### History of Innovation by the Dai-ichi Life Group

# Unchanged since its founding. The spirit of "Customer First."

Through its history of more than 110 years, Dai-ichi Life has faced a great number of changes in both the times and society.

To practice our management philosophy "Customer First," which we have emphasized through all of the stages of our long history, we have been working to "change what needs to be changed" in response to changes, in addition to maintaining our tradition.

Dai-ichi Life Group will continue to pursue innovation, aiming to always be the best.

#### **Establishment of Public Health Award**

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 68th time in 2016.

#### 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."

#### **Founding**

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



1997

1950

1902

Passion of the founder Tsuneta Yano

The Best Rather Than the Largest



Founder Tsuneta Yano

#### **New Foundation**

#### 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 Foundation and has entered a new stage of innovative changes.



## Second stage of New Foundation

#### Transition to a holding company structure

The Group will shift to a holding company structure in October 2016, aiming to enable a more flexible allocation of management resources and faster decision-making. It aims to continue to achieve sustainable growth by creating more synergy within the Group\*. The Group recognizes this shift as a next challenge to achieve innovative change following its New Foundation through demutualization in 2010, which will take the Group into the second stage of New Foundation.

\* The shift to a holding company structure will be rightfully executed on the condition of receiving permits and approvals from the authorities.



The Dai-ichi Life Group

2014

2010

2007

2001

1998

**Beginning of business** 

alliances within the

Dai-ichi Life formed a business

alliance with The Industrial Bank of

Japan (currently Mizuho Financial Group) in 1998 amid progress in the

financial deregulation. Since then, the Company has been moving forward with alliances with various

companies, aiming to provide a

wide variety of products and to strengthen its competitiveness.

comprehensive business tie-up with Japan Post Insurance Co., Ltd. as a new partner. (See page 42 for

details of our alliance partners)

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In 2016, it entered into a

financial industry

#### Beginning of overseas life insurance business

Dai-ichi Life advanced into Vietnam in 2007 and, with this as a start, began to develop its business in the Asia-Pacific region, including Thailand, Australia, India and Indonesia. In 2015, the Company entered the North American region, the world's largest insurance market, with the acquisition of Protective Life in the United States. Based on the Global Trilateral Structure, which connects these two regions with Japan, the overseas life insurance business aims to drive the growth of the Group, tapping into the high growth potential of the overseas life insurance market.













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

#### Establishing the three domestic life insurance company structure

By establishing Dai-ichi Frontier Life in 2006 and making Neo First Life Insurance a subsidiary in 2014, the Company built a structure based on three life insurance companies in the domestic life insurance business. The Company strengthened its structure so that it could respond to diversified customer needs more accurately by delivering the optimum products through the optimum channel.

By your side, for life

DAI-ICHI LIFE







