Union Dai-ichi Life refer to annualized premium income.

*3: Currencies are calculated based on the following exchange rates: 1 US dollar = ¥120.55, 1 Australian dollar = ¥92.06, 1 dong = ¥0.0056, 1 Indonesian rupiah = ¥0.0097, 1 rupee = ¥1.91, 1 baht = ¥3.67

*4: Comparisons are based on net premium income for the US market, annualized net premiums from policies in-force (protection-type) for the Australian market, premium and other income for the Vietnamese and Indonesian markets, annual premium equivalent (individual insurance) for the Indian market, and premium income for the Thai market.

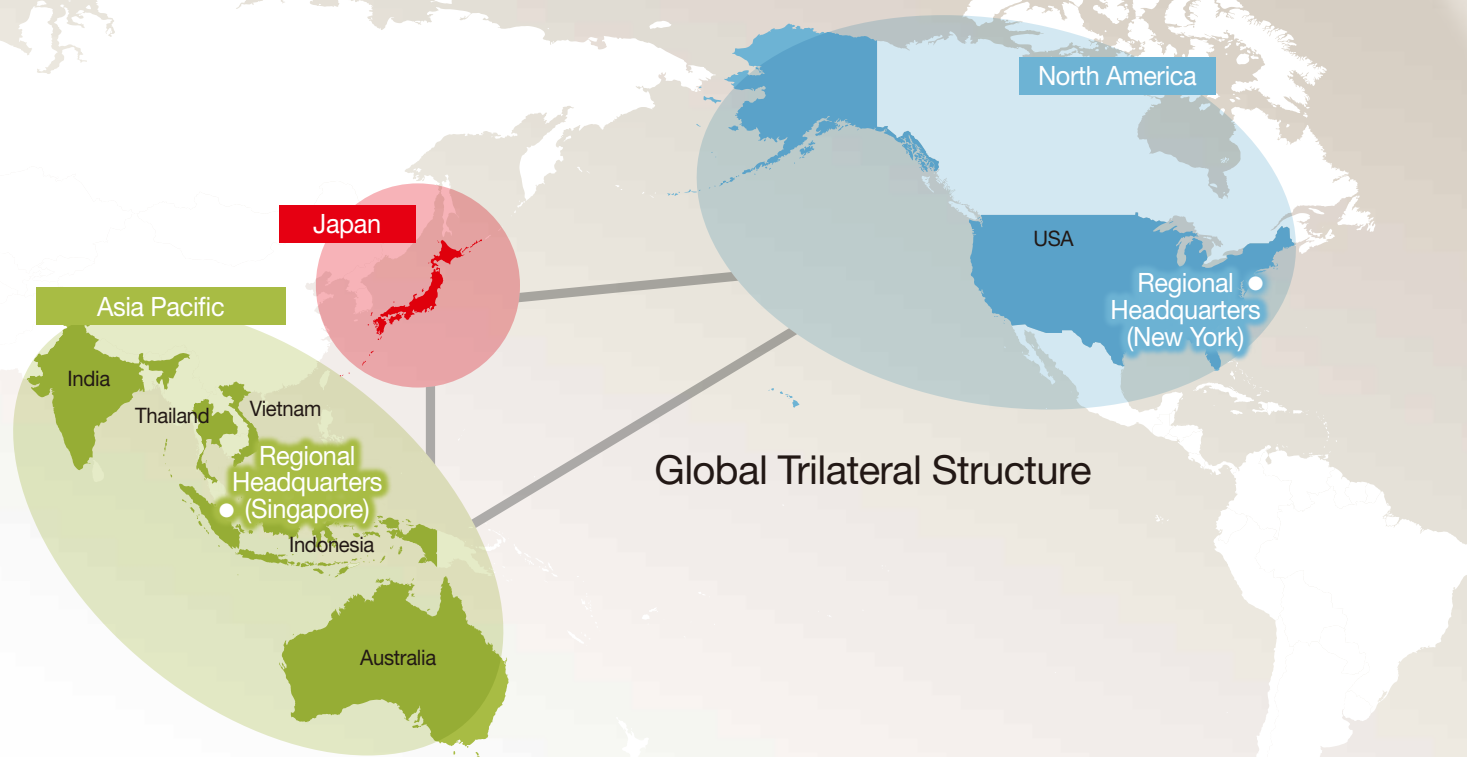
Comparative periods are from January to December 2013 for the US market, as of the end of December 2014 for the Australian market, and from January to December 2014 for the Vietnamese, Indonesian, Indian and Thai markets.

*5: Includes corporate acquisitions and reinsurance.

*6: Award presented to the best performing life insurance company, based on a survey of life insurance companies selling protection-type products carried out by Plan for Life (consulting company) and the Association of Financial Advisers (AFA)

*7: Award presented by leading Australian financial publications (Money Management, Super Review) to the company making the greatest commitment to issues such as gender equality in the workplace

*8: Based on private life insurance companies, excluding the Life Insurance Corporation of India (LIC), which is 100% owned by the Indian government.



Panin Dai-ichi Life (Indonesia)

PT Panin Dai-ichi Life



Investment ceremony

In October 2013, Dai-ichi Life made PT Panin Life and PT Panin Internasional, the parent company of PT Panin Life, its associate companies. In November 2013, PT Panin Life changed its corporate name to PT Panin Dai-ichi Life.

A member of the Panin Group, a leading local financial group, Panin Dai-ichi Life is a life insurance company with multiple sales channels, including individual agents, bancassurance and direct sales. It is steadily improving its results by continuing to diversify sales channels. Panin Dai-ichi Life has grown ahead of the market and continues to expand its presence in the Indonesian market, as evidenced by its industry ranking, which jumped from 15th in fiscal 2009 to 10th in fiscal 2014.



Number of employees ¹	572
Actual premium income ^{2, 3}	Year on year
3,700.5 billion rupiah (35.8 billion yen)	+12.3%
Market share / ranking ⁴	3.0% / 10th

Star Union Dai-ichi Life (India)

Star Union Dai-ichi Life Insurance Company Limited



Award ceremony for the Banking Financial Services & Insurance Awards 2015

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

Focusing on selling insurance through its joint partners, two major state-owned banks, Star Union Dai-ichi Life is ranked 11th out of 23 private life insurance companies in the ranking of annual premium equivalent (individual insurance), with annualized premiums totaling 8,666 million rupees in fiscal 2014, the company's sixth year in business. It is highly acclaimed within the Indian life insurance market, and in February 2015 won the awards for both Best Life Insurance Company in the Private Sector and the Company with Highest Claims Settlement at the Banking Financial Services & Insurance Awards 2015.



Number of employees ¹	3,009
Actual premium income ^{2, 3}	Year on year
8,666 million rupees (16.5 billion yen)	+17.5%
Market share / ranking ^{4, 8}	2.0% / 11th

Ocean Life (Thailand)

OCEAN LIFE INSURANCE PUBLIC COMPANY LIMITED



Sales managers conference

In July 2008, Dai-ichi Life agreed to invest in and enter into a business alliance with Ocean Life, which subsequently became an affiliate that same year.

Since then, Dai-ichi Life have been cooperating with Ocean Life on an ongoing basis, in ways such as improving the sales abilities of individual agents, to increase the corporate value of Ocean Life. In fiscal 2014, its insurance premium income was ranked ninth out of 24 life insurance companies in the industry. In addition, Ocean Life is rated highly in Thailand, and won the Excellent Insurance Company Award, which is given to insurance companies that are operated efficiently and have excellent corporate management.



Number of employees ¹	1,998
Actual premium income ^{2, 3}	Year on year
14,129 million baht (51.8 billion yen)	+8.0%
Market share / ranking ⁴	2.9% / 9th



Asset Management Business

As well as managing assets for premiums received from our policyholders, to ensure that we can make future benefit payouts, we also operate domestic and overseas asset management businesses that are compatible with our life insurance business.

Representative Director,
Deputy President
Satoru Tsutsumi



Dai-ichi Life's Asset Management for Our Policyholders

As an institutional investor managing approximately ¥35 trillion in assets, we are constantly working to enhance stability and profitability, while at the same time harnessing our financial intermediary capabilities, by actively catering to new capital demand in the infrastructure sector for instance.

Our journey so far

We promote ALM (*) operations based on the nature of our insurance policies (insurance liabilities), revolving around long-term and super-long-term domestic bonds, and also flexibly allocate capital to risk assets such as domestic and foreign stocks, and foreign currency-denominated bonds without currency hedges, in an effort to increase profitability.

Amidst low interest rates in recent years, we have reduced purchasing of yen-denominated bonds and have actively engaged in selective investment in foreign currency-denominated bonds with currency hedges, which offer more attractive returns than yen-denominated bonds. We have enhanced our investment diversification by investing in emerging market currencies and in middle-risk middle-return assets which have low correlation with traditional assets such as stocks and bonds. We are also committed to harnessing our financial intermediary capabilities, by actively providing investments and loans for new capital demand in the infrastructure sector for instance.

It is thanks to initiatives such as these that we have achieved a positive spread for two fiscal years in a row, since the year ended March 2014.

*ALM (asset liability management) is a method that involves managing assets in line with the nature of insurance policies (insurance liabilities).

Examples of major investments and loans for new capital demand

Description	Date
Investment in the Private Finance Initiative Promotion Corporation of Japan	Oct. 2013
Investment in corporate bonds of local company in Southeast Asia	Dec. 2013
Overseas project finance initiatives	Sep. 2014
Investment in inclusive business bonds (Page 59)	Dec. 2014
Investment in infrastructure debt funds	Mar. 2015

Outlook for the asset management environment

We expect the Japanese economy will be on track for a modest recovery, supported by positive effects such as (a) a recovery in individual consumption on the back of an improved employment and wage environment, and (b) a recovery in foreign demand. Interest rates meanwhile are expected to remain low for a while as the Bank of Japan maintains or strengthens its quantitative and qualitative monetary easing measures.

We expect to see an underlying recovery in overseas economies on the whole, particularly in the United States, and believe that financial markets will remain stable. We will nonetheless need to keep a close eye on growing expectations that the Federal Reserve Bank will raise interest rates and disruption stemming from factors such as the Chinese stock market, and support for Greece.

Future initiatives

While retaining a focus on core ALM operations based on the nature of life insurance policies, we intend to continue with (a) flexible control of the allocation of the risk assets taking market trends into account and (b) diversified investment, including broadening our scope of currencies and countries as part of overseas investment, and investing in middle-risk middle-return sectors, in both domestic and foreign markets. We are also looking at active investments and loans in sectors that are expected to see new capital demand, in an effort to harness our financial intermediary capabilities as an institutional investor.

Initiatives such as these will enable us to maintain a dual focus on both stability and profitability.

Asset Management Business

On the domestic front, we have established DIAM as an equal joint venture with the Mizuho Financial Group. Overseas, we have formed a strategic business and capital alliance with Janus in the United States. In the future, we intend to generate group synergy to a greater extent through activities such as developing new insurance products as a group by making the most of the business's close affinity with Dai-ichi Frontier Life, which provides single premium savings-type insurance for the domestic asset management market.

Our journey so far

We entered the asset management business in earnest in fiscal 1999 with the establishment of DIAM. Having steadily increased the balance of assets under management after that point, DIAM has now grown into one of the largest scale asset management companies in Japan, with assets under management of more than ¥17 trillion.

In fiscal 2012, we expanded into the United States, the world's largest asset management market through the business and capital alliance with Janus. Since then, we have continued to carry out initiatives aimed at harnessing group synergy, including selling Janus products on the domestic market via DIAM, and developing the new Separate Account Balanced Fund II and the smart beta model "JSG200" in conjunction with DIAM.

Outlook for the asset management business environment

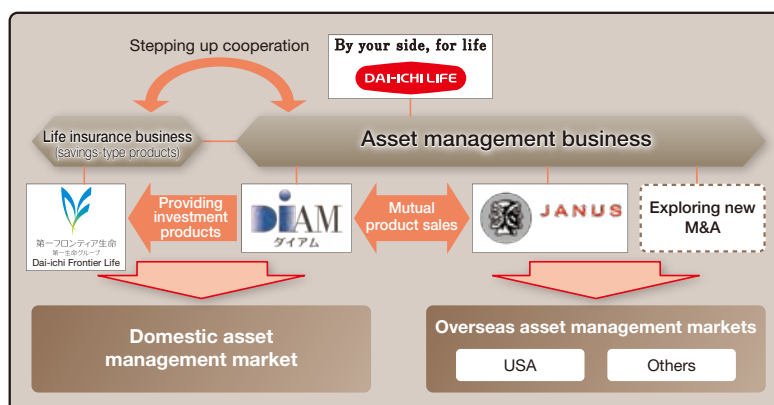
As of the end of 2014, personal financial assets in Japan stood at just under ¥1,700 trillion, approximately ¥900 trillion of which was in savings. There is also momentum behind measures to encourage individual asset building, as evidenced by the launch of the Nippon Individual Savings Account (NISA) scheme in fiscal 2013. This shift from savings to investment is expected to ensure that the domestic asset management market continues to grow in the future. Overseas asset management markets, including the United States, are also expected to experience sustained growth in the future.

Future initiatives

We intend to increase the balance of assets under management even further in both domestic and overseas asset management markets by continuing to support the growth of DIAM and Janus, and exploring options such as new M&A in the future.

Specifically, we will continue to promote mutual product sales between DIAM and Janus, whilst also pushing the boundaries of group synergy through initiatives such as stepping up cooperation on asset management with other group life insurance companies, including Dai-ichi Frontier Life, and developing new single premium savings-type insurance products.

As well as increasing our share of both domestic and overseas asset management markets, initiatives such as these will enable us to help customers build assets.



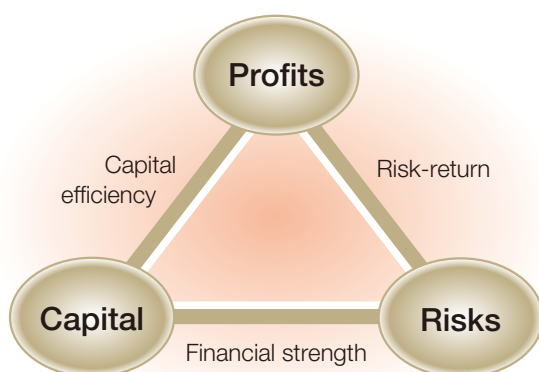
Discipline Promotion of ERM

We ensure that capital levels remain in line with global capital regulations, whilst striving to increase consolidated profits, improve capital efficiency and enhance corporate value.

Initiatives to date

The Company promotes ERM (Enterprise Risk Management) across the Group. ERM is a risk management approach to promote business activities by formulating a management plan and a capital strategy in accordance with a company's profits, capital conditions, and risks. This means that, as well as ensuring that risks are sound and adequately controlled based on their source, type and nature, ERM aims to improve capital efficiency and enhance corporate value, through initiatives such as allocating capital to businesses that are likely to bring in a higher return.

Relationship Between Profits, Capital, and Risks

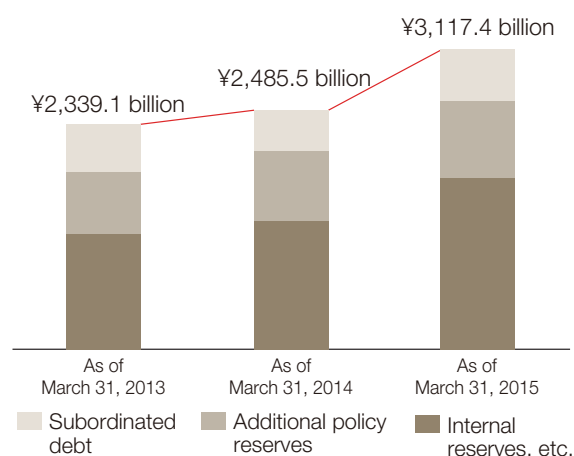


Outlook for the current environment

Dai-ichi Life understands that building a strong capital base is important if it is to retain the trust of its customers. We already take steps to ensure that we have sufficient capital to cover risks. At the same time however, new capital regulations are currently under consideration for global insurance companies. Having continued to expand our operations globally, we are keeping a close eye on this trend. We also believe that it is necessary to raise our capital level, improve capital efficiency and enhance corporate value, so as to live up to the expectations of our stakeholders.

We are committed to securing a profit each year and have continued to work on accumulating shareholders' equity and internal reserves, including contingency reserves and reserves for price fluctuations, in the interests of capital adequacy. Dai-ichi Life has also been accumulating additional policy reserves since fiscal 2007 and improving its future negative spread to enhance its financial stability. Disciplined capital allocation meanwhile, including carefully selected M&A, has enabled us to maintain a focus on increasing profits, improving capital efficiency and enhancing corporate value.

Breakdown of Capital (for Dai-ichi Life on a non-consolidated basis)



Future initiatives

We intend to raise our capital level relative to risk level even further in the future, in light of trends in global capital regulations. Specifically, we will be focusing on securing a profit each year, accumulating internal reserves, promoting ALM and controlling the balance of risk assets. As well as improving the profitability of individual lines of business, based on the nature of our operations in each area, we also intend to establish an optimum business portfolio through disciplined allocation of capital to growth sectors, as we continue to increase consolidated profits, improve capital efficiency and enhance corporate value.

Based on the results of initiatives such as these, we are determined to adequately return profits and live up to the expectations of all of our stakeholders.

As we have expanded the scale of the Dai-ichi Life Group and globalized our operations, it has become necessary to strengthen our management structure on a groupwide basis. We recognize the importance of reinforcing the capabilities of our Group Management Headquarters and further strengthening our group management structure via our regional headquarters.

Initiatives to date

We have continued to implement initiatives in growth sectors as part of our domestic life insurance, overseas life insurance and asset management businesses. As a result, our subsidiaries and affiliates have continued to grow in scale and number, making group management more essential than ever. That is why we established our Group Management Headquarters in 2012, as the ideal means of accelerating growth and reinforcing group management, whilst ensuring management efficiency and maintaining a sense of speed.

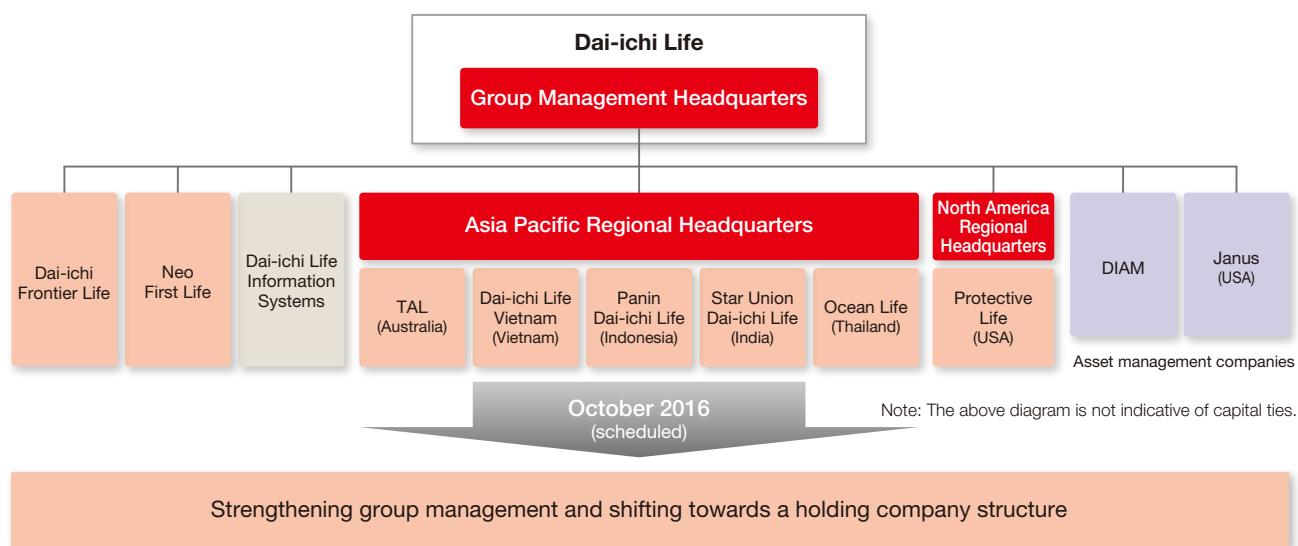
* See page 70 for an overview of the Company's business management framework.

Outlook for the current environment

To date, we have focused on a growth strategy designed to increase our share of the domestic life insurance market, and on initiatives aimed at accelerating business expansion and bringing in a greater contribution to profits from overseas life insurance markets. Acquisition of Protective Life and business preparation for Neo First Life in fiscal 2014 has accelerated our multiplex businesses structure both domestically and overseas.

Future initiatives

Taking into account the current environment and issues we are facing, we intend to shift to a holding company based around our Group Management Headquarters in October 2016 (scheduled), before the end of our medium-term management plan for fiscal 2015 to fiscal 2017 "D-Ambitious." We are also aiming to (1) flexibly allocate management resources on a groupwide basis, (2) establish a governance structure to help speed up the decision making process at affiliated companies, and (3) fundamentally reform our group management style. This will enable us to further accelerate initiatives geared towards sustainable growth as a group, and enhance the corporate value of the group as a whole.



We believe accepting each other's "diversity," or inclusion, is the foundation for sustainable growth. We have put in place an environment in which a diverse range of human capital can play a key role, regardless of nationality, gender, disability or lifestyle, and have continued to promote human capital development in support of our global business expansion.

Initiatives to date

To improve the value of our human capital to the level required in the age of global competition today, especially to promote the achievements of female employees, we work to raise awareness of female employees and to improve our training system. We also consider it the social responsibility of a corporate citizen, to provide a wide range of employment opportunities. We have therefore been working to actively recruit people with disabilities and create a comfortable working environment, for example with the establishment of Dai-ichi Life Challenged Co., Ltd. in 2006.

We organize Global Management Conferences, as one of our initiatives to make us more globally competitive, to create an opportunity for communication and training for domestic and overseas executives.

We also believe it is crucial that each one of our officers and employees have a keen interest in health and medical issues themselves, in order to meet customers' wishes to lead healthy lives, which we consider our social responsibility. It is for this belief that we have always continued to promote health, in management as well as in individual workplaces, through initiatives such as clarification of our management philosophy regarding health and the establishment of an organizational structure that helps promote health management.

Outlook for the current environment

We understand there is a growing need to create a comfortable working environment friendly to all of our employees, regardless of any disability, to achieve normalization, as well as to reinforce the pipeline up to female managerial positions.*

We also consider it essential to advance our initiative to develop global human capital as we expand overseas, and to step up initiatives aimed at extending employees' life expectancy as healthy individuals.

*Normalization is a concept in which society is considered the natural society, when people with and without disabilities live together as part of the same community, based on mutual respect and support.

Future initiatives

Successful realization of the new medium term management plan for fiscal 2015 to fiscal 2017, "D-Ambitious," depends on increasing the human capital value of the Dai-ichi Life Group.

We will continue to promote initiatives in the future, such as those illustrated in the diagram on the right.

*See pages 63 to 65 for details.

